

Application Submittal Checklist

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

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

Elisabeth Case

AUTHORIZED SIGNATURE

ELISABETH CASE, EXECUTIVE DIRECTOR

PRINT NAME AND TITLE

1/24/2026

DATE



STATE OF HAWAII
STATE PROCUREMENT OFFICE

CERTIFICATE OF VENDOR COMPLIANCE

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

Vendor Name: WOMEN'S FUND OF HAWAI'I

Issue Date: 01/23/2026

Status: **Compliant**

Hawaii Tax#:

New Hawaii Tax#:

FEIN/SSN#:

UI#: No record

DCCA FILE#: 206958

Status of Compliance for this Vendor on issue date:

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

Status Legend:

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

WOMEN'S FUND OF HAWAII

PO BOX 438, Honolulu, HI 96809
T 808.439.6388 | www.womensfundhawaii.org

Board of Directors

Makalika Naholowaa

Chair, Treasurer

Native Hawaiian Legal Corporation

Karen Mukai

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Abilities Unlimited Hawai'i

Sasha Simpson

Secretary

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Judy Bishop

Bishop & Co.

Sharon V. Lovejoy, Esq

Stam O'Toole Marcus & Fisher

Gwen Pacarro

Morgan Stanley, Retired

Stephanie Shipton

Morning Dew Consulting

Executive Director

Elisabeth Case

January 22, 2026

Re: State Grant-In-Aid Public Purpose Statement

"The applicant shall specify whether the grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes"

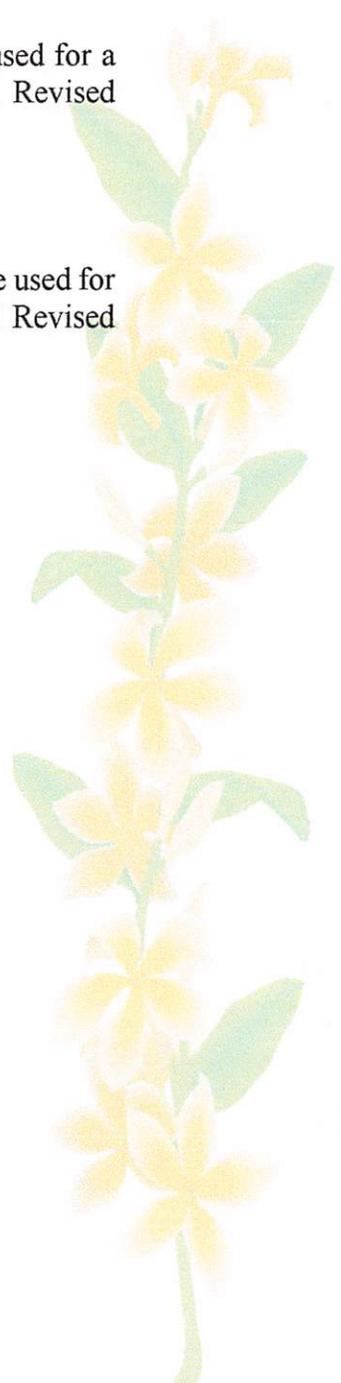
To Whom It May Concern:

Women's Fund of Hawai'i confirms that this grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

Aloha,



Elisabeth Case
Executive Director



BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: _____ Women's Fund of Hawai'i

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST	0	0	0	0
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9. GRANTS	150,000			
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES	150,000	0	0	180,000
C. EQUIPMENT PURCHASES	0	0	0	0
D. MOTOR VEHICLE PURCHASES	0	0	0	0
E. CAPITAL	0	0	0	0
TOTAL (A+B+C+D+E)	150,000			180,000
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	150,000	Elisabeth Case (808) 271-4924 - direct		
(b) Total Federal Funds Requested	0	Name (Please type or print) Phone		
(c) Total County Funds Requested	0	<i>Elisabeth Case</i> 1/24/25		
(d) Total Private/Other Funds Requested	180,000	Signature of Authorized Official Date		
TOTAL BUDGET	330,000	Elisabeth Case, Executive Director Name and Title (Please type or print)		

Application for Grants

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

I. Certification – Please attach immediately after cover page

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

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

ATTACHED

2. Declaration Statement

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

ATTACHED

3. Public Purpose

The applicant shall specify whether the grant will be used for a public purpose pursuant to [Section 42F-102, Hawaii Revised Statutes](#).

SEE STATEMENT ON SIGNED LETTERHEAD

II. Background and Summary

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

- **A brief description of the applicant's background;**

The mission of *Women's Fund of Hawai'i* is to support innovative, grassroots programs that empower women and girls statewide. The Fund provides information and education on women's and girls' philanthropy, shines a light on women's and girls' issues, and increases the visibility of our grantees. The fund is focused on social change around a wide-range of issues:

- Abuse/Neglect
- Adolescent Pregnancy
- Culture/Arts
- Disabilities
- Economic Self-Sufficiency
- Education/Technology
- Health (Physical)
- Homelessness
- Homophobia
- Incarceration/Criminal Justice
- Immigration Status
- Lack of Affordable Care
- Lack of Affordable Housing
- LGBTQ
- Mental Health
- Poverty
- Racism
- Reproductive Rights/Health
- Self-Esteem
- Sexual Exploitation
- Substance Abuse
- Sports Inequities
- Trafficking/Prostitution
- Violence (Sexual/Physical)

Our vision is a Hawai'i where every woman and girl is safe, healthy, financially secure, and empowered to reach her fullest potential.

Founded by Jane Renfro Smith when she recognized the urgent need to support local organizations uplifting women and girls. Because we needed to raise visibility and awareness – as well as funding – we established a separate organizational structure and were incorporated as an independent non-profit organization. We received our 501(c)(3) in 2005.

Even today, giving to women's and girls' organizations is at a high of 2.04% for all charitable giving.

Women's Fund of Hawai'i (WFH) helps the most vulnerable women and girls realize their potential, promotes women's financial security and girls' leadership, addresses the factors that stand in the way of women's success, and promotes their well-being. We are dedicated to improving the lives of women and girls statewide.

Since 2005, we have awarded over \$2,190,000 in grants to 240+ community-based organizations to support over 400 programs across the state of Hawai'i.

Meaningful change is possible when a community invests in itself. Funds raised go back into our island communities in the form of grants to organizations doing essential work on behalf of women and girls. *Women's Fund of Hawai'i* is committed to helping women and girls overcome social and economic barriers, because when women are safe, healthy, and economically secure, then families and communities are too. When Hawai'i's women thrive, Hawai'i thrives.

Our goal is to provide support to strengthen organizations, conducting public education campaigns that raise awareness about the important needs of women and girls and of the programs that serve them.

- When we're successful, annual contributions to the organization will be increased.
 - We don't believe we compete with larger organizations (such as YWCA) because our focus in fundraising is to bring in new donors who are committed to women and girls, at new levels of commitment: to promote philanthropy that is directed to women's and girls' issues among the broadest community of women and men.
 - We're much bigger and broader than a single agency. We're the only philanthropic resource in the state dedicated exclusively to meeting all the unmet needs of women and girls; versus organizations (such as YWCA), which is a direct service agency providing a specific range of services to women/girls. We aren't going to be providing any direct services; rather we will fund them.
 - Also, when we asked that question of a dozen other women's funds around the country, the answer was the same: "When a women's fund is successful, resources to organizations serving women and girls grow."
- **The goals and objectives related to the request;**

WFH respectfully requests \$150,000 in state funding to expand critical grants for community-based organizations serving women and girls across the islands. This funding will support programs that have been directly and indirectly impacted by the federal funding freeze, particularly those providing healthcare, human services, housing, and homelessness prevention.

Women's Fund of Hawai'i stands ready to distribute these funds efficiently and equitably through our established statewide distribution process, ensuring that resources reach the grassroots organizations most affected and most capable of delivering immediate impact.

Investing in women's and girls' leadership and empowerment is a guiding principle underlying our work because we believe that when women thrive, communities prosper.

The Fund is community-based, with donors, activists, and community leaders coming together to identify and solve problems in our community. In addition, we promote

women's and girls' philanthropy, with the goal of harnessing the catalytic power of investing in women and women-led solutions to accelerate positive change in our island communities.

Women's Fund of Hawai'i raises money at several fundraising events throughout the year and thanks to the generosity of individual donors, corporations, and charitable foundations. These donations and contributions allow us to bring visibility to issues affecting women and girls in Hawai'i and beyond and to fund programs that help them reach their fullest potential.

The Fund will make grants to organizations or programs that:

- Help the most vulnerable women and girls realize their potential;
- Promote women's financial security and girls' strengths and leadership;
- Address the factors that stand in the way of women's success, including violence, adolescent pregnancy, low self-esteem, physical and mental health problems substance abuse, prostitution, incarceration, immigrant status, homophobia, inadequate childcare, sports inequities, reproductive rights, poverty, disabilities and racism; and/or
- Build on the gifts, strengths and assets of women and girls and promote their well-being.

- **The public purpose and need to be served;**

Many women are doing very well in Hawai'i, living healthy lives and succeeding in interesting and challenging professions or pursuits. The reality of our community, though, is that not everyone is thriving. In particular, women and girls face systemic challenges that impede their success. On the other hand, investing in women and girls is the potential key to solving some of the world's greatest problems, like poverty and conflict. When women and girls thrive, communities and countries do too.

- Native Hawaiian women suffer from many health disparities: they have far higher rates of cancer, diabetes, smoking, and low birth weight babies than women of other ethnicities. [2015]
- Almost half of single mothers in Hawai'i live in poverty. [2015]
- Two-third of our working women are employed in the lowest paying jobs. [2015]
- There are serious inequities in state funding for girls' sports. Furthermore, we are the only state in the country that plays girls' basketball from March to May, which means our girls cannot compete on the national scene. [2015]
- 39% of homeless in Hawai'i are women. [2015]
- Hawaii has one of the highest rates of incarcerated women in the country, increasing much faster than men; and these women do not get the same amount of job training as men in prison. [2015]
- Every day in Hawai'i, three girls aged 18 or younger discover they are pregnant. [2015]

- Every month one death in Hawai'i is due to domestic violence - most after women have left their partner. [2015]

Source: The Need: How do Women and Girls Fare in Hawaii?

https://womensfundhawaii.org/wp-content/uploads/2017/11/Status_of_Women_in_Hawaii_11-17_reader-spreads-final.pdf

- 48 percent of female residents are more likely to reside in homes that fall below the ALICE threshold (the average income needed to afford the Household Survival Budget) compared to 33 percent of males

Source: Aloha United Way Alice in Hawai'i: 2024 Facts and Figures report.

Additionally, in 2024, *Women's Fund of Hawai'i* (WFH) commissioned a statewide assessment of knowledge and attitudes about reproductive health for adults in Hawai'i in addition to other factors that may influence participant responses including physical health and mental health, and experiences of intimate partner violence. This report was prepared for WFH by the Department of Psychology at University of Hawai'i at Mānoa.

Women's reproductive health is not just a personal matter but a critical issue that affects the overall health of families and communities. Access to safe, affordable reproductive healthcare is essential for women to make informed decisions about their bodies and futures. In Hawai'i, geographic isolation, healthcare access disparities, and cultural factors compound the challenges women face.

The loss of federal protections, such as the 2022 *Dobbs v. Jackson Women's Health Organization* decision which overturned *Roe v. Wade*, has created an urgent need to understand how local policies, healthcare availability, and social dynamics are affecting women's lives. The research confirms the continuing need for creating a healthier and more equitable future for all women in Hawai'i.

Findings in the report show the following:

- Females of all ages were more likely to live at or below the federal poverty level compared to males.
- Females 46 and older had the highest number of physically unhealthy days in the last month of any group (6.47 versus 5.26 for women 18-45, and 4.69 for men.) This compares to the national average of 4.34 physically unhealthy days.
- Females aged 18-45 had the highest number of mentally unhealthy days (10.17 versus 5.3 for women over age 45 and 4.35 for men. This compares to the national average of 4.66 mentally unhealthy days.
- Women ages 18-45 (reporting the highest percentage (82%) of having a romantic partner in the last year) reported the highest rates of violence, with 11% stating a partner had physically harmed them.
- Primary barriers to receiving healthcare services include 1) physical accessibility/distance, 2) not knowing where to receive services, and 3) not being

able to get an appointment soon enough, often because of the limited number of providers in their area.

Source: Women's Reproductive Health in Hawai'i COMPREHENSIVE REPORT 2024
https://womensfundhawaii.org/wp-content/uploads/2025/08/WFH_WHR2024.pdf

The current federal funding freeze has created a ripple effect across Hawai'i's nonprofit sector. While some organizations lost direct federal support, many others — including those we fund — are facing indirect consequences: delays in reimbursements, suspended grants, and a loss of federal subawards. As a result, small and mid-sized nonprofits that provide essential services to women and families are struggling to meet basic operating costs. Requests to WFH for unexpected program and operating support rose in 2025 by over \$63,000 compared to 2024, reflecting the growing strain on small nonprofits as they attempt to fill the gaps left by federal program interruptions, yet we could only fund 12% of the asks in 2025.

Examples of the programs we supported in 2025 include:

- Mobile health care for vulnerable mothers on Kaua'i, covering essential needs not met by federal programs;
- Holistic wellness and body image programs for women and girls in Waimānalo, O'ahu, and East Maui, and beyond;
- Free legal and medical services for non-citizen and uninsured women on O'ahu, Maui, and Lāna'i;
- Training on integrating natural resources into affordable housing on Moloka'i;
- Mentorship in film and media for young women amplifying underrepresented voices Statewide;
- Skill development and housing support for incarcerated women, survivors of domestic violence, and female veterans;
- Support and advocacy for survivors of sexual violence on Hawai'i Island and bereaved women on Maui.

Without immediate state support, Hawai'i stands to lose vital community infrastructure that supports thousands of women and girls — many of whom are Native Hawaiian, Pacific Islander, immigrant, or rural residents.

These organizations are often the only providers of specialized services in their communities, addressing deeply interconnected challenges such as poverty, violence, homelessness, and access to healthcare. Once these programs close, rebuilding capacity takes years — time our communities do not have.

Women's Fund of Hawai'i is prepared to deploy funds immediately to vetted, accountable organizations that demonstrate measurable outcomes. Our grantmaking systems, reporting standards, and community partnerships ensure transparent, results-driven use of public funds.

State bridge funding will allow us to stabilize critical programs, prevent service interruptions, and protect the well-being of women, girls, and their families who are disproportionately affected by the federal funding freeze.

4. Describe the target population to be served; and

Women and girls in Hawai'i. *Women's Fund of Hawai'i* is the only foundation in Hawai'i with a unique focus on women and girls.

5. Describe the geographic coverage.

Statewide. Since 2005, we have partnered with 175 community-based organizations to improve the lives of women and girls across the Hawaiian Islands.

III. Service Summary and Outcomes

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

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

Women's Fund of Hawai'i maintains a standing Seasonal Grantmaking committee to review, evaluate, and vet applications for WFH funding.

WFH believes a broad diversity of membership responds to the needs of our community. To that end, our Grants Committee consists of up to 11 women community members from a variety of backgrounds, including our Executive Director and Grants Chair – a WFH Board member; certain other WFH Board members; women who work or have worked with non-profits and/or grantmaking and writing in Hawai'i, nationally, and internationally; women who hold advanced degrees in public health and social work and law, to name a few. Members change on a rotating basis. New board members are required to serve on the grants committee early in their tenure.

The WFH Grants Committee evaluates applications twice a year and awards grants according to our priorities. We target areas that have been identified as most promising/most critical, and preferably touching on every island. *Women's Fund of Hawai'i* issues a Request for Proposal twice annually, in the spring and fall. Applications are accepted online via our web site for one month, after which they are thoroughly vetted by our Grants Committee.

The grant making process is our foremost aperture into the needs of the community. Twice annually, *Women's Fund of Hawai'i* issues requests for partnership, in the spring and in the fall. The Fund believes that responsiveness to what non-profits define as the needs of that community and understanding how those non-profits define success on their own terms is at the core of our own success as an organization.

Women's Fund of Hawai'i frequently works with smaller organizations that may be new to organized philanthropy—or these organizations find us—and thus can provide scarce resources where community need is greatest.

Women's Fund of Hawai'i's research reports on the status of women and our community connections help us identify where Hawai'i's women are doing well and where we are behind. This knowledge will allow us to craft our grant making to specifically address Hawai'i's areas of greatest need for women and girls.

Margie Welch, Administrative Coordinator supports the Board and Executive Director by preparing monthly financial documents, maintaining WFH's constituent and donor database (CRM), and performing all clerical duties. Ms. Welch is adept at all the administrative tasks associated with the WFH grants process: ensuring the online application is current and accessible, organizing and distributing applications received, and preparing for committee meetings. Ms. Welch also provides crucial support for all WFH fundraising and educational events. Ms. Welch is a graduate of the University of Hawai'i, Manoa.

(SEE CONFLICT OF INTEREST POLICY BELOW)

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

The committee's grant review process is as follows:

JANUARY

- ◆ Before each round of grant-making, the board approves the maximum budget of funds to be awarded. The committee may award up to that amount. If worthy applications are not submitted to justify granting the full amount allocated by the board, the ungranted funds may be allocated to the following round of grant making

FEBRUARY AND JULY

- ◆ Communicate upcoming deadlines to email list

MARCH 31, SEPTEMBER 30

- ◆ Grant deadlines

APRIL/ OCTOBER

- ◆ Staff distributes grant applications to grant committee members; each committee member reads each application and ranks each program as high, medium or low priority.
- ◆ At the same time, staff distributes a master list of all applicants to all board members.

If board members have concerns about any applicants, they are to share their concerns with the staff immediately in order that the issue(s) can be addressed by the grant committee during its review process.

MAY-JUNE/ OCTOBER-NOVEMBER

- ◆ The committee conducts its review over two or more meetings. At the first, the agenda is to narrow down the list of applicants to finalists and identify follow-up questions. In general, the committee starts by creating a chart that tracks each of the individual committee member rankings. Following a discussion focused on understanding the divergent viewpoints of committee members, the group comes to a consensus as to which programs are in the top, middle and bottom tiers. Follow-up questions for each top program are identified, and follow-up questions for other programs where the answer to the questions might affect their rankings, and the questions are assigned to committee members for follow-up. Committee members share information learned from the follow-up questions with the entire group before the second meeting, and the information is kept in the applicant's file. Each committee member doing follow-up questions will contact at least two organizations. Committee members not charged with follow-up questions will instead focus on reviewing a final report submitted from a recent grantee to share lessons learned with the entire committee at the second meeting.

JUNE/ NOVEMBER

- ◆ At the final meeting, the committee members select the grantees to be funded, up to the maximum dollar amount allowed by the Board. Committee members come to the meeting with a ranked list of the top three organizations they wish to fund. In general, the committee starts by creating a chart that shows the individual rankings done by committee members. Following a discussion, including an evaluation of how the selected grantees comport with WFH grant-making priorities, the committee identifies the programs to be funded.

JULY/ DECEMBER

- ◆ The staff transmits a brief description of each grantee for the board's final review and approval.

JULY/DECEMBER

- ◆ The staff then works with the selected grantees to complete the required paperwork. All other grantees are sent notification letters that they were not able to be funded and encouraged to apply during the next grant period.

15 MONTHS LATER

- ◆ Grantees will be required to submit a final report on usage of funds and program results 15 months after funding (a one-year funding period and three months to complete a final report).

WFH staff may contact grantees for updates and status reports during the grants period or follow up with the grantees regarding use of the granted funds and results of the program/use for which the grant was given.

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

Our goal is that 100% of grantees can identify how our granting has helped them and are able to articulate a success story related to our funding,

At the end of their 15 months, they will return a required report, answering the following questions.

- I. Purpose of Grant (Summary). Please provide a brief summary of your project and its goals.
- II. Narrative Report. Please attach a 1-3 page narrative report addressing the following issues:
 - Please share a success story – how this grant affected your clients or beneficiaries. You are welcome to include testimonials, photographs and/or videos.
 - Based upon your earlier definition of success, how successful was your program?
 - Including number of participants and age groups.
 - The impact *Women's Fund of Hawai'i's* grant had on your program.
 - The number of women and/or girls helped or affected by your program.

III. Financial Report

- Please attach a financial report detailing how you spent the grant monies.
- Any unused grant funds must be returned to *Women's Fund of Hawai'i*.

Conflict of Interest Policy: Grantmaking

Women's Fund of Hawai'i (WFH) encourages board and staff members to be active in their communities as volunteers, board members, or in other capacities with a wide array of nonprofit community-based organizations and activities so as to bring to the Fund's work the broad based community knowledge they obtain through such involvement. Moreover, we recognize that we are holding the trust of others in decision making and in allocating resources, and therefore are entrusted to make decisions in the interest of the greater good, not in any particular individual's self-interest.

Potential conflicts of interest or the appearance of such conflicts may arise in the course of WFH's grantmaking. Our policy is to be clear and as transparent as possible about these possible conflicts. We define potential conflicts of interest as:

- WFH board or staff members serving as board members of organizations applying for grants to WFH
- Immediate family members of WFH board or staff members serving as board members of applicant organizations
- WFH board members or staff members, or their immediate family members, being employed by or doing business with applicant organizations.

“Immediate family members” includes both traditional and nontraditional families, i.e., hanai families and families of same-gender couples.

When a conflict or appearance of conflict arises, WFH asks that board members and staff disclose the conflict prior to making any related grant decisions or recommendations. Then, the remaining board members will determine whether or not there is a potential conflict of interest. If they decide that a conflict does exist, the board or staff member involved shall absent herself from the discussion of the applicant organization, except if other board members have specific questions they wish to ask, and shall abstain from voting.

When a grant is awarded to an organization in which one or more of the WFH board members has abstained from voting as the result of a conflict or the appearance of a conflict, or a staff member has a conflict or the appearance of a conflict, this will be disclosed in the WFH annual report.

Conflict of Interest Policy: Board of Directors

The purpose of the conflict of interest policy is to protect WFH's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Fund, although it is the Fund's general policy not to enter into such transactions. This policy is intended to supplement but not replace any applicable Federal, state or local laws governing conflicts of interest applicable to nonprofit and charitable corporations.

Interested Person. Any director, principal, officer, or member of a committee with board delegated powers who has a direct or indirect financial interest, as defined below, is an Interested Person.

Financial Interest. A person has a Financial Interest if the person has, directly or indirectly, through business, investment or family : (a) an ownership or investment interest in any entity with which WFH has a transaction or arrangement; (b) a compensation arrangement with the Fund or with any entity or individual with which the Fund has a transaction or arrangement; or (c) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Fund is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature.

A Financial Interest is not necessarily a conflict of interest. A person who has a Financial Interest may have a conflict of interest only if the appropriate board or committee decides that a conflict of interest exists.

Duty to Disclose. In connection with any actual or possible conflict of interest, an Interested Person must disclose the existence and nature of his/her Financial Interest and must be given the opportunity to disclose all material facts to the directors (or members of the appropriate committee with board delegated powers) considering the proposed transaction or undertaking.

Determining Whether a Conflict of Interest Exists. After disclosure of the Financial Interest and all material facts, and after any discussion with the Interested Person, he/she shall leave the board or committee meeting while the determination of a conflict of interest is discussed and voted upon. After exercising due diligence, the board or committee, if appropriate, shall determine whether WFH can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest. If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Fund's best interest and for its own benefit and whether the transaction is fair and reasonable to the Fund, and shall make its decision as to whether to enter into the transaction or arrangement in conformity with such determination. The minutes of the board and all committees with board-delegated powers shall record the names of all persons

participating in the meeting, a summary of the discussion, including any proposed alternative arrangements, and a record of any votes taken in connection with the final determination.

To be considered fair and reasonable and to avail itself of the rebuttable presumption of reasonableness under the 1RS's excess benefit transaction regime, 26 U.S.C. § 4958, fair and reasonable requires that the Fund use comparability data, meaning that the Fund has looked at similar transactions by at least three similar entities if the Fund has annual gross receipts (including contributions) of less than \$1 million (or more than three similar transactions for larger Corporations). A fair and reasonable transaction is generally an arms-length transaction.

Annual Statements. Each director, principal officer and member of a committee with board delegated powers, shall annually sign a statement which affirms that such person (a) has received a copy of the conflicts of interest policy, (b) has read and understands the policy, (c) has agreed to comply with the policy, and (d) understands that WFH is a charitable organization and that in order to maintain its federal tax-exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Periodic Reviews. To ensure that WFH operates in a manner consistent with its charitable purposes and that it does not engage in activities that could jeopardize its status as an organization exempt from federal income tax, periodic reviews of the conflicts of interest policy and requirements shall be conducted.

- 4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.**

We will report the representation on the Grants Committee. And their feedback on the grants process and assure that the process is fair and equitable. Questions on their feedback form will include on a level of 1-5:

- Decision-making process is in alignment with our mission
- Fairness and Equitable
- Demographic data to show representation of all islands, industries, issues
- Process helped them better understand the state of women and girls in Hawai'i
- Raised awareness and inspired them to want to further support

We will also report how successful our grantees are with our funding:

- Number of grants made
- Dollar amount of each grant made

- Summary of program
- Area(s) of service (abuse/neglect...violence (mental/physical))
- Number intended to be served
- Island(s) served

We will reach out mid-term to the grantees to provide us with any updates and impact expected in community.

IV. Financial

Budget

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

2. **The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2027.**

Quarter 1	Quarter 2 2027	Quarter 3	Quarter 4 2026	Total Grant
0	\$75,000	0	\$75,000	\$150,000

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

Annually, we have over 480 donations from individuals, 18 corporations, 15 foundations that contribute money, materials or both to support WFH. These monies are used to make grants to organizations serving women and girls and to educate the public about the problems facing women and girls and the organizations that support them.

BUDGET 2027:

- Events (Annual 300+ guest fundraiser “Tea & Champagne”)
- Individual Contributions (including Annual Year-End Appeal)
- Foundation Contributions (private)

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

- 5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2027 for program funding.**

NONE

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

\$616,692

V. Experience and Capability

1. Necessary Skills and Experience

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

Elisabeth Case, Executive Director

Ms. Case, a fourth-generation Hawai'i resident, with family ties to Kaua'i, Maui, Hawai'i Island and O'ahu, brings years of experience in advancing nonprofit organizations, most recently at Hawaiian Mission Houses Historic Site and Archives and American Cancer Society of Hawai'i. Leveraging her expertise in comprehensive fundraising and membership programs, her approach emphasizes collaboration and connecting with Hawai'i's diverse communities to understand the needs and promote resources available for all. (SEE ATTACHED RESUME)

Margie Welch, Administrative Coordinator.

Ms. Welch has worked in administrative managerial positions and with nonprofits for forty years and with WFH for ten years. She supports the Board and Executive Director by preparing monthly financial documents, maintaining WFH's constituent and donor database (CRM), and performing all clerical duties. Ms. Welch is adept at all the administrative tasks associated with the WFH grants process: ensuring the online application is current and accessible, organizing and distributing applications

received, and preparing for committee meetings. Ms. Welch also provides crucial support for all WFH fundraising and educational events. Ms. Welch is a graduate of the University of Hawai'i, Manoa.

In evaluating applications, WFH board and staff engage community partners and key connectors in a variety of fields—social services, arts, philanthropy, education—to determine what areas of need might be underfunded and which problem areas may be emerging under the radar to complement the work of larger non-profits in the community. (SEE ATTACHED BOARD BIOS)

2. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.

Office is 217 square feet, located at 1019 Waimanu Street, Honolulu, HI, 96814

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

SEE ATTACHED BIOS FOR STAFF AND BOARD MEMBERS

2. Organization Chart

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

SEE ATTACHED

3. Compensation

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

EXECUTIVE DIRECTOR	\$100,000
ADMINISTRATIVE COORDINATOR	\$40,000

VII. Other

1. Litigation

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

NONE

2. Licensure or Accreditation

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

N/A

3. Private Educational Institutions

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see [Article X, Section 1, of the State Constitution](#) for the relevance of this question.

NO

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2027 the activity funded by the grant if the grant of this application is:

(a) Received by the applicant for fiscal year 2027, but

A grant from the State will instill further confidence and visibility in the community of our mission and we will be able to grant \$150,000 additional dollars - equating to helping approximately 10 (at \$10,000 each) additional small, innovative programs to

support women and girls across Hawai'i. We will be able to grow our endowment, which will ensure dependable funding.

We will continue to grow our board and relationships with corporate, foundation, and individual donors as well as investigate possible federal, state, city grants.

Our income will continue to grow through:

- Events
- Individual Contributions
- Foundation Contributions
- Federal, State, City grants

We will be able to solicit donations to our endowment fund which will support initiatives not for just one year, or even one generation, but in perpetuity, with a portion of the endowment's value used annually as the donor specifies or as the Board chooses. WFH's endowment investments are aligned with our mission to focus on equity and inclusion.

(b) Not received by the applicant thereafter.

Although we will not be able to support 10 additional grantees with the \$150,000 additional dollars, we will continue to grow our board (to max 12) and relationships with corporate, foundation, and individual donors as well as investigate possible federal, state, city grants.

Our income will continue to grow through:

- Events
- Individual Contributions
- Foundation Contributions
- Federal, State, City grants

We will not be able to grow our endowment because our focus will be on raising funds for granting (and operating).

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2026 to June 30, 2027

Applicant: Women's Fund of Hawai'i

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
				\$ -
N/A				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

Applicant: Women's Fund of Hawai'i

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
NA			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
NA			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

Applicant: Women's Fund of Hawai'i

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

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

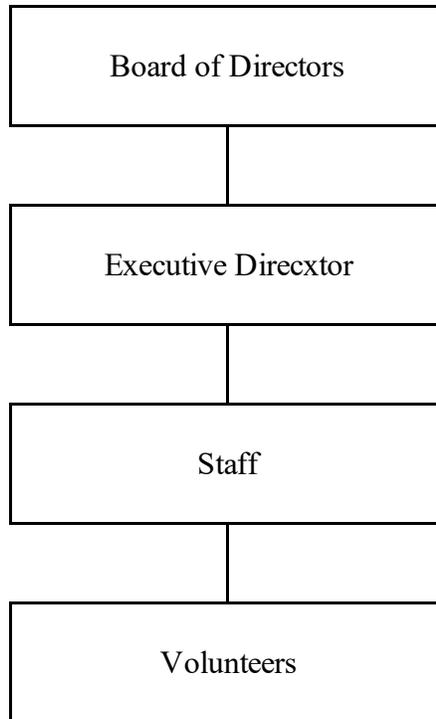
Applicant: Women's Fund of Hawai'i

Contracts Total: -

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	NA				
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
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20					
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22					
23					
24					
25					
26					
27					
28					
29					
30					



Organizational Chart





BOARD OF DIRECTORS

Makalika Naholowaa
Chair, Treasurer

Native Hawaiian Legal Corporation

Karen Mukai
Vice Chair

Abilities Unlimited Hawai'i

Sasha Simpson
Secretary

Nephron Research LLC

Judy Bishop

Bishop & Co.

Sharon V. Lovejoy, Esq.

Starn O'Toole Marcus & Fisher

Gwen Pacarro

Morgan Stanley, Retired

Stephanie Shipton

ki'iki'i farm provisions

Executive Director

Elisabeth Case



Board of Director Biographies

Judy Bishop

Judy Bishop is the Owner, President, and CEO of Bishop & Company, an award-winning recruiting and staffing firm she founded in 2005. As Bishop & Company celebrates its 20th anniversary, Judy's vision and leadership continue to define the firm's reputation for excellence, integrity, and community impact.

Since 2006, Bishop & Company has been consistently recognized by Pacific Business News as one of the Top 25 Women-Owned Businesses in Hawaii. Under Judy's leadership, the firm has also earned distinction as one of the top three Executive Search firms in Hawaii and has been honored by Hawaii Business Magazine as one of Hawaii's Most Charitable Companies, Most Profitable Companies, and one of the Top 250 Largest Companies in the state.

Judy's individual leadership has been widely recognized. She was named Outstanding Woman of the Year by the Organization of Women Leaders Hawaii in 2009, honored as a Leader Luncheon Honoree by YWCA O'ahu in 2020, and recognized by the U.S. Small Business Administration as the State of Hawaii Women in Business Champion. She has also been a finalist for Hawaii Business Magazine's Business Leader of the Year and Best in Small Business awards.

Beyond her professional accomplishments, Judy is deeply committed to service and mentorship. She currently serves on the Boards of Directors for the Women's Fund of Hawaii, the Hawai'i Society of Business Professionals, and IONA Contemporary Dance Theatre. She is also an active member of the Society for Human Resource Management, Chamber of Commerce, Better Business Bureau, Pacific Club, and numerous professional and civic organizations.

A passionate advocate for education and opportunity, Judy is an active volunteer, mentor, and donor supporting the Shidler College of Business, the Society for Human Resource Management, and the East-West Center's Gals with Lei Program. She is a strong supporter of women's causes, with a particular focus on economic empowerment and career advancement.

Sharon V. Lovejoy, Esq

Sharon V. Lovejoy, Director and Litigation Attorney, Starn O'Toole Marcus & Fisher Law Corporation. Ms. Lovejoy joined Starn O'Toole Marcus & Fisher in March 1996 becoming the first woman Director that same year. Ms. Lovejoy is a successful litigator with a primary focus in commercial, real estate, construction and business litigation practice areas.

Ms. Lovejoy played a major role in building Starn O'Toole Marcus & Fisher's litigation section from 2 lawyers to 12 lawyers. She helped establish the firm's culture that playing to win is not

always about brow-beating the opponent into submission, but rather is to become a great advocate by developing the qualities of a leader with the negotiating skills of a great strategist, being an active listener who seeks to gain a full understanding of key issues and interests with the goal of building trust, respect and cooperation. She continues to actively mentor the firm's associates, guiding their growth from associates toward independent lawyers managing cases with thoughtful strategy and a firm hand.

Ms. Lovejoy's pro bono service includes Access to Justice and helping to establish the Hawaii U.S. District Court's federal court pro bono panel program. She also serves as the Vice Chair of the non-profit Women's Fund of Hawai'i, and is a Board Director for the Positive Coaching Alliance, Hawaii Chapter.

Ms. Lovejoy served as President of the Federal Bar Association in Hawai'i, served a 3 year term as a lawyer delegate to the Ninth Circuit Court of Appeals Judicial Conference, and twice participated in the HSBA's Committee on Judicial Administration's Civil Law Forum. She is a frequent presenter at the annual Hawai'i Bar Convention.

Ms. Lovejoy's legal work has been recognized by Best Lawyers in America, Chambers and Partners USA. Leading Lawyers for Business, Benchmark Litigation's "Top 250 Women in Litigation", and selected to the Hawai'i Super Lawyers list.

Karen Mukai, Vice Chair

Karen Mukai is President and Chief Operating Officer of Abilities Unlimited, a non-profit organization whose mission is to empower individuals with disabilities. Ms. Mukai and her team of advocates build a more inclusive society through community engagement and education programs. Ms. Mukai serves on other boards including the Hawaii Waiver Providers Association, Manoa Valley Theatre, March of Dimes Hawaii Chapter, Seagull Schools, St. Francis Healthcare System, and Women's Fund of Hawai'i. Ms. Mukai was appointed by Governor Ige as a Commissioner to the Hawaii Commission for National and Community Service, which administers Hawaii's AmeriCorps State programs. Ms. Mukai's hobbies include babysitting her grandchildren and planning family trips.

Makalika Naholowaa, Chair and Treasurer

Makalika Naholowa'a is a lawyer, advocate for Indigenous Peoples, and nonprofit leader. Ms. Naholowa'a is the Executive Director of the Native Hawaiian Legal Corporation, a nonprofit law firm dedicated to advancing Native Hawaiian rights. Ms. Naholowa'a has practiced law for 15 years and previously held senior legal leadership roles at Microsoft Corporation, including as head of its global trademark practice and Chief of Staff to the General Counsel. Ms. Naholowa'a began her career as an intellectual property associate at Perkins Coie LLP.

Ms. Naholowa'a serves on the boards of the Hawaiian Council (formerly the Council for Native Hawaiian Advancement), the Women's Fund of Hawai'i, the American Indian Science and Engineering Society, the Association on American Indian Affairs, the Native American Rights Fund, and Awaiaulu. She is also a Hawai'i Access to Justice Commissioner, a member of the Governing Council for the American Bar Association Center for Innovation, and serves

on the Indigenous Advisory Committees of the ACLU of Hawai‘i and PFLAG, a national organization supporting LGBTQ+ people and their families.

Ms. Naholowa‘a holds a J.D. from Columbia Law School and a B.S. in Mathematics with a concentration in Computer Science from Arizona State University.

Gwen Pacarro

Gwen Pacarro is the newest member of Women’s Fund of Hawai‘i’s board, returning after previously serving during its formative years. Ms. Pacarro spent the majority of her career at Morgan Stanley, where she worked as complex manager for the Hawaiian Islands and Guam, and most recently as a Family Wealth Director. Now retired, Ms. Pacarro is dedicated to her community, supporting women and girls in their pursuit of safety, financial security, and empowerment. Ms. Pacarro recognizes the crucial role of grassroots organizations and the importance of philanthropic funding in addressing persistent inequities, noting that Women’s Fund of Hawai‘i leads the way in tackling these challenges.

Stephanie Shipton, Grants Committee, Chair

Stephanie Shipton is a farmer, mother, strategist, and policy wonk passionate about building connections between people and place. Ms. Shipton runs ki‘iki‘i farm provisions, a family farm rooted in Waialua that provides produce and value added products to the local community.

In addition to her work on the farm, Mrs. Shipton offers facilitation and strategic planning consulting, supporting teams and leaders as they navigate change and imagine new possibilities. Mrs. Shipton's career spans two decades in education policy, innovation, and systems change at the local, state, and federal levels.

As the former director of regional and strategic initiatives at Teach For America Hawai‘i, Mrs. Shipton led staff culture and innovation initiatives, served as chief of staff, and launched leadership development programming for students and teachers - including an incubator for educator-led ventures.

Prior to her role at Teach For America Hawai‘i, Mrs. Shipton served as acting director of Policy, Innovation, Planning, and Evaluation for the Hawaii Department of Education where Mrs. Shipton successfully provided oversight and management of three Race to the Top portfolios, composed of 12 discrete projects. In addition to overseeing portions of the state's Race to the Top grant and providing strategic policy support, Mrs. Shipton also co-authored the State’s initial approved ESEA flexibility waiver and subsequent successful application for waiver renewal. Finally, Mrs. Shipton oversaw the Department's Access Learning Pilot Project - an \$8.2 million 1:1 digital device pilot in 8 schools across the state that grew to serve over 60 schools.

Mrs. Shipton co-founded the Education Incubator - a local non-profit - and, prior to coming to Hawai‘i, held policy assistant roles at the National Governors Association Center for Best Practices and the Alliance for Excellent Education.

Mrs. Shipton's passion for education and equity was first sparked by her early experiences as a classroom assistant in a pre-K charter school and as a tutor for overage, under-credited youth in Washington, D.C.

Mrs. Shipton holds a bachelor's degree in political science and a master's in political management from The George Washington University. Mrs. Shipton currently serves on the Hawai'i State Early Learning Board and the board of Women's Fund of Hawai'i. Mrs. Shipton is an Omidyar Fellow (Cohort VI) and has participated in leadership cohorts and accelerators including Hawai'i Investment Ready, Ka Maka 'Īnana, and the Aloha Response.

Sasha Simpson, Secretary

Sasha Simpson is a Senior Analyst, Health Policy & Partner at Nephron Research LLC. With a deep background in health policy, Ms. Simpson specializes in medical device and drug reimbursement and coverage issues, as well as tax policy. She previously co-founded Heldman Simpson Partners LLC, and prior to that was a health policy analyst at Potomac Research Group LLC. Ms. Simpson was also a health policy consultant for Healthsperien LLC, and served as senior government relations associate for Urban Swirski LLC, a government relations and consulting firm based in Washington, D.C. Ms. Simpson received her Bachelor of Arts degree from the School of Public Affairs at American University.



Staff Biographies

Elisabeth Case, Executive Director

Ms. Case, a fourth-generation Hawai'i resident, with family ties to Kaua'i, Maui, Hawai'i Island and O'ahu, brings years of experience in advancing nonprofit organizations, most recently at Hawaiian Mission Houses Historic Site and Archives and American Cancer Society of Hawai'i. Leveraging her expertise in comprehensive fundraising and membership programs, her approach emphasizes collaboration and connecting with Hawai'i's diverse communities to understand the needs and promote resources available for all.

Margie Welch, Administrative Coordinator.

Ms. Welch has worked in administrative managerial positions and with nonprofits for forty years and with WFH for ten years. She supports the Board and Executive Director by preparing monthly financial documents, maintaining WFH's constituent and donor database (CRM), and performing all clerical duties. Ms. Welch is adept at all the administrative tasks associated with the WFH grants process: ensuring the online application is current and accessible, organizing and distributing applications received, and preparing for committee meetings. Ms. Welch also plays crucial support roles at all WFH fundraising and educational events. Ms. Welch is a graduate of the University of Hawai'i, Manoa.

ELISABETH D. CASE

(808) 271-4924 ElisabethCase@gmail.com Honolulu, Hawai'i

Over 30 years in strategic planning and marketing development in multiple sectors including private, non-profit, culture and the arts, education, hospitality, government, real estate, and health.

EXPERIENCE:

Women's Fund of Hawaii, *Executive Director*, Honolulu, HI 2025-present

Reporting to the board of directors, oversee the strategic and operational efficiency of the organization's programs and staff, and leverage connections to create networks of support.

- Seek out entrepreneurial opportunities, lead staff and volunteers around major fundraising efforts including the annual Tea & Champagne 300-guest fundraiser.
- Strategically plan, budget, and organize to steer and influence the organization towards favorable growth.
- Communicate publicly the mission, vision, and programs, and steward donors and volunteers to expand the organization's public profile as the leading advocate of women and girls in the State of Hawaii.

Hawaiian Mission Houses Historic Site and Archives, *Director of Development & Marketing*, Honolulu, HI 2023-2025

Leverage and build personal relationships with individual, corporate, foundation, and government major donors to create a network of support through annual giving and major gifts, connecting each with unique organization goals.

- Reworked overarching marketing messaging to share "a thousand stories" of historic site via multiple marketing channels, including bi-annual print newsletter, bi-weekly e-newsletter, social media, and special interest stories and media pitches.
- Lead annual gala fundraiser "Huaka'i" board and volunteers to achieve goal to raise \$100,000.
- Reestablished partnerships with major corporations such as The Queen's Health Systems and Kamehameha Schools, to gain support for annual Gala lead sponsorships.

American Cancer Society, Hawai'i Pacific, *Senior Development Manager*, Honolulu, HI 2019-2022

- Managed "Midnight in..." Gala to raise \$500K+; secured \$100K matching gift.
- Secured major donor gifts including Hawaii Community Foundation \$30K CHANGE grant.
- Engaged constituents via social media, public relations and events, including "Relay For Life."

Alohilani Resort, *Executive Assistant to General Manager and Area VP*, Honolulu, HI 2018 – 2019

Managed relations with community, owners and VIP guests

- Coordinated key aspects of Resort's Grand Opening, working with outside contractors to ensure maximum exposure and long-term success.

Hawaii Opera Theatre, *Director, Foundation & Corporate Giving*, Honolulu, HI. 2013-2016

Secured 30% of the organization's annual four (4) million operating budget

- Federal (NEA, Art Works) & State (SFCA, Grant-In-Aid) & City (MOCA) Grants.
- Private foundation (\$50K John R. Halligan Charitable Fund, Chicago) and corporate grants.
- Secured \$40K Hawaii Community Foundation FLEX grant.

Academy of the Pacific, *Director of Institutional Advancement*, Honolulu, HI. 2012-2013

Secured \$1M in corporate, foundation and individual support for independent school serving grades 6-12.

- Secured \$200K Strong Foundation capital grant.
- Managed annual Gala volunteer committee to successfully net 2nd highest income in school history.

ELISABETH D. CASE

(808) 271-4924 ElisabethCase@gmail.com Honolulu, Hawai'i

The Contemporary Museum, Campaign Manager, Honolulu, HI. 2007-2008

Developed strategies, marketing, events, correspondence and reporting to support executive level Campaign volunteers for solicitation of donations of \$25,000+ gifts for \$20 million, raising \$600,000.

- Produced new campaign brochure, scripted campaign key messages.

Communication Pacific, Inc., Account Manager, Honolulu, HI 2004-2007

Identified client positioning and competitive strengths, performed marketing research analyses, developed key communication messages, integrated strategic marketing plans and budgets, wrote new website copy, brochures, news releases, for clients in hospitality, health, real estate, small business and non-profit.

- Prepared presentation and secured speaking engagements for health corporation's CEO and President.
- Performed opinion leaders qualitative survey to establish benchmark for real estate client's brand recognition and help shape strategic marketing approach and tactical planning.

Fairmont Hotels and Resorts, Marketing Projects Manager, San Francisco, CA 1996-2000

Managed national partnership, internet marketing and sales reporting for 12 U.S. & Mexico properties.

- Designed new award-winning website
- Developed chain-wide standardized system of reporting and tracking revenue (Delphi)

EDUCATION:

- Master of International Management, Thunderbird Global School of Management, Phoenix, AZ
- Bachelor of Arts, Italian Studies, (cum laude), Boston University, Boston, MA
- A.A., European Studies (with honors), Franklin University Switzerland, Lugano, Switzerland

OTHER:

- **Case Marketing, Owner, Honolulu, HI (contract work) 2001-2018** Project work including:
 - Market research surveys of key business leaders to measure brand recognition and shape clients' tactical planning (FAQ Hawaii, Inc./ Healthy Mothers Healthy Babies Hawaii, 2009),
 - Writing for publication of book for international distribution: 100 Hotels and Resorts. (WATG/ Wimberly, Allison, Tong & Goo, Honolulu, HI 2008), and
 - Real estate sales for Coldwell Banker Hawaii. 2007-2008
- **Hawaii Public Television, Corporate Development Officer, Honolulu, HI**
- **Outrigger Hotels and Resorts, Marketing and Management Services Coordinator, Honolulu, HI.**
- **Pannell, Kerr, Forster, Senior Consultant, Honolulu, HI**
- **Booz Allen & Hamilton, Management Consultant, Bethesda, MD and San Juan, Puerto Rico.**

PERSONAL:

- Born and raised in Hawai'i.
- Languages: Italian (fluent), French (working), Spanish (beginning), experience with Japanese
- CRM & Other Software Systems: PastPerfect, Salesforce, Raiser's Edge, Delphi, Crystal Reports; MS & Google Suite.
- Volunteer Pacific Club Member Relations Committee 2024.
- Volunteer President, Board of Directors, Friends of Italy Society of Hawai'i 2022-present.
- Volunteer Alumni Correspondent, Punahou School, Honolulu, HI, 2010-present.
- Certified Fundraising Executive (CFRE) Review Course (16 hours) 2015.
- Foundation Funding Research 2-day workshop – Foundation Center, San Francisco, 2012.
- Volunteer Event Co-Chair and 12-year Solicitation Committee member, Hanahau'oli School annual fundraiser "Malama Na Keiki".