

House District(s) 44

Senate District(s) 21

THE TWENTY-NINTH LEGISLATURE  
APPLICATION FOR GRANTS  
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant Request:

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

"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.

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

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:  
Wai'anae Community Re-development Corporation

Dbas: MA'O Organic Farms

Street Address:  
86-148 Puhawai Rd, Wai'anae HI 96792

Mailing Address:  
P.O. Box 441, Wai'anae HI 96792

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name GARY MAUNAKEA-FORTH

Title Managing Director

Phone # 808-696-5569 / 808-478-0316

Fax # 808-696-5569

E-mail gary@maoorganicfams.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION INCORPORATED IN HAWAII
- FOR PROFIT CORPORATION INCORPORATED IN HAWAII
- LIMITED LIABILITY COMPANY
- SOLE PROPRIETORSHIP/INDIVIDUAL
- OTHER

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

MA'O ORGANC FARM'S YOUTH LEADERSHIP TRAINING PROGRAM

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2019: \$238,618

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 \$ \_\_\_\_\_

FEDERAL \$ \_\_\_\_\_

COUNTY \$ \_\_\_\_\_

PRIVATE/OTHER \$ 630,000

J KUKUI MAUNAKEA-FORTH  
NAME & TITLE

*[Signature]*

JANUARY 17, 2018  
DATE SIGNED

JAN 19 2018 *[Signature]*

## Application for Grants

*Please check the box when item/section has been completed. If any item is not applicable to the request, the applicant should enter "not applicable".*

### **I. Background and Summary**

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

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

Even as a community with a rich agricultural heritage, fertile volcanic soils, and year round growing conditions – fundamental building blocks to growing a healthy, rural community – Wai'anae, located on the west side of the island of O'ahu, Hawai'i, is one of the most "food insecure" and poorest regions of Hawai'i. A large majority of our community, primarily native Hawaiian and Pacific Islander populations, struggles with the impacts of inter-generational poverty including preventable diseases, homelessness, and hunger.

Yet amongst these deficits, there are opportunities – the large youth population is an untapped asset ready to be educated and empowered to do the work of leading the community to a healthier and prosperous future.

In 2001, the Wai'anae Community Re-Development Corporation (WCRC), a non-profit 501c3, established MA'O Organic Farms, a modern day iteration of traditional Hawaiian values and practices – reconnecting young people to their cultural roots through college-career pathways, community-based social entrepreneurship, production-oriented organic farming, and the daily practice of aloha 'āina (love for the land).

2. The goals and objectives related to the request;

Our primary goal is to support the college and career aspirations of 120 high school and college-aged youth from the community of Wai'anae through an 'edu-preneurial' *'auwai* (or pathway)<sup>1</sup>. The principal program is the MA'O Youth Leadership Training (YLT) – a 2-year internship that provides a full college tuition scholarship and monthly stipends of \$500-600/month. These youth, many of which are the first in their families to attend college, are engaged in innovative, relevant and rigorous leadership training by which we are able to strengthen individual and cohort empowerment. This increased capacity and competency catalyzes increased family and community prosperity, sustainability and resiliency. The objectives of the YLT are as follows:

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<sup>1</sup> An *'auwai* is literally an open channel of water that connects a river to a taro patch or fishpond. As the water flows through these food systems it gains nutrients and ends up being a critical component to the biological health of the estuary. We use the term to show that an intern can gain knowledge (and nutrients) by navigating through the education/work system, and can positively impact themselves, their families, and their entire community.

- Provision of college readiness/enrollment support and mentorship for youth aged 16-through 25-years;
- Provision of paid stipends and college tuition assistance scholarships for youth, particularly those who are low-income;
- Provision of training and professional development on organic, sustainable farming through mentorship, leadership and management activities; and
- Empowerment of youth to self-initiate and self-advocate to fill leadership roles in green industry and sustainable food systems careers.

This proposal specifically requests support for the Early College – Dual Enrollment component of the MA'O YLT, to support high school seniors as they complete high school, enter college, and gain valuable work experience. We have successfully piloted the program in 2017, and now look forward to expanding it starting in August 2018.

3. The public purpose and need to be served;

Nationally, there are numerous recognized and evidence based studies that demonstrate the correlational relationship between poverty and educational attainment. The U.S. Department of Labor data shows that individual income increases with more schooling. As the Census data below illustrates, Wai'anae's educational attainment and income levels are sharply lower than both County of Honolulu and State of Hawai'i rates. This produces poverty rates over twice the State average. In addition, social science researchers, non-governmental agencies and government welfare programs attribute poverty to a wide range of community ills including preventable disease, domestic violence, and youth incarceration.

<b>EDUCATIONAL ATTAINMENT, INCOME &amp; POVERTY (2016)</b>			
	<b>WAI'ANAE</b>	<b>O'AHU</b>	<b>STATE</b>
HIGH SCHOOL GRADUATION RATE, or Higher	86.2%	91.1%	91.3%
BACHELOR'S DEGREE, or Higher	11.6%	33.4%	31.4%
PER CAPITA INCOME	\$30,970	\$32,174	\$30,970
HOUSEHOLD INCOME	\$19,423	\$77,161	\$71,977
POVERTY RATE	23.5%	9.5%	10.8%

[www.factfinder.census.gov](http://www.factfinder.census.gov)

The data dramatically shows that investments need to be made in public education to bolster college enrollment, retention and attainment. The MA'O YLT works to provide a dual-pronged intervention that both improves educational outcomes and income. Over the past 12-years, the YLT has trained over 350 youth in its social enterprises, with 209 of those youth becoming eligible to receive an Associate of Arts degree and 97 of those youth receiving their Associate of Arts college degrees and certificates. Eighteen of these interns pursued and attained a Bachelor's level degree in various fields including sustainable agriculture, Hawaiian studies, teaching, social work and communications, another 35 youth are completing their studies at the University of Hawai'i. The MA'O YLT started with a junior college focus offering a pathway for students to

transfer to a 4-year college program, now- MA'O YLT are able to directly enter their 4-year program. Currently, 6 of our MA'O YLT interns are enrolled in the Bachelor of Applied Science in Sustainable Community Food Systems, a newly established degree program at the University of Hawai'i West O'ahu.

In addition, due to the growth of our farm operations and the organic agriculture sector as a whole, we have had the opportunity to create and expand upon our initial MA'O YLT internship program to add ancillary edu-preneurial opportunities for youth including enhanced leadership internships, apprenticeships, externships and career-based staff positions. Over the years, MA'O has graduated 14 Apprentices (with an average salary \$27,000) and now currently facilitates 4 Apprentices. Two graduates from the Apprenticeship currently manage the totality of our farm operations.

As evidenced above, college attainment when situated within a culturally meaningful and communally relevant context, can lead to overall improvements in youth, family and community health and wellness. Youth from our programs are now equipped with working knowledge and experience in organic, sustainable agriculture *and* a college degree. As heads of households, engaged citizens, and leaders of their community, they are now able to make long-lasting impacts in the quality of life of their family and community. They are now empowered to move their community from the harsh truths of generational poverty to envision and enact a reality of abundance and prosperity.

4. Describe the target population to be served; and

WCRC—MA'O is located in Lualualei Valley, Wai'anae, in the City & County of Honolulu, on the western coast of the Island of O'ahu, Hawai'i. Wai'anae has an overall population of 48,000, with close to 50% being under 24-years old. Wai'anae's unemployment rate is 15%, compared to the State of Hawai'i unemployment rate which is below 3%. Almost 60% of the community is Native Hawaiian.

The MA'O YLT is targeted toward 16 to 25 years old youth residing on or connected to the Leeward side of O'ahu. As a junior college focused program, the MA'O YLT program requires an intern to have a high school diploma or have graduated from a recognized community-based general education program by which they would receive a General Education Diploma (GED) upon successful completion. The prospective intern must also have been accepted into an accredited college or university here in Hawai'i. The majority of our students attend a University of Hawai'i system school. MA'O YLT applicants go through a job application process including completing an application, providing personal and professional references and being interviewed.

For this proposal, we will strengthen and expand our high school programming. Currently, we work with area high schools to prepare students for college entry. For entry into our high school programs, youth have to be in good academic standing, complete an application, have a reference from a teacher or counselor, and go through our interview process. If they are enrolling into our dual-enrolled, early college YLT program, the students are further required to be enrolled in one

or two college course(s) that is being facilitated by their high school. The opportunity to expand our dual-enrolled, early college program internship is tremendous

5. Describe the geographic coverage.

WCRC and MA'O Organic Farm operations and training/education programs are located in Lualualei Valley, Wai'anae, O'ahu, Hawai'i. The training/education programs primarily serves the residents of the Wai'anae community, however, due to increased interest and demand for our programs, increased programmatic efficacy and efficiency, and the increased flexibility and mobility of our potential participants, we also accept interns from the wider West O'ahu region that includes Honokai Hale, Kapolei, Makakilo, Ewa, and Waipahu. With the development and expansion of post-secondary campuses in this region, namely Leeward Community College-Wai'anae Moku and the new University of Hawai'i West O'ahu campus, more capacity and resources are available to assist our youth, families and community.

## **II. Service Summary and Outcomes**

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

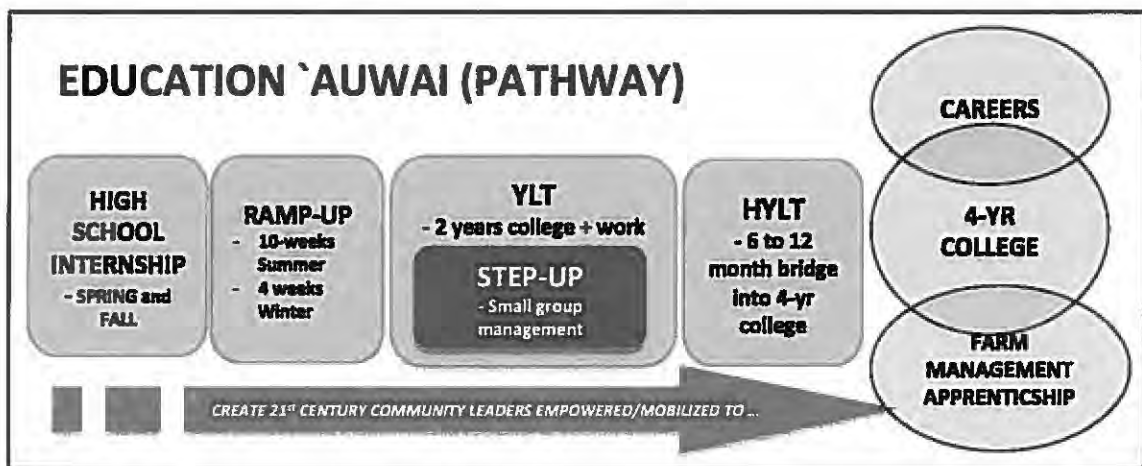
1. Describe the scope of work, tasks and responsibilities;

The MA'O YLT has developed unique strategies to engage, retain and graduate interns in our programs. Our theory of change posits that the social enterprise can mimic the strengths, resources and resilience of an 'ohana or family, the MA'O YLT is an 'ohana that provides family support, education resources and work training. Our logic model has been inspired by organizations and programs like Te Wananga o Aotearoa (the Maori university system in New Zealand), The Food Project in Boston, and the early adopters of place-based and experiential Hawaiian, 'āina-based education programs here in Wai'anae and throughout the State of Hawai'i. The logic model is designed to help youth find their purpose, connect with their culture and history, to develop knowledge, skills and a practice, and to grow and mobilize networks and partners to build their future.

The MA'O YLT programming explicitly works to bridge the divide between college readiness/success and job training. In this social enterprise context, youth are provided a space to learn in an environment most conducive to their style of learning while providing support for them to engage and excel in situations that may be challenging or uncomfortable. The MA'O Organic Farm enterprise provides a unique learning environment, the interns are placed in real-life, real-time situations which nurtures their abilities to engage their training to meet the high standards of quality production and customer service required. Generally all interns spend at least 20-hours per week working on the farm, helping to grow high quality organic fruits and vegetables. Each intern experiences all facets of the enterprise operation, from seed to sales, doing the tough work of weeding and planting, and selling food at area farmer's markets.

An overview of our education strategy follows:

**Education `Auwai (Pathway) to College—Career Success.** There are significant structural impediments to college entrance including a lack of college counselors at local high school campuses, late or no scheduling of college preparation, and limited peer-to-peer exchanges regarding college success. Fundamentally, there is no culture of college success in our community, and less than 11% of the adult population holds a college degree. We counter these impediments with a strategic step-by-step process that acculturates eligible students to college attainment and to life long learning. This is achieved by maximizing peer-to-peer engagement (e.g. in recruitment), by balancing the provision of support with the giving of *kuleana* (farm work that requires responsibility or accountability), and by empowering youth to vision and generate action-oriented goals. The diagram below illustrates the flow of young people through the education `auwai with descriptions of each of the steps explained in greater detail.



**High School Internship.** Working with area public, charter and private schools like Wai`anae High School, Nanakuli High & Intermediate School, Kamaile Academy and Kamehameha Schools, MA`O offers approximately 100 juniors and seniors Fall, Spring and Winter Break on-farm paid internships. In addition, area high schools have started offering dual enrolled/early college classes, so in response, we have expanded our high school internship offerings with a pilot-program, extending the farm internship experience during the weekdays and on Saturdays. The last academic school year, we on boarded 3 of these dual enrolled/early college students into Cohort 12 of the MA`O YLT internship. Given the success of these students we propose to expand our program, increasing our recruitment to offer at 12 to 24 dual enrolled/early college positions to high school seniors who will enter as members of Cohort 13.

**Ramp Up.** While overall college enrollment of youth from the Wai`anae and Leeward area public school system has increased slightly, there is still inadequate preparation of these students for the rigors of college and ultimately a college degree. During the Fall and Spring semester, MA`O offers Summer and Winter Ramp-Up Internships as the entry point to our intensive MA`O YLT. This 4- and 8-week introductory program includes classes in college success (e.g. time management), career planning (e.g. personal visioning), life skills (e.g. emotional intelligence) and preparation for college level English and Math. In addition, we provide a real world understanding of race and equity by looking at social and environmental justice issues

impacting our community; and we embed learning in a Hawaiian/indigenous context by teaching Hawaiian *oli* (chant), language and protocol.

**Youth Leadership Training (YLT).** Our core program, the MA'O Youth Leadership Training (MA'O) YLT is a 2-year part-time farm work experience and a full-time college experience. We support each youth with a tuition waiver and a monthly stipend of \$500 for first year interns and \$600 for second year interns.

**Step Up Internship (SUI).** Enterprise activities are completed in small work groups managed by 2<sup>nd</sup> year YLT interns in the Step-Up Internship. The SUI are responsible for a wide variety of daily farm work that includes: communication of daily goals and technical information to groups; completion of work as well as evaluation and review of work achieved; issuing discipline measures to lazy interns; and overall they assist in all aspects of farm production.

**Ho'owaiwai Youth Leadership Training (HYLT).** HYLT interns are YLT junior college graduates that need additional support to segue and transition into their 4-year baccalaureate college program. For those HYLT interested in community food systems and indigenous agriculture careers, we assist students to enter and matriculate through a Bachelors of Applied Science in Sustainable Community Food Systems at the University of Hawai'i West O'ahu., Generally, the HYLT work full-time with the farm enterprise for 6- 12-months, mentored by professional staff, and positioned to manage special projects such as the farmer's markets, the community supported agriculture subscription program or farm tours and visits.

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

YLT TIMELINE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>RECRUIT YOUTH TO PROGRAMS</b>												
High school outreach												
College applications due				X								X
FAFSA workshops	X										X	
<b>OPERATE PROGRAMS</b>												
Summer Ramp Up	X											
YLT												
Fall HS Internship												
Winter Ramp Up												
Spring HS Internship												
Graduation					X							X
<b>CONDUCT EVALUATIONS</b>												
Semester grade trackers		X		X					X		X	
Farm + School Review	X					X						

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

The MA'O YLT *'auwai* educational pathway posits youth leadership as the catalyst for both individual and collective transformation that reverses the real and perceived stereotypes facing a predominantly Native Hawaiian community like Wai'anae. The *'auwai* theory of change is grounded in Native Hawaiian pedagogy in which we converge three essential components in all of our programs: the first is the *'āina*- provider of abundant physical and natural resources that feed us physically, spiritually, emotionally, and intellectually; the second is the *'ike kupuna*- our ancestral knowledge from which rich, vibrant, generational learning is catalyzed from which *pono* (righteous) living is sustained and *mana* (spiritual power) is accrued; and the third is *kanaka*- our people from whom the task of transmittal of ancestral memory and lived experience is given to connect the past, present and future *piko* (center) thus facilitating our resilience and continuity as a peoples.

This GIA request focuses on youth from the Wai'anae community, aged 16-25 because they are *pivotal* to leading the work of our community-based social enterprises, not only because these youth are being trained to lead these ventures, but also more importantly, these youth are themselves the positive and productive catalysts for our individual and collective restoration from poverty. As discussed earlier, the social enterprise framework closely resembles an indigenous and native worldview in which work and enterprise is embedded in the cultural, social and educational landscape (Kahn, 2008)<sup>2</sup>. The farm becomes a surrogate for the *'ohana* and the *kauhale* (families and community) that actively promotes educational and entrepreneurial activity, placing human and social values at the center of transformational change. The *'ohana* (or family) was simultaneously viewed as parent, educator and employer. The social enterprises become a familiar paradigm in which youth matriculating through our *'auwai* not only thrive in the family and community-oriented system we have created but from their standing as leaders with “safe space” to begin to *identify, challenge and transform* the oppressive and status-quo educational and employment institutions and systems (Trinidad, 2011).<sup>3</sup> Below are some of the successful strategies we utilize as a demonstration of our values in practice.

**Entrepreneurial Work Managed with Peers.** The farm's operations are fast-paced and the environment requires people think on their feet, communicate effectively, and solve small problems in a chaotic environment. The farm is managed by a group of late-teen and 20-something Hawaiian and local youth; most have graduated from our area schools and from our programs. The farm managers provide training while pushing the excellence envelope and constantly demanding higher standards. Interns see young people succeeding, by working, and this creates a culture of achievement through the dailyness of farm work. In general interns work Monday, Wednesday and Friday mornings and one Saturday per month at a farmer's market. Each semester the larger YLT is divided into small work teams of 4 to 6, with an older intern or SUI managing

<sup>2</sup> Kahn, M. (2008) Indigenous Entrepreneurship, Culture and Micro-enterprise in the Pacific Islands- Entrepreneurship and Regional Development, An International Journal of Entrepreneurship.

<sup>3</sup> Trinidad, A. M. O (2011), Sociopolitical Development Through Critical Indigenous Pedagogy. The Pedagogy of Place: Preparing Native Hawaiian Young Adults To Become Change Agents, Huliili Volume 7, Publisher Kamehameha Schools.



each group. The farm's Managing Director along with the Farm Manager teaches specific farm tasks, in most interns farm work is done in teams so learning can occur constantly.

**Teams/Cohorts are a Bridge to Community.** We rotate all work weekly so that each intern experiences all facets of the enterprise. The group environment allows both "leading" and "following" to be tested and redefined so that teamwork can emerge. Group members often use the term '*ohana* (family) to describe their group and we have found that new support systems emerge organically.

**High Performance Standards are Committed and Contractual.** Upon entering any of our stipend-based programs each intern signs a standards-based contract that details accepted behavior and underscores the drive toward excellence. The contract clarifies basic elements of the internship such as attendance and provides a roadmap toward expectations. The contract describes how an intern can be fined \$10 for violating one of the conditions of the contract, and be removed from the internship altogether if three standards violations are committed. To provide balance an intern can be readmitted to an internship via Ho'oku'u, or a peer review process so that an intern can take ownership of steps to correct the violations, and feel supported within that evolution. Small cash incentives are also provided to interns who do not accrue standards violations.

**A Culture of Sweat Equity, Fair Compensation and Good Food.** Wai'anae's unemployment rate is 15%; almost 20% of our population aged 16- to 19-years is out of work or not in school. The community has a multiple generations long dependence on welfare, and most of the working population leave the community between 4am and 7am to commute 1-2 hours to work in urban Honolulu and Waikiki. The farm enterprise provides space so that an intern gives back to the community in working toward college success, the college tuition we provide is augmented with a starting monthly stipend that combined is equivalent to the State of Hawai'i minimum wage.

**College.** Each intern is expected to maintain a fulltime college schedule. Most of the interns start classes at the Leeward Community College Wai'anae campus, which offers most of the required introductory courses. By the third semester interns start taking courses at the Pearl City campus. We also now have students at UH West O'ahu. We have an Education Resource Specialist on staff that supports recruitment, entry, readiness, and retention. The ERS works directly with high school counselors and teachers, as well as college counselors and LCC staff. We require an intern to provide grade trackers at least 3 times per semester.

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.

The MA'O YLT request will help us deepen, affirm, qualify and scale the already considerable impacts that the youth are leading in the social enterprise and extending those newly developed leadership skills in their families and communities by:

1. Helping youth to find their purpose through pilina or connectedness to their identity, their culture and their community;
2. Developing greater competency and capacity within the education-to-workforce 'auwai pathway;
3. Mobilizing networks and partners to build a more values-based, sustainable and resilient education-to-workforce ecosystem; and,
4. Articulating data and measures of project progress and productivity that leads to replication and scale of best practice.

If successfully implemented, the program objectives will produce the following outcomes for youth:

1. Refinement and expansion of leadership programming for youth aged 16-25 that explicitly connects youth to their culture as a matter of identity, self-esteem and connection to purpose.
2. Development and expansion of the MA'O social enterprise theory, methodology and model of a values-based education and employment system for youth aged 16-25 that explicitly creates youth leadership who produce just, local and sustainable goods and services.
3. Strengthening and expansion of a longer-term vision and partnership for a comprehensive, locally-situated, values-driven and sustainable employment and economic ecosystem that transforms, replicates and scales.
4. Assessment and measurement of a diverse, yet comprehensive set of productivity indicators that demonstrate the quantitative and qualitative impacts of the 'auwai as an intervention for "at-risk" and "un/under-employed" youth.

These outcomes will be measurable monthly and by semester.

1. Performance Target #1. Each month/semester, 90% youth participants will successfully engage in culturally and communally relevant leadership projects and activities within their YLT program that ultimately increases the knowledge, skills and network of the youth, their family and the community.
2. Performance Target #2. Each month/semester, 50% of youth participants are retained, matriculated and progressing toward excellent enterprise performance and college attainment, ultimately demonstrating a values-based and flourishing education-to-workforce model that is managed by empowered youth leadership.
3. Performance Target #3. Each semester, the MA'O Organic Farms Social Enterprise will increase 20% the number of partnerships that are developed, strengthened or expanded thus increasing the resources needed to deepen, scale and replicate the project's success.
4. Performance Target #4. Each semester, MA'O Organic Farms and the 'auwai education program will curate consistent and reliable data from 100% of its participants that will contribute to refinement and scaling of this project.
5. Performance Target #5. Each month/quarter, MA'O Organic Farms will generate and share reports showing the amount of farm sales by customer and product. Sales will be compared with prior years performance, and assessed against square footage in production, to gauge production efficiencies.

6. Performance Target #6. Each semester, Farm managers will conduct enterprise performance reviews for each intern based on 7 entrepreneurial indicators, with the information aggregated with school GPA, and then shared/discussed with each intern.

Quantitative and qualitative evaluation activities that will be implemented to measure these proposed outcomes include:

1. Attendance progress- mainly tracked through daily attendance
  - a. Monthly attendance, 75% minimum enterprise attendance
  - b. Semester attendance, 85% minimum enterprise attendance
  - c. If on academic warning or probation, 85% of attendance required
2. Program progress- mainly tracked through monthly/semester evaluations by staff
  - a. Enterprise engagement and completion, minimum 2.0 GPA
  - b. Enterprise program engagement and completion, minimum 2.0 GPA
  - c. 100% compliance with academic grade trackers (3-4 per semester)
  - d. Cumulative GPA must be 2.0 or higher
3. Leadership progress- tracked a variety of ways including surveys, focus groups, *ho`ike* (demonstrations), storytelling, teacher/trainer observation
  - a. Demonstration of enterprise proficiencies
  - b. Participated and led leadership activities within group, cohort or class
  - c. Voluntary or service oriented engagement (outside program)

### III. 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 2019.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$59,654.50	\$59,654.50	\$59,654.50	\$59,654.50	\$238,618

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2019.

Kamehameha Schools – \$500,000 (secured)

Hau Oli Mau Loa – \$190,000 (secured)

Department of Health & Human Services, Admin. for Native Americans – \$250,000 (pending)

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

Not applicable.

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2019 for program funding.

University of Hawai'i STEM	\$300,000
US Department of Health and Human Services Administration for Native Americans (ANA) Ho'owaiwai	\$490,000
US Department of Health and Human Services, Assets for Independence (AFI)	\$244,000.
Office of Hawaiian Affairs (OHA)	\$250,000

Some of these grants had terms that started before the three year period; but all listed were successfully completed within the past 3-year period.

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2017.

Unrestricted current asses at 12/31/2017 totaled \$417,619:

Cash -- \$313,694  
 Accounts/Grants Receivable -- \$52,900; and  
 Other -- \$51,025.

#### **IV. 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.

MA'O has 16-years experience in innovative program design and implementation, and has been recognized as a national and international leader in the sustainable food systems movement and youth entrepreneurship. Briefly, we highlight four elements that illustrate our capacity to administer and implement this project: (a) Staff capacity; (b) Board experience; (c) Strategic consultations; and (d) Succession planning.

(a) Staff: We have a committed team with wide ranging skills/experiences. Kukui Maunakea-Forth, is the WCRC Executive Director, she holds a BA in Pacific Island & Hawaiian Studies and a BSc in Cultural Anthropology and has almost 20-years managing non-profit organizations. In that time she has raised and managed over \$15 million in private, State and Federal grants. She is a national fellow in the Kellogg Foundation's Racial Equity and Healing fellowship program. Kamuela Eons, is our Social Enterprise Director, he holds an MA in Urban and Regional Planning and has a decade of experience in community development and project management. He is a past fellow of the Pierre and Pam Omiya Initiative and the federal White House Initiative on Asian and Pacific Island Affairs. Mr. Gary Maunakea-Forth is responsible for overseeing agricultural production, expansion, and training, and will manage the EDA project. He holds a BA in environmental studies and an MA in sustainable development and is widely recognized as a leader in the organic foods movement in Hawaii. In addition, he worked for 5-years in finance and entrepreneurship training.

(b) Board: WCRC has an active Board of Directors, with extensive experience and a commitment to community service. The following is a snapshot of some of our board members: Mr. Neil Hannah's is the former land asset manager for Kamehameha Schools, and was responsible for management of over 360,000-acres of conservation and agriculture land assets. Mr. Edward Kenney is the chef/owner of Town restaurant, critically acclaimed as the Hawai'i leader of the farm-to-table movement. Mr. Kenney brings expertise in business management, as well as industry expertise in product development and quality control. Mr. Mawae Morton has worked on large-scale agriculture and energy projects in both New Zealand and Hawaii, developing new products, managing project financing, and evaluating projects for success.

(c) Strategic consultations: MA`O out-sources the CFO role to local accounting firm Vertiaccount, and this provides an additionally layer of oversight. Annually we are audited through the Verity Group, and in legal matters we are represented by Alston, Hunt, Floyd and Ing. Over the past 2-years we have worked with Townscape, a local community-based planner, led by Harvard-educated Bruce Tschida. We have also sought the expert assistance of Lisa Kleissner from the KL Felicitas Foundation and Hawaii Investment Ready; and Michael Brownrigg from merchant bank TOTAL Impact Capital, both are recognized leaders in the social enterprise high-impact investment.

(d) Succession planning: Ms. Cheryse Sana, is our 28-year old farm manager. Ms. Sana has graduated from each of MA`O's technical trainings and obtained a degree in Hawaiian agriculture from the University of Hawaii. She has traveled widely as a representative of MA`O, having visited farms and explored indigenous food systems in Thailand, Italy and Aotearoa-New Zealand, and is a past fellow of the Kamehameha School's First Native Fellowship program. Ms. Sana is representative of an emerging group of community leaders that have been trained by, and have now stepped-up to lead MA`O and other local organizations/businesses.

Kamehameha Schools provides us with \$500,000 annual grant contract to support college entrance and attainment for Native Hawaiian youth, we cite this example as verifiable evidence of our ability to manage and complete innovative education projects.

During the 2017 Legislative session we were recognized by the State Senate for our work in youth development and sustainable agriculture, please see the attached article.

## 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.

WCRC owns and leases farm land totaling 24-acres located in Lualualei Valley. This land includes facilities as follows:

### Building One (owned)

- Offices – 2,100 square feet
- Open air hale-style meeting space – 2,100 square feet
- Employee and Intern cooking and eating area – 1,400 square feet

### Building 2 (owned)

- Vegetable Packing and Process Facility – 4,900 square feet
- Intern changing area – 700 square feet

### Building 3 (leased modular container)

- Secured private meeting/office area – 200 square feet

### Building 4 (leased)

- Separate male and female bathrooms including showers – 600 square feet (each)

## V. 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.

Key staff are described below:

**J. Kukui Maunakea-Forth, WCRC Executive Director.** Ms. Maunakea-Forth was born and raised in the Wai`anae community. She holds a BA in Pacific Island & Hawaiian Studies and a BSc in Cultural Anthropology with over 20-years of experience teaching and managing non-profits. Ms. Maunakea-Forth was recently a national fellow in the Kellogg Foundation's Racial Equity and Healing fellowship program.

**Gary Maunakea-Forth, Managing Director.** Mr. Maunakea-Forth is responsible for overseeing agricultural production, expansion, and training of staff and volunteers. Mr.

Maunakea-Forth holds a BA in environmental studies and political science, and an MA in sustainable development from the University of Hawai'i at Manoa. He was born and raised in the farming region of the Horowhenua in Aotearoa-New Zealand. Mr. Maunakea-Forth manages the farm and leadership training programs and has over 20-years experience designing, managing and evaluating workforce and entrepreneurial programs.

**Kamuela Enos, Social Enterprise Director.** Mr. Enos is in his early 40's, was born and raised in the community, and holds an MA in Urban and Regional Planning. He has a decade of experience in community development and project management. He is a recent fellow of the Pierre and Pam Omidyar Fellows program. Mr. Enos supports the recruitment and retention of youth in the educational 'auwai.

**Tori-Lyn Smith, Youth Empowerment Trainer.** Ms. Smith is 25-years old, holds a Master in Social Work from the University of Hawai'i at Manoa. She coordinates the Youth Leadership Training providing guidance in college readiness and counseling services to create the conditions for student success. As a trained social worker she can also identify and support students with learning problems, and support families as they help to empower each other.

**Cheryse Kauai Sana, Farm Manager.** Ms. Sana is 28-years old, was born and raised in Wai'anae. She coordinates field crop production at MA'O, and was a graduate of our youth leadership training program in 2008. She has traveled widely as a representative of MA'O, having visited farms and explored indigenous food systems in Thailand, Italy and Aotearoa-New Zealand. She holds a BA in Hawaiian Studies and was a recent fellow of the Kamehameha School's First Native Fellowship program.

## 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.

Please see attached.

## 3. **Compensation**

The applicant shall provide the annual salaries paid by the applicant to the three highest paid officers, directors, or employees of the organization by position.

J.Kukui Maunakea-Forth, Executive Director -- \$92,500

Gary Maunakea-Forth, Executive Director -- \$92,500

Kamuela Enos, Director of Social Enterprise -- \$68,796

## **VI. 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.

There are no pending litigation or judgments.

**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.

None.

**3. Private Educational Institutions**

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

Not applicable.

**4. Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2018-19 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2018-19, but
- (b) Not received by the applicant thereafter.

Please see attached our agriculture expansion plan which illustrates how increased earned income from farm sales can financially sustain our work over the next 10-years.

**5. Certificate of Good Standing (If the Applicant is an Organization)**

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2017.

**6. Declaration Statement**

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

**7. Public Purpose**



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

Please see attached signed declaration.





## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2018 to June 30, 2019

Applicant: Wai'anae Community Re-development Cor

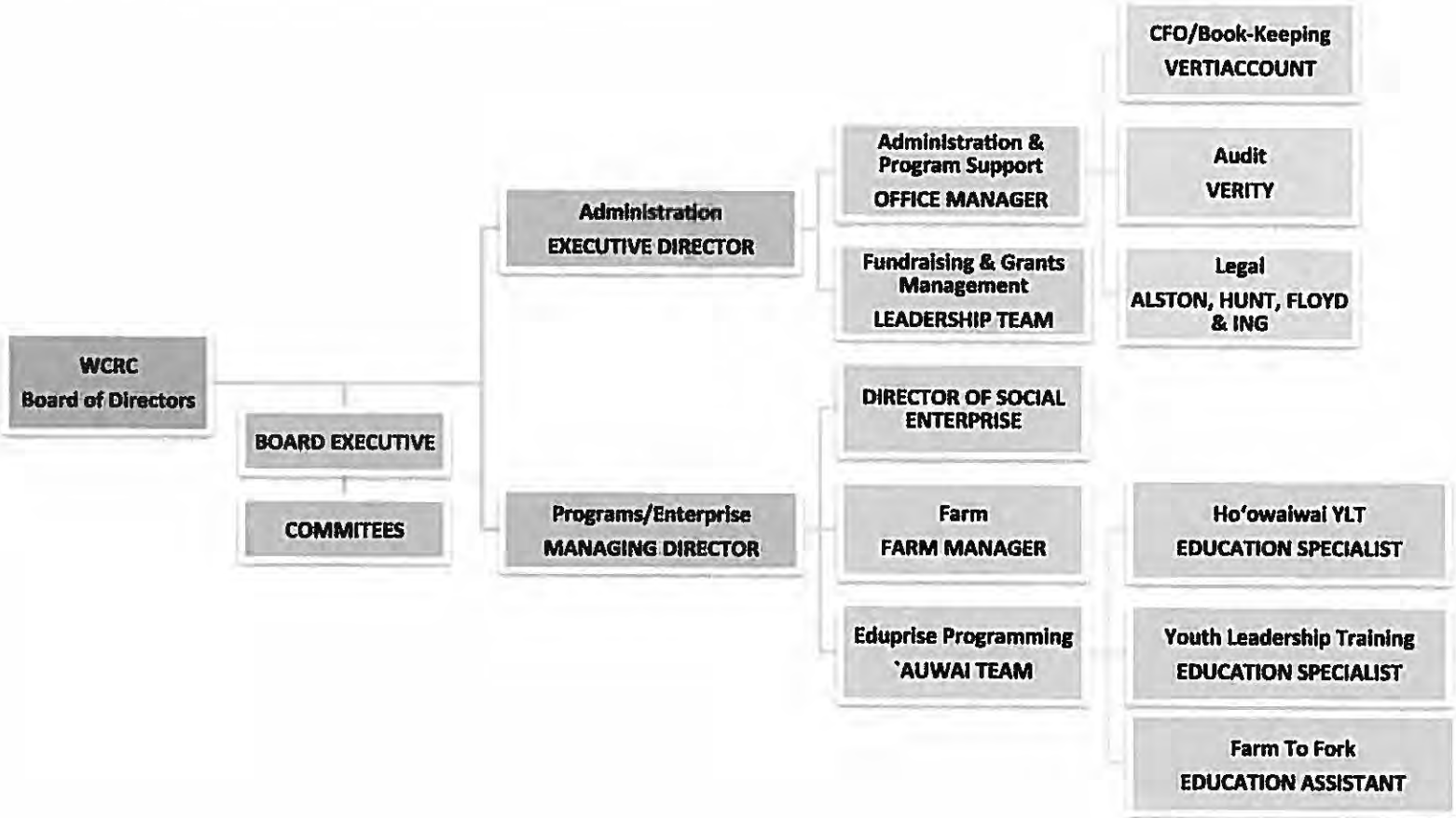
DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Computer - MacBook Pro 15" display	2.00	\$2,100.00	\$ 4,200.00	4200
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>	2		\$ 4,200.00	4,200

JUSTIFICATION/COMMENTS:

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

JUSTIFICATION/COMMENTS:

# WCRC-Kauhale Organizational Structure (2017-18)



**STRATEGIC LAND ACQUISITION TO SCALE and SUSTAIN SOCIAL ENTERPRISE:  
TRANSFORMATIVE YOUTH LEADERSHIP, HEALTHY FAMILIES  
and SUSTAINABLE COMMUNITY FOOD SYSTEMS**



*"I've heard about all that's been going on here for years and years...So I jumped at the opportunity to come and not just see for myself, but to also allow the world to see what you all are doing...it's important to know that it's working. It's sustaining a community, it's creating a conversation, and it's putting young people to work and giving them futures, which is the most powerful thing."*

Michelle Obama, 2011

*Ne huli ka lima I luna, pōloli ka'ōpū; Ne huli ka lima I lalo, piha ka'ōpū.*

*"When your hands are turned up, you will be hungry;  
when your hands are turned down to the soil you will be full."*

ʻŌlelo Noʻeau (Hawaiian Proverb).

**PROPOSAL TO PURCHASE LAND at PALIKEA in LUALUALEI VALLEY, WAI'ANAE, HAWAI'I  
December 2017**

**MA'O ORGANIC FARMS**

Gary Maunakea-Forth, [gary@maoorganicfarms.org](mailto:gary@maoorganicfarms.org)

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## I. INTRODUCTION

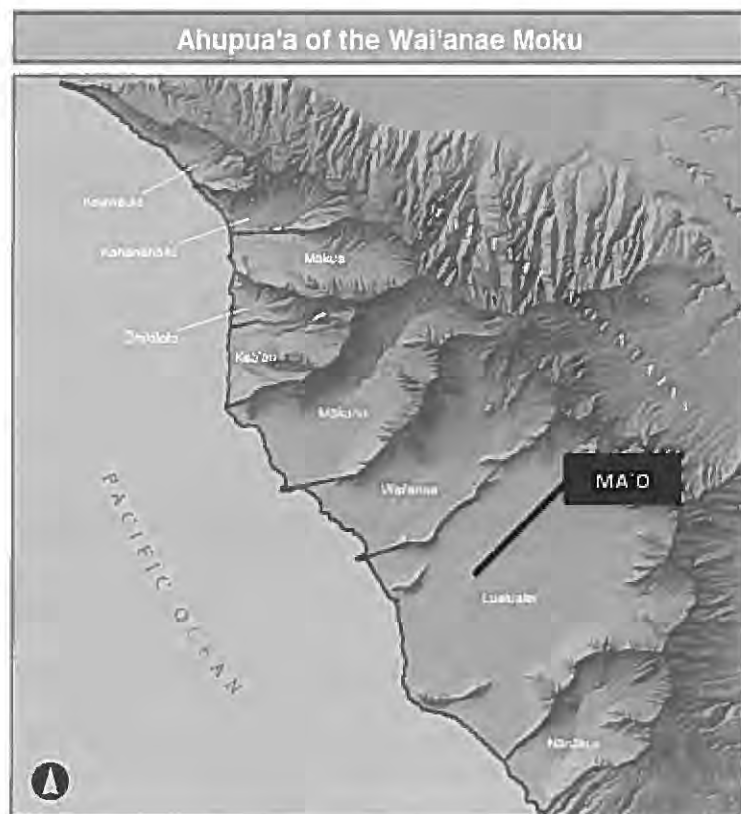
Even as a community with a rich agricultural heritage, fertile volcanic soils, and year round growing conditions – all fundamental building blocks to growing a regional food system – Wai’anae is one of the most “food insecure”, and poorest, regions of Hawai’i. The majority of the community struggles with preventable diseases, homelessness, hunger and poverty. Almost one-quarter of the population is on some form of welfare, and half the population receives food stamp assistance.

In 2001, the Wai’anae Community Re-development Corporation (WCRC) was established as a non-profit 501c3 Hawaiian social enterprise to develop systemic approaches to solving these problems. Amongst the deficits there were opportunities – the large youth population was an untapped asset ready to be empowered to do the work of leading the community to a healthy future.

WCRC started MA’O Organic Farms- a working certified organic farm that combined place-based experiential education and “green industry” entrepreneurship to create college and career pathways for new leaders. We started with 5-acres of land leased from a local church, and 8-young people enrolled in Leeward Community College.

Today, working on 24 acres, we produce over 75 tons of food per year, growing 50-different varieties of fruits and vegetables. We sell in “co-producer” relationships to local natural foods stores and grocery’s, restaurants, farmer’s markets and through a Community Supported Agriculture (CSA) program with over 100 members.

We operate an ‘edu-preneurial’ ‘auwai (or pathway)<sup>1</sup> that supports the college aspirations of young people from the community. The core program is the Youth Leadership Training (YLT), a 2-year internship that provides college tuition and a monthly stipend for 40- to 50-youth per year. Over the past 12-years the YLT has trained over 300 youth, 209 have been eligible to receive an Associate of Arts degree, and 97 have received



<sup>1</sup> An ‘auwai is literally an open channel of water that connects a river to a taro patch or fishpond. As the water flows through these food systems it gains nutrients and ends up being a critical component to the biological health of the estuary. We use the term to show that an intern can gain knowledge (and nutrients) by navigating through the education/work system, and can positively impact themselves, their families, and their entire community.



an associate of arts college degree. Eighteen of these interns have attained bachelor's degrees. The YLT started with a junior college focus, and now offers a direct pathway to 4-year college, six of our current interns are enrolled in the Bachelor of Applied Science in Sustainable Community Food Systems degree program at the University of Hawai'i West O'ahu.

## II. COMMUNITY DEMOGRAPHICS

MA'O is located in Lualualei Valley, Wai'anae, in the City & County of Honolulu, on the western coast of the Island of O'ahu, Hawai'i. Wai'anae has an overall population of 48,000, with close to 50% being under 24-years old. Wai'anae's unemployment rate is 15%, compared to the State of Hawai'i unemployment rate which is below 3%. Almost 60% of the community is Native Hawaiian.

Per capita income and household median income are both sharply lower than State of Hawai'i averages. The table below shows the detail of income rates and education attainment amongst neighboring regions on the island, all with similar populations, and within a short drive from our community. It is apparent from this data that there is a clear and dramatic correlation between educational attainment and poverty. The U.S. Department of Labor data shows that individual income increases with more schooling. The data provides an inkling into how to improve the community: we believe that a commitment to college attainment and life-long learning; when situated within a meaningful and cultural context, will lead to overall improvements in youth, family and community wellness.

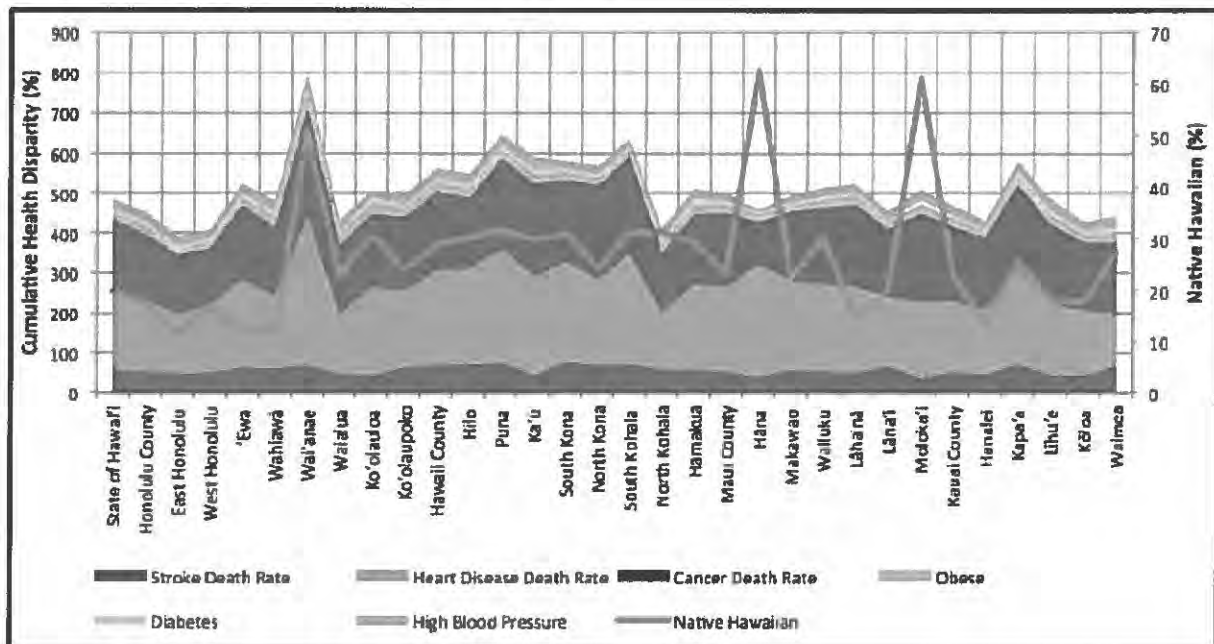
<b>2015</b>	<b>Distance from Wai'anae (miles)</b>	<b>Population</b>	<b>HS GRAD (%)</b>	<b>BACHELORS (%)</b>	<b>MEDIAN HOUSEHOLD INCOME</b>	<b>PER CAPITA INCOME</b>
WAI'ANAE	n/a	48,519	86.1	7.8	\$58,760	\$18,538
KAPOLEI, MAKAKILO	12	45,771	93.5	21.2	\$97,096	\$30,337
PEARL CITY, AIEA	20	39,270	93.9	22.7	\$84,599	\$34,953
MILILANI	22	54,129	96.1	27.2	\$92,563	\$35,506
KANE'OHE, HEEIA	36	54,247	94.5	24	\$88,220	\$34,153
KAILUA, MAUNAWILI	40	52,811	96	26.1	\$93,038	\$39,314

[www.factfinder.census.gov](http://www.factfinder.census.gov)

### III. DISCONNECTION TO ALOHA 'ĀINA (love of land which feeds)

Yet poor education and low income are only part of the narrative. Over the years, Wai`anae residents have witnessed the gradual overdevelopment of scarce land and water resources, the negatives of urbanization and a high fat/sugar diet, and the resulting disconnection of native Hawaiian 'ōpio (youth) and their families from the `āina (land which feeds) that had once nurtured a strong and cohesive culture.

Wai`anae's health data paints a grim picture of community health and well-being. The table below shows extremely high rates of preventable disease amongst the mainly Native Hawaiian population in Wai`anae as compared to other regions of Hawai`i.



We are keenly aware of the underlying importance of physical and mental health of our interns. We have seen first hand the positive impact of physical work, access to nutritious fruits and vegetables, a healthy environment, and the power of positive role models. Recently, we commenced collaborating with the University of Hawai`i School of Medicine's Dr. Alike Maunakea to clinically study the impact of MA`O programs on intern health, and to see if there is a correlational influence/impact in an intern's social networks. Dr. Maunakea's hypothesis is that health improvements can be made when positive influencers impact others in social networks.

Wai`anae's human socio-economic and health demographics mirror the degradation of our natural environment. Wai`anae consists of nine ahupua`a (valley lands demarcated by mountains and traditionally with water resources), the majority of land in two of these valleys is used by the military. Since World War II, Makua on the northern end of the coast has been an army live fire training range. Similarly, since the 1930's, 8,000 acres of Luaualei Valley, where MA`O is located, was used as a Cold War era submarine tracking station. Like many of Hawai`i's most pristine valleys, post-contact land use was centered on clear-cut native timber forestry, cattle grazing and plantation sugar production. These uses caused the collapse of whole ecological systems, unique flora and fauna was lost

extinction, and was replaced by invasive trees, grasses and now urban sprawl. Water resources, the life of the ahupua`a, were diverted and redirected to plantation agriculture or for military use.

Wai`anae is also the site of the State's two largest landfills. At the gateway to the community the Waimanalo Gulch Landfill takes the majority of O`ahu's household trash; and PVT Land Company, located in Lualualei Valley takes the majority of commercial construction and demolition waste. Both dumps are near capacity and would likely be expanded if not faced with community resistance. In addition, Wai`anae's back roads are the sites of random dumping, and are littered with junked cars and household trash.

Despite these atrocious land-use practices, most residents still place critical importance on rural roots and a way of life that perpetuates an indigenous, place-based connection to the `āina. As detailed by both Western academia and by our Hawaiian mo`olelo (stories), our native Hawaiian identities, individually and communally, were established through our connection to the `āina (land). In numerous community visioning meetings over the past three decades, residents have stated strongly the need to reconnect to `āina values. In response the farm has become both a literal daily expression of how we want to live, work and nurture our families; and on a deeper level it has become a way to culturally reconnect to the natural world and our ancestral roots.

#### IV. STATE WIDE FOOD INSECURITY

The food and agricultural system of Hawai`i is at a crossroads. With a population of over 1.4 million people and 8,000,000 annual visitors, Hawai`i is one of the most geographically isolated and food dependent populations in the world. We import over 85% of food, fertilizer, and seed, the Hawaiian Islands are uniquely vulnerable to state wide food insecurity in the face of global climate change, fuel price fluctuations and other economic disturbances. High rates of food insecurity and diet-related health disparities have long impacted Hawai`i, while much prime agricultural land lays idle or slated for urban development.

In the past, State government in Hawai`i rarely acknowledged the problem of food insecurity, and continued the long tradition of commitments to industrial mono-crop agriculture. Yet in his 2017 State of the State address, Governor David Ige, stated that:

We have a goal to double local food production by 2020, with the purchase of farm lands, programs that support and encourage local farmers, incentives to grow organic, and incubators to help entrepreneurs create new food products and businesses.<sup>2</sup>

If we are to create a food secure future for Hawai`i it will depend on:

- Scaling sustainable agriculture to levels not seen for over 200-years when in pre-contact native Hawaiians feed their entire population;
- Mobilizing land, water, and investments, and directing those resources toward agro-ecological projects that put into action local responses to global problems like changing climate; and
- Building educated/empowered leadership and a skilled workforce that will embrace these challenges with generative, creative, and innovative solutions.

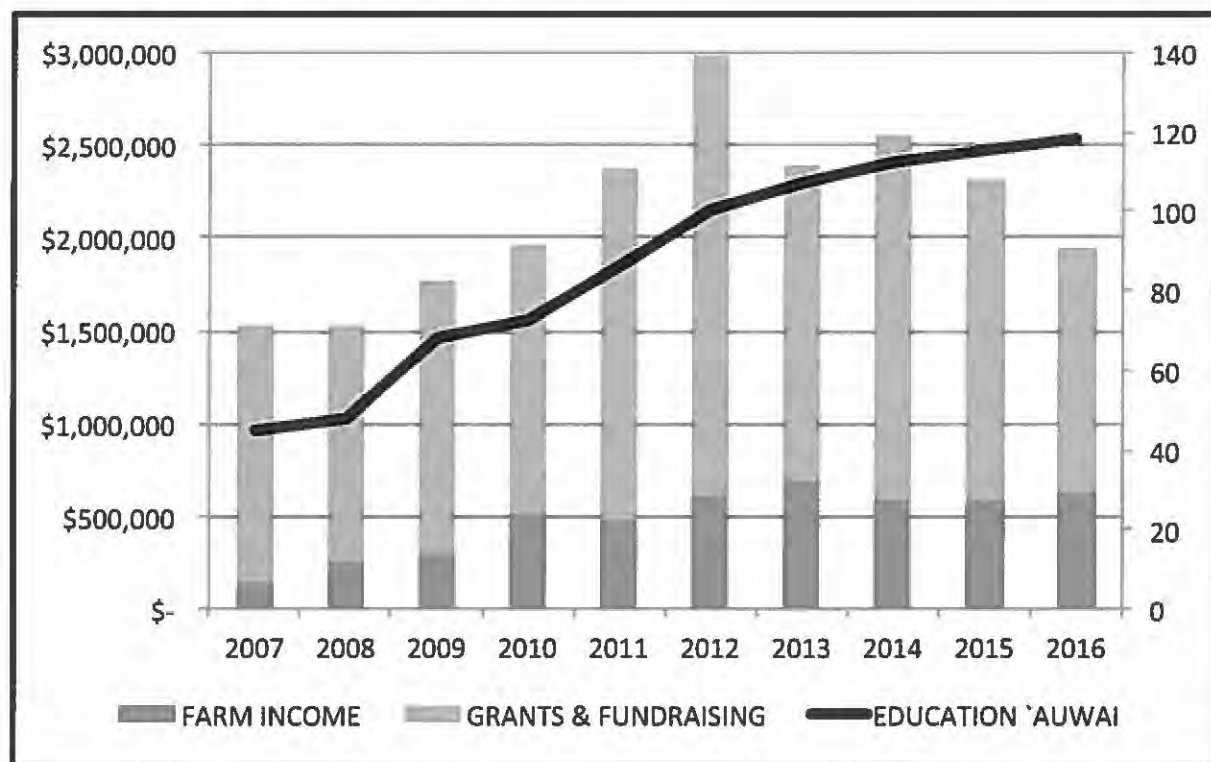
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<sup>2</sup> <http://governor.hawaii.gov/main/2017-state-of-the-state-address/>

## V. 2007 – KEY INVESTMENTS TO SCALE IMPACT

In 2007, we purchased a neighboring 11-acre parcel of land. It had been a working chicken farm, closed since 1986, the buildings were derelict and the land covered in invasive weeds. Working with the Hawai'i Community Foundation (HCF) and the Trust for Public Lands (TPL) we secured matching funds to purchase the property, regenerate the land, and repurpose the buildings. HCF orchestrated a grant investment of \$750,000 from E-Bay founder Pierre Omidyar; and with TPL we secured a \$733,000 State of Hawai'i conservation and important lands grant through the State of Hawai'i Department of Land and Natural Resources Legacy Lands Program.

By 2009, we had doubled the number of youth entering the *'auwai* (see table), yet only one-third of cohort 5 and 6 (2009 and 2010 respectively) remained in the program longer than 1-year, and we had only graduated 25% of interns from junior college. However, by 2011 we had completed the rehabilitation of the 11-acre parcel and acquired eight additional acres, and in that time we were able to evaluate, test and enhance the structural aspects of our youth programming. Program retention and college attainment has improved steadily since then. Today our key metrics – college enrollment/attainment and earned income from organic food production – have increased steadily. With the education *'auwai* firmly established **land in production becomes the driver for our capacity to provide more education programming.**



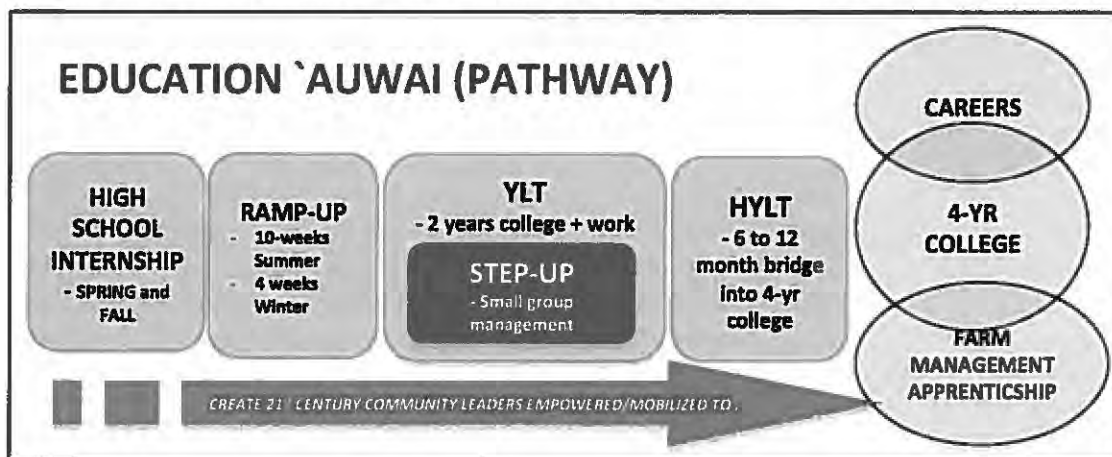
## VI. EDUCATION LEADERSHIP METHODOLOGY

We have developed unique strategies for intern success. Many of these strategies have come about as lessons learned. Our overall logic model has remained the same since inception and has been positively influenced by organizations like Te Wananga o Aotearoa (the Maori university system in New Zealand), The Food Project in Boston, and the early adopters of place-based and experiential Hawaiian, ‘āina-based education programs here in Wai‘ānae and throughout the State of Hawai‘i.

When we started to develop the education program, we were urged to structure our core operations as job training programs. The local community college preferred us to focus on non-credit short term training programs linked to the construction, tourism and industrial agriculture industries. At times even leaders in our own community agreed with the negative stereotypes of community youth as “lazy” and “apathetic”, and many thought that farming was the wrong industry because the work was too hard.

On the contrary, we have found that youth, when presented with culture-based and real world challenges are innovative, resilient, independent and resourceful. An overview of our education strategy follows:

**‘Auwai (or Pathway) to College—Career Success.** There are significant structural impediments to college entrance; this includes a lack of college counselors at local high school campuses, late or no scheduling of college preparation, and limited peer-to-peer exchanges regarding college success. Fundamentally there is no culture of college success in our community, and less than 8% of our adult population holds a college degree. We countered these impediments with a strategic stepping process that acculturates a student to college attainment and to life long learning. This is achieved by maximizing peer-to-peer engagements (e.g. in recruitment), by balancing the provision of support with the giving of *kuleana* (or work that requires responsibility/accountability), and in allowing for visioning and action-oriented goal setting.



The diagram above illustrates the flow of young people through the ‘auwai, definition of each step is as follows:

**High School Internship.** Working with area schools we offer juniors and seniors Fall, Spring and Winter Break on-farm paid internships. In addition, local high schools have started

offering early college classes, so we have provided extended farm work experience during the weekdays and on Saturdays to some of these students.

**Ramp Up.** The Waiʻanae and Leeward area public school system provides inadequate preparation for the rigors of college. Two times per year we offer “Ramp-Up” internships as the entry point to our intensive Youth Leadership Training program. This 4- or 8-week introductory program includes classes in college success (e.g. time management), career planning (e.g. personal visioning), life skills (e.g. emotional intelligence) and preparation for college level English and Math. In addition, we provide a real world understanding of race and equity by looking at social and environmental justice issues impacting our community; and we embed learning in a Hawaiian/indigenous context by teaching Hawaiian *oli* (chant), language and protocol.

**Youth Leadership Training (YLT).** Our core program, the YLT is a 2-year part-time farm work experience along with a full-time college experience. We support each youth with a tuition waiver and a monthly stipend.

**Step Up Internship (SUI).** Enterprise activities are completed in small work groups managed by 2<sup>nd</sup> year YLT interns in the Step-Up Internship. The SUI are responsible for a wide variety of daily farm work that includes: communication of daily goals and technical information to groups; completion of work as well as evaluation and review of work achieved; issuing discipline measures to lazy interns; and overall they assist in all aspects of farm production.

**Hoʻowaiwai Youth Leadership Training (HYLT).** HYLT interns are junior college graduates, that are looking for a way to segue into 4-year college programs, many times they are interested in food systems and indigenous agriculture careers. Generally they work fulltime for 6- to 12-months, alongside professional staff, and tend to manage our special projects such as a farmer’s markets or farm visits.

The *ʻauwai* posits youth leadership as the catalyst for both individual and collective transformation that reverses the real and perceived stereotypes facing Native Hawaiian communities. The *ʻauwai* theory of change is grounded in Native Hawaiian pedagogy in which we converge three essential components in all of our programs: the *ʻāina*- provider of abundant physical and natural resources that feed us physically, spiritually and emotionally, and intellectually; the *ʻike kupuna*- our ancestral knowledge from which rich, vibrant, generational learning is catalyzed from which *pono* (righteous) living is sustained and *mana* (spiritual power) is accrued; and *kanaka*- our people from whom the task of transmittal of ancestral memory and lived experience is given to connect the past, present and future *piko* (center) thus facilitating our resilience and continuity as a peoples.

Native Hawaiian youth aged 16-24, are *pivotal* to the work within our community-based social enterprises, not only because they are trained to lead these ventures, but also more importantly, they are themselves the positive and productive catalysts for our individual and collective restoration from poverty. The social enterprise framework closely resembles Native Hawaiian worldview in which work and enterprise is embedded in the cultural, social and educational

landscape (Kahn, 2008)<sup>3</sup>. The farm becomes a *kauhale* or community that actively promotes educational and entrepreneurial activity, placing human and social values at the center and therefore, the *'ohana* (or family) was simultaneously viewed as parent, educator and employer. Therefore, the social enterprises are a familiar paradigm in which youth matriculating through our *'auwai* not only thrive in the family and community-oriented system we have created but from their standing they now have safe space to begin to *identify, challenge and transform* the oppressive and status-quo educational and employment institutions and systems (Trinidad, 2011).<sup>4</sup>

**Entrepreneurial Work Managed by Peers.** The farm’s operations are fast-paced and the environment requires people think on their feet, communicate effectively, and solve small problems in a chaotic environment. The farm is managed by a group of 20-something Hawaiian and local youth; most have graduated from our area schools and from our programs. The farm managers provide training while pushing the excellence envelope and constantly demanding higher standards. Interns see young people succeeding, by working, and this creates a culture of achievement through the dailyness of farm work.

**High Performance Standards are Committed and Contractual.** Upon entering any of our stipend-based programs each intern signs a standards-based contract that details accepted behavior and underscores the drive toward excellence. The contract clarifies basic elements of the internship such as attendance and provides a roadmap toward expectations. The contract describes how an intern can be fined \$10 for violating one of the conditions of the contract, and be removed from the internship altogether if three standards violations are committed. To provide balance an intern can be readmitted to an internship via Ho`oku`u, or a peer review process so that an intern can take ownership of steps to correct the violations, and feel supported within that evolution. Small cash incentives are also provided to interns who do not accrue standards violations.

**A Culture of Sweat Equity, Fair Compensation and Good Food.** Wai`anae’s unemployment rate is 15%; almost 20% of our population aged 16- to 19-years is out of work or not in school. The community has a multiple generations long dependence on welfare, and most of the working population leave the community between 4am and 7am to commute 1-2 hours to work in urban Honolulu and Waikiki. The farm enterprise provides space so that an intern gives back to the community in working toward college success, the college tuition we provide is augmented with a starting monthly stipend that is equivalent to the State of Hawai`i minimum wage. The table below shows the aggregated funding provided to interns over the past 5-years.

STIPENDS and TUITION PROVIDED, 2012- 2016					
	2012	2013	2014	2015	2016
STIPEND PROVIDED (\$)	\$465,588	\$455,787	\$491,366	\$467,420	\$439,633
COLLEGE TUITION PROVIDED (\$)	\$110,075	\$41,444	\$237,088	\$157,222	\$133,166

Intern stipend payments can rise quickly. Each semester our youthful co-managers and apprentices evaluate each intern’s farm enterprise performance on seven enterprise measures.

<sup>3</sup> Kahn, M. (2008). Indigenous Entrepreneurship, Culture and Micro-enterprise in the Pacific Islands- Entrepreneurship and Regional Development, An International Journal of Entrepreneurship.

<sup>4</sup> Trinidad, A. M. O (2011), Sociopolitical Development Through Critical Indigenous Pedagogy, The Pedagogy of Place: Preparing Native Hawaiian Young Adults To Become Change Agents, Hulili Volume 7, Publisher Kamehameha Schools.

We aggregate that score with their school grade point average (GPA) to set their pay scale. By the second year of the 2-year YLT a high performing intern can be earning a stipend equivalent to \$13.00 per hour along with free tuition. This is 30% above Wai'anāe's per capita income. As an additional incentive we offer Individual Development Accounts (IDA), 4 to 1 savings match programs for college expenses, such as computers or tuition.

INDIVIDUAL DEVELOPMENT ACCOUNTS, Total Since 2012	
ACCOUNTS OPENED and DISBURSED	200
INTERN SAVINGS	\$82,000
TOTAL FUNDS MATCHED	\$450,000
AVERAGE DISBURSEMENT	\$2,660
INTERNS THAT USED IDA FOR 4-YR COLLEGE TUITION	24

On average we distribute 150-pounds of free organic food weekly to interns; more importantly, immersed in a culture of health we add vital nutrition information and practical cooking experiences for youth and their families.

**Teams/Cohorts are a Bridge to Community.** We rotate all work weekly so that each intern experiences all facets of the enterprise. The group environment allows both "leading" and "following" to be tested and redefined so that teamwork can emerge. Group members often use the term 'ohana (family) to describe their group and we have found that new support systems emerge organically.

**Commitment to More Work and Greater Kuleana (responsibility/accountability) Leads to Success.** SUI Interns are paid extra because they work twice as many hours as a regular interns. They arrive at the farm three days per week at 5am, while they maintain a fulltime college schedule. Remarkably, we have found that on average a SUI Intern performs better at college despite having more *kuleana*. The table below shows SUI Intern versus Regular YLT Intern college grade point average over the past few semesters.

SCHOOL GPA, SUI vs YLT		
	SUI	YLT
SPRING 2017	3.23	2.77
FALL 2016	2.99	2.62
SPRING 2016	3.00	2.79
FALL 2015	3.00	2.30
SPRING 2015	2.91	2.53

The table below summarizes the graduate success of our interns over the past 12-years.



<b>INTERNSHIP BASED IMPACT METRICS, CUMULATIVE ALL YEARS 2006 to 2017</b>	
<b>HIGH SCHOOL INTERNSHIPS COMPLETED</b> note: operated since 2007	<b>283</b>
<b>RAMP UP (4- to 8-WEEK PROGRAM)</b> note: operated since 2011	<b>323</b>
<b>TOTAL COMPLETED RAMP-UP AND ENROLLED IN COLLEGE</b>	<b>303</b>
<b>% ENROLLED IN COLLEGE</b>	<b>94%</b>
<b>YOUTH LEADERSHIP TRAINING (YTL) - TOTAL PARTICIPANTS (including current cohorts)</b>	<b>346</b>
<b>TOTAL INTERNS ELIGIBLE FOR GRADUATION (not including current cohorts)</b>	<b>237</b>
<b>INTERNS COMPLETED 1-YEAR LEADERSHIP TRAINING</b>	<b>209</b>
<b>% 1-YR COMPLETION RATE</b>	<b>88%</b>
<b>TOTAL AA GRADUATES</b>	<b>97</b>
<b>% GRADUATION RATE</b> Note: Leeward Community College's graduation rate is 15%.	<b>41%</b>
<b>INTERNS THAT MATRICULATED TO BA COLLEGE or TECHNICAL PROGRAMS</b>	<b>57</b>
<b>TOTAL GRADUATES</b>	<b>18</b>
<b>% GRADUATION RATE</b>	<b>32%</b>
<b>GRADUATES HIRED FT INTO FARM APPRENTICESHIP</b>	<b>13</b>





## IX. PHASE 1 – 21-ACRES

Working on the smaller parcel first we intend to expand farm operations, which could be up and running within 36-months of closing. The land was farmed in the 1990's and is mainly clear of large invasive trees (like kiawe). The land also has a City & County Board of Water Supply water meter on Hakimo Road. Land management would fit within the practices of our current Organic Farm Management and Conservation plans. This use does not require a zoning change.

While it is practical to complete due diligence, fundraising, and land purchase for both properties at the same time, the first 5-years of the expansion will focus on operations development oriented toward the smaller 21-acre parcel. We have projected that work on the larger parcel of land would likely commence after year 3; and this would mainly be focused on clearing land, soil remediation and tree planting. The bulk of work on the large parcel would start in year-5.

Enclosed is a preliminary timeline with yearly milestones:

21-ACRES HAKIMO RD, TIMELINE IN BRIEF	YR 1	YR 2	YR 3	YR 4	YR 5
Develop farm	2018	2019	2020	2021	2022
• Clear land	✓				
• Commence remediation of soil	✓				
• Develop irrigation system	✓				
• Plant agroforestry orchard areas	✓				
• Conservation plan	✓				
• Plant perennial crops		✓			
• Farm start funds required	\$100,000	\$100,000	\$100,000	\$200,000	\$200,000
• Net Acres in production	0	0	2	4	10
• Gross sales estimate (based on current \$70K/acre)	\$0	\$0	\$140,000	\$280,000	\$700,000
Enhance systems to double the through-put of youth in college internships					
• Integrate new land into all current internships		✓	✓	✓	✓
• Outreach to high schools in wider region			✓	✓	✓
• Develop apprenticeship with UHWO SCFS students			✓	✓	✓
• New Education `Auwai	29	63	103	131	202
• Total YLT Education `Auwai	163	197	237	265	336

The 21-acres is a short 9-mile drive from our current location. All operations will continue to be housed there, interns will meet at the Puhawai Rd property and those working at the Hakimo Rd property will be bussed over in a 15-passenger van, and will work with one of our farm managers and 2-3 apprentices depending on the intensity of the work. Similarly, all produce that is harvested from the site will be trucked back to our Puhawai Rd packing/processing facility.

## X. PHASE 2 and 3 – 236-ACRES on LUALUALEI NAVAL RD

Once the smaller parcel is up and running, we would convert the larger parcel to AG-2, this was the original designation prior to 1990, when a former owner converted the zoning and tried to develop a golf course. Phase 2 would expand farm operations to this property, a mix of intensive row cropping

and agro-forestry orchard systems would be added. In addition, in Phase 3 we propose development of an affordable agriculture cluster housing project, built as a *Kauhale* (intentional community) with leasehold homes sold to farm managers and others working in the broader community food systems movement. We are currently working with Wei Fang (an experienced social entrepreneur, affordable housing advocate, and Board member of Hawai'i Community Development Authority) to research the various best-practice housing models available, and we would work with an independent consultant to develop a Master Development Plan for the entire property and the Phase 2 and 3 work.

## XI. COLLABORATIONS

The 2007-08 land acquisition proved to be a catalyst for the development of key collaborations to create structural changes, these include:

- We supported the growth of Leeward Community College (LCC) where new programs were developed, and old programs enhanced, in diversified agriculture, community food systems and digital media. LCC's Wai'anae campus was recently relocated and has the potential to treble it's capacity from the 400 current associate of arts degree students. This evolution is critical if we are to increase the number of students we support at college.
- In 2009, we secured a \$4 million 4-year grant from the Kellogg Foundation, our first major national foundation investment. We deployed the funds to replicate the YLT into other industries. With Wai'anae High School's digital media program Searider Productions; and local creative media company Makaha Studios; we developed new college—career internships with the focus on digital story-telling. Kellogg also provided resources to build our organizational administrative and fiscal capacity, and for independent review and evaluation of our programs.
- We collaborated with multi-billion dollar Hawaiian trust and educator Kamehameha Schools who developed the Ka Pua Community Learning Center Initiative to bring innovative community-linked education programs to rural Hawaiian communities. Ka Pua now supports our education operations costs with an annual grant of \$500,000. Our program graduates are often hired into externship positions with Ka Pua, and one of our graduates is now in a junior leadership position at Kamehameha Schools.
- We facilitated the development of the Bachelor of Applied Science in Sustainable Community Food Systems degree program at the University of Hawaii West O'ahu campus (UHWO-SCFS), which is approximately 30-minutes from our current farm location. In 2001, we took the challenge of retiring Chancellor Gene Awakuni to create a 21<sup>st</sup> century program in sustainable agriculture. We gathered faculty, administration, community and youth to develop the pilot program, which is modeled after the highly successful University of California Santa Cruz's Center for Agroecology and Sustainable Food Systems. In 2013, we identified and hired the program's coordinator Dr. Albie Miles, who was a recent graduate of UC Berkley's agroecology program. We persuaded Kamehameha Schools to make an investment in the program, and they provided a \$300,000 3-year grant to hire Dr. Miles. His position is now tenured-tracked within the University of Hawai'i system. Last year, the UH Board of Regents officially approved

the program and there are currently 30-students in the first cohort, with room eventually for an annual class of 100-students.

The partnerships add depth to what has been developed, and produces the environment for exponential impact to occur.

## **XII. IMPACTS**

Over the next 5-years we intend to:

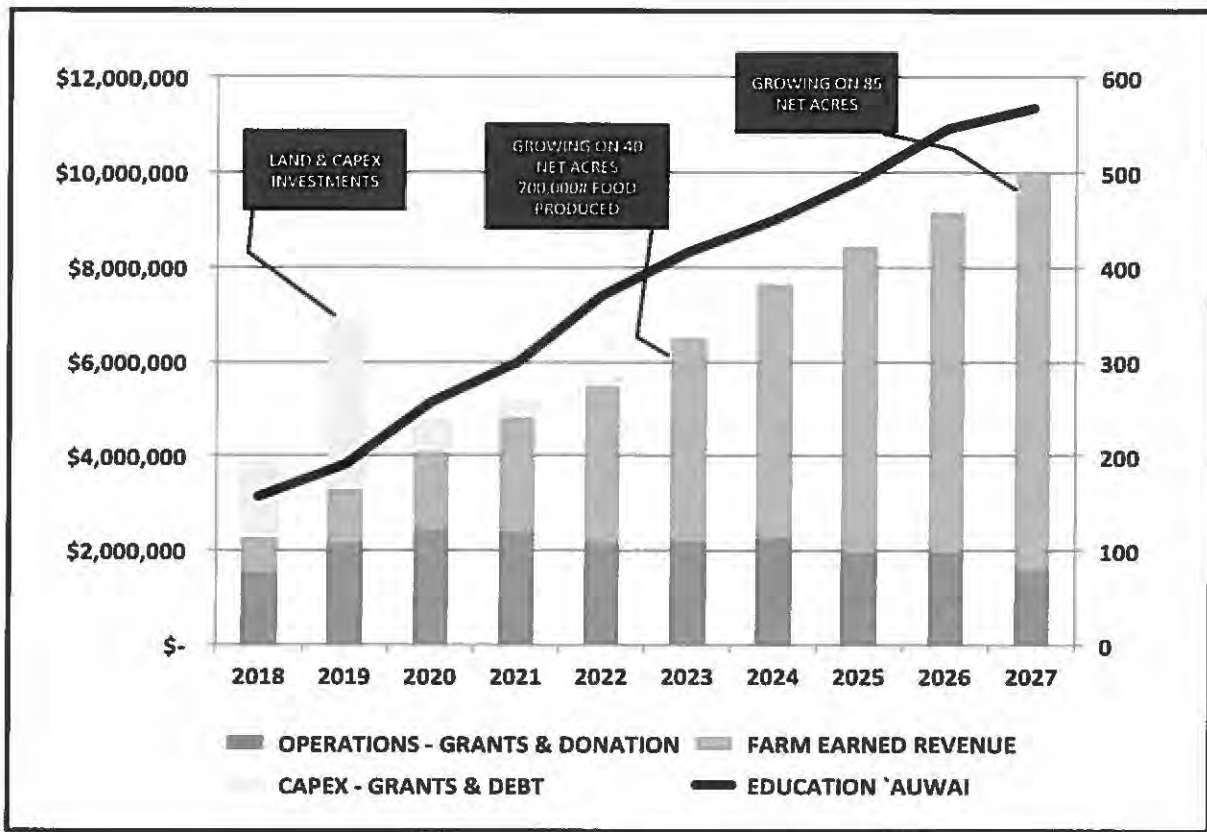
1. Increase college enrollment and attainment amongst area youth, graduating over 50% of our interns from junior college and transitioning over 75% of graduates to bachelorette programs;
2. Increase farm earned income support for the organization/programs from 30% to 50%; and
3. Increase our organizational capacity to create new jobs and replicate our programs with other social enterprises.

Access to more farming acreage pushes our ability to offer meaningful internships and unique education programs, and create more jobs. Increased earned income generation sustains the organization. Currently, we produce 15- to 16,000 pounds per farmed acre. We are expecting productivity to increase year-over-year due to a number of factors including:

- Land to be acquired is uniformly shaped rectangular spaces, which provide contiguous field units; this increases efficiency of field preparation, and harvest;
- Youth graduates retained into management positions have greater capacity, especially due to enrollment in the UHWO Sustainable Community Food Systems (SCFS) program; and
- Crop selection will focus increasingly on perennial crops such as kale, eggplant, and herbs.

By 2022, when the 10-year expansion is at a mid-point with the 21-acres complete, and the 236-acres started, we will be planting vegetables on a total of 40-net acres across all properties. By then we expect to have the capacity to produce 350,000 tons of total food per year, generating gross annual sales of over \$3.0 million.

The expansion provides a pathway to more impact and a more sustainable and predictable organizational cash flow. By 2027, when expansion is complete on both parcels of land, we will be planting vegetables on 85-net acres and will have another 60-acres of agroforestry land in production. We expect to have the capacity to produce almost 1.7 million pounds of total food per year, generating gross annual sales of over \$7.0 million. The chart below shows steady growth over the 10-year period, with key capital inputs especially in year 2019. When expansion is completed the organization will generate 80% of it's total budget needs, and need only the same amount of grants funds as we'll use in 2018 to support over 4x more young people.



### XIII. NEW LEADERSHIP TO TRANSFORM COMMUNITIES

Ultimately our theory of change posits that for real change to occur we need to reseed Hawai'i's communities with new local leaders armed with fresh ideas, 21<sup>st</sup> century education, and practical capabilities. To avoid a possible "brain-drain", an exodus of our best and brightest new leaders, an expanded farm provides additional opportunities for career employment, and the prospective of housing adds a new layer of opportunity to ensure that local youth are the foundation to sustainable community development.

### XIV. MARKET DEMAND

Over the past 10-years demand has grown radically for the food we produce; we have been frustratingly unable to supply our current customers all that they have needed. The national trend is toward socially responsible and organic foods, the recent purchase of Wholefoods by Amazon underscores the mainstreaming of organic food demand, and it would not be a surprise that Wholefoods is opening a new 70,000 square store in Kaka'ako, in urban Honolulu. At the same time small local natural foods outlets are in growth mode. For example, Down to Earth, a small locally-owned vegetarian grocery chain plans to open two new locations in 2018-19, one of those will be in Kaka'ako within 2-miles of Wholefoods. In addition, over 40 restaurants have asked us to supply them. Hawai'i imports 85% of foods consumed, and for every 10% of food grown locally \$100 million is generated in farm gross sales. This translates into \$330 million into the economy and 1,800 new jobs.

Similarly, as the cost of college education rises we have seen heightend demand for our internship programs, which include tuition waivers. More telling, is the need to find management capable employees for careers in the green industries and sustainability fields. Some of our graduates are now employed with local organizations working in sustainable meat production, school garden education, and as food system professionals in a wide range of entities, and careers opportunities in these fields will continue to grow.

## XV. FINANCING STRATEGY

There are a wide variety of blended capital opportunities available to nonprofit social entrepreneurs, and will be adapting our financial model to make the most of these funding sources. Preliminary review of revenue projections versus costs suggests we can service close to \$5 million in debt. An overview schematic of the strategy is below:

<b>21-acres – 3-month closing period, 1- to 3-year development timeline.</b>	
Total projected budget - \$1.6 million	100% grant funded, based on past support, sources include: <ul style="list-style-type: none"> <li>• Freeman Foundation (approved)</li> <li>• State DLNR Legacy Lands (approved)</li> <li>• Stupski Foundation (in application)</li> </ul>
<b>236-acres – 12-month closing period, 3- to 6-year development timeline.</b>	
Total projected budget \$5.4 million	20% grant, 80% debt funded, potential sources include: <ul style="list-style-type: none"> <li>• National foundations like W.K. Kellogg.</li> <li>• USDA, foundations, conventional bank</li> </ul>
<b>Ag-Cluster Housing – commence when land has been secured, 5- to 10-year timeline.</b>	
Total projected budget \$8.3 million	Financing would be via a blended approach to include PRI debt, New Markets Tax Credits, Conservation Easement, and Legislature grant-in-aid. Sale of homes to would finance the majority of this cost.

The project will require “patient capital” and a longer closing period than is usually provided in a regular real estate transaction, in part to conduct important due diligence, and because organic regeneration of land tends to take longer. By year 3 farm revenue will be underway, and then it will take 8-years for gross sales to peak on both parcels of land. The expansion will require minimal farm facilities as a new packing/processing facility is being planned for the Puhawai site, with \$1.6 million provided by US Department of Commerce’s Economic Development Administration (EDA).

## XVI. ORGANIZATION CAPACITY

We have a committed team with wide ranging skills/experiences from Board, through consultants, and to our youthful staff. WCRC has an active Board of Directors, with extensive experience and a commitment to community service. Our board membership includes the following:

**Kaimana Pine, Board President.** Mr. Pine operates his own social media/marketing firm, and consults with local media companies, social enterprises, and non profit health providers. In 2002, he started supporting the Board as a 21-year old when he managed his family surf and bike retail outlet.



**Mawae Morton, Vice President.** Mr. Morton operates his own consulting firm the Matariki Group which is involved in large-scale health supplements, biofuels, lumber and energy projects in both Aotearoa-New Zealand and Hawaii, developing new products, managing project financing, and evaluating projects for success.

**Alika Maunakea, Secretary.** Born and raised in Waiʻanae, and educated at Kamehameha Schools, Dr. Maunakea was inspired by his great-grandmother, Katherine Maunakea, a respected kūpuna and practitioner of laʻau lapaʻau, or traditional Hawaiian remedies. Dr. Maunakea is a Native Hawaiian biomedical researcher who has conducted epigenetic research in mammalian systems for over 15 years. Currently, he is a tenure-track Assistant Professor in the Department of Native Hawaiian Health.

**Keoni Lee, Treasurer.** Mr. Lee is the Co-Founder of ʻŌiwi TV, a Hawaiian social enterprise that leverages the power of media to tell and share stories of the modern Hawaiian experience. ʻŌiwi TV produces top-quality documentaries, news and multimedia content from a uniquely Hawaiian perspective. Keoni is active in the broader community, sitting on numerous non-profit boards including being the Board Chair of Hālau Kū Māna New Century Public Charter School.

**Neil Hannahs.** Born and raised in Waiʻanae, and educated at Kamehameha Schools, Mr. Hannahs is the former land asset manager for Kamehameha Schools, and was responsible for management of over 360,000-acres of conservation and agriculture land assets. He serves on the Board of the Queens Health System.

**Lee Ann Crabbe.** Ms. Crabbe oversees development activity for the Liliʻuokalani Trust lands; she also manages all trust real estate assets. She was born and raised on Oʻahu in an extended multi-generational, multi-cultural family and is a proud product of Hawaiʻi's public school system. Prior to joining the Liliʻuokalani Trust, Ms. Crabbe spent 15 years with Kamehameha Schools and with Price Waterhouse prior to that.

**Edward Kenney.** Mr. Kenney is the chef/owner of Town restaurant group that has four award winning restaurants – Town, Mud Hen Water, Kaimuki Suprette, and Mahina and Sons. He is critically acclaimed as the Hawaiʻi leader of the farm-to-table movement, and is the host of a PBS food documentary called ʻIngredientsʻ. Mr. Kenney brings expertise in business management, and industry expertise in product development and quality control.

**Pia Chock.** Ms. Chock is the New Ventures Manager at Kamehameha Schools where she manages agriculture and renewable energy projects. Prior to KS, Pia was a management consultant for McKinsey in Shanghai. She has a bachelor's degree from Harvard University and an MBA from The Wharton School at the University of Pennsylvania.

**Paula Akana.** Ms. Akana is a TV news anchor for KITV Island, where she also produces special reports that range from sustainability, natural disasters, health and Hawaiian culture. She is a graduate of Kamehameha Schools and earned a Bachelor of Arts degree in Journalism from the University of Hawaiʻi at Manoa.

MAʻO operates under the management of Kukui Maunakea-Forth, and for purposes of the expansion, core management will be divided into four verticals including: Farm Enterprise,

Education/Community, Housing, and Administration/Development. Several of these positions are already filled, and the full team will be in place by 2019.

**J. Kukui Maunakea-Forth, WCRC Executive Director.** Ms. Maunakea-Forth was born and raised in the Wai`anae community. She holds a BA in Pacific Island & Hawaiian Studies and a BSc in Cultural Anthropology with over 20-years of experience teaching and managing non-profits. Ms. Maunakea-Forth was recently a national fellow in the Kellogg Foundation's Racial Equity and Healing fellowship program.

**Gary Maunakea-Forth, Managing Director.** Mr. Maunakea-Forth is responsible for overseeing agricultural production, expansion, and training of staff and volunteers. Mr. Maunakea-Forth holds a BA in environmental studies and political science, and an MA in sustainable development. He was born and raised in the farming region of the Horowhenua in Aotearoa-New Zealand.

**Kamuela Enos, Social Enterprise Director.** Mr. Enos is in his early 40's, was born and raised in the community, and holds an MA in Urban and Regional Planning. He has a decade of experience in community development and project management. He is a recent fellow of the Pierre and Pam Omidyar Fellows program.

**Cheryse Kauai Sana, Farm Manager.** Ms. Sana, is 28-years old, was born and raised in Wai`anae. She coordinates field crop production at MA`O, and was a graduate of our youth leadership training program in 2008. She has traveled widely as a representative of MA`O, having visited farms and explored indigenous food systems in Thailand, Italy and Aotearoa-New Zealand. She holds a BA in Hawaiian Studies and was a recent fellow of the Kamehameha School's First Native Fellowship program.

**Wei Fang, Housing Specialist.** Ms. Fang, is social entrepreneur and niche housing developer. She is founder of the Honolulu arts and culture nonprofit Interisland Terminal and a partner of the Honolulu boutique development firm Centre City LLC, and has recently been appointed to the Hawaii Community Development Authority (HCDA) board. She holds an MBA in Finance from Columbia University.

Over the past 3-years we have worked with various groups on expansion-related issues. We will mobilize their expertise to take on the new challenges, they include:

**Michael Brownrigg, Founding Partner, and Anna Oleksiak, Managing Director, TOTAL Impact Capital.** Mr. Brownrigg and Ms. Oleksiak will provide leadership on financial modeling, project financing, as well as connecting us to national and international social enterprise investors.

**Bruce Tsuchida, Founder/President of Townscape.** Mr. Tsuchida will provide community and environmental planning services. He has over three decades experience in local planning, and holds a MA in Planning from Harvard.

## XVII. BUDGET

The capital expenditure cost estimates are as follows:

<b>CAPEX BUDGET</b>	
<b>Phase 1 - 21 acres</b>	
DUE DILIGENCE	\$ 75,800
LAND PURCHASE (max.)	\$ 1,060,000
CLOSING COSTS (@5%)	\$ 53,000
FARM/EDUCATION START	\$ 386,500
Contingency/Other (@5%)	\$ 74,975
<b>Phase 1 TOTAL</b>	<b>\$ 1,650,275</b>
<b>Phase 2 - 236 acres</b>	
DUE DILIGENCE	\$ 237,700
LAND PURCHASE (max.)	\$ 3,215,000
CLOSING COSTS (@5%)	\$ 160,750
FARM/EDUCATION START	\$ 1,047,500
Contingency/Other (@5%)	\$ 221,163
<b>Phase 2 TOTAL</b>	<b>\$ 4,882,113</b>
<b>AG CLUSTER HOUSING PROJECT</b>	
DUE DILIGENCE & DESIGN	\$ 675,000
ON-SITE INFRASTRUCTURE	\$ 3,202,500
HOME CONSTRUCTION (24)	\$ 6,048,000
Contingency/Other (@5%)	\$ 496,275
<b>Phase 3 TOTAL</b>	<b>\$ 10,421,775</b>
<b>TOTAL COSTS</b>	<b>\$ 16,954,163</b>

Operating budget projections out to 2020 are as follows:

<b>PROJECTED OPERATING BUDGET, 2017 to 2020</b>				
	<b>CURRENT</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Education, Administrative</b>				
Payroll, Wages, Benefits	\$ 600,000	\$ 725,000	\$ 740,000	\$ 814,000
Education Stipends	\$ 400,000	\$ 500,000	\$ 550,000	\$ 770,000
Tuition	\$ 140,000	\$ 145,000	\$ 174,000	\$ 261,000
Other	\$ 300,000	\$ 475,000	\$ 498,750	\$ 523,688
	<b>\$ 1,440,000</b>	<b>\$ 1,845,000</b>	<b>\$ 1,962,750</b>	<b>\$ 2,368,688</b>
<b>Farm</b>				
Payroll, Wages, Benefits	\$ 300,000	\$ 350,000	\$ 590,000	\$ 737,500
Cost of Production	\$ 240,000	\$ 240,000	\$ 327,000	\$ 469,340
Other Costs	\$ 90,000	\$ 125,000	\$ 200,000	\$ 325,000
	<b>\$ 630,000</b>	<b>\$ 715,000</b>	<b>\$ 1,117,000</b>	<b>\$ 1,531,840</b>
<b>TOTAL COSTS</b>	<b>\$ 2,070,000</b>	<b>\$ 2,560,000</b>	<b>\$ 3,079,750</b>	<b>\$ 3,900,527</b>

# HAWAI'I SENATE MAJORITY

*Ua Mau ke Ea o ka 'Āina i ka Pono*



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## MA'O FARMS RECOGNIZED ON SENATE FLOOR

March 9, 2017

Members of the Senate today honored MA'O Organic Farms for their work towards building a healthy, sustainable and resilient community food system.



*Photo: Gary Maunakea-Forth, Co-founder and Farm Operations Dir, Kukui Maunakea-Forth, Co-founder and Exec. Dir., Kamuela Enos, Social Enterprises Dir., Derrick Parker, Farm Co-manager, Cheyanne Teixeira, Farm Co-manager, Taylor Freitas, Farm Co-manager*

Established in 2001, MA'O is an acronym for Mala (garden) 'ai (food) 'opio (youth) or youth food garden and its mission is to connect the relationship between the land and people, which will in turn return strengthen families and the community.

MA'O Farms trains new farmers and community leaders on its 23- acre certified organic farm in Wai'anāe. Through their program, young people aged 18-25 learn to co-manage the operations as they produce, process, market, and distribute a diverse array of high quality, organic fruits and vegetables. They work three days a week and go to college two days a week and the Farm pays for their tuition and also gives them \$500 a month stipend to work on the farm.



### Featured Posts



The state is spending a lot less on school buses.

Here's how:

August 16, 2017

### Recent Posts



**SENATE OPENS 2018 LEGISLATIVE SESSION**  
January 17, 2018



**The Hawai'i Cattlemen's Council**  
(January 16, 2018)  
January 16, 2018



**HAWAII STATE LEGISLATURE, OLELO COMMUNITY MEDIA LAUNCHES 'LIVE AT THE LEGISLATURE'**  
January 16, 2018



"I've heard and felt the passion in the voices of the students I've met in the program who want to do something good for their families and something positive for their community," said Sen. Mike Gabbard, chair of the Senate committee on Agriculture and Environment. "In my humble opinion, who you are looking at today is the future of agriculture in Hawai'i. It's my sincere hope and dream that we replicate MA'O Farms on each of the islands in Hawai'i nei."

"Mahalo to MA'O Farms for teaching our youth the value of aloha, respect, and the willingness to work hard and for connecting two of our most precious assets – our 'āina, that which feeds us, and our 'opio, our youth," said Sen. Gabbard.



Among MA'O Farms most famous visitors was First Lady Michelle Obama who spent an afternoon touring the farm and meeting with the interns in November 2011. She recognized the Farm as a successful model for increasing awareness of and access to healthy eating options.

Photo: Gary Maunakea-Forth, Co-founder and Farm Operations Dir., Kukui Maunakea-Forth, Co-founder and Exec. Dir., Kamuela Enos, Social Enterprises Dir., Derrick Parker, Farm Co-manager, Cheyanne Teixeira, Farm Co-manager, Taylor Freitas, Farm Co-manager



**STATEMENT BY SENATE MAJORITY LEADER ENGLISH ON FALSE BALLISTIC THREAT ALARM**  
January 13, 2018



**INFO BRIEFING ON THE STATUS OF THE EMERGENCY MEDICAL SERVICES**  
January 12, 2018



**KEIKI CAUCUS UNVEILS 2018 LEGISLATIVE PACKAGE**  
January 12, 2018



**2018 Senate Legislative Program**  
January 10, 2018



**\$3 MILLION IN IMPROVEMENTS SLATED FOR HONOKA'A HIGH & INTERMEDIATE**  
January 8, 2018



**FESTIVAL OF PACIFIC ARTS COMMISSION CONVENES**  
January 6, 2018



**NOTICE OF MEETING - WAM AND FIN (JANUARY 2, 2017)**  
January 2, 2018

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

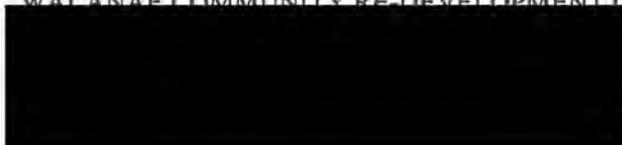
The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawai'i Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
  - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.
- 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 used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

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

WAI'ANA'E COMMUNITY RE-DEVELOPMENT CORPORATION dba MA'O Organic Farms



1-17-18

(Date)

J. Kukui Maunakea-Forth  
(Typed Name)

EXECUTIVE DIRECTOR  
(Title)

**STATE OF HAWAII — DEPARTMENT OF TAXATION  
TAX CLEARANCE APPLICATION**

LETTER ID: L1821244416  
CASE ID: 124000

Form A-6 can be filed electronically OR for all state, city, or county government contracts, may be obtained through Hawaii Compliance Express. See Instructions.  
(NOTE: References to "married" and "spouse" are also references to "in a civil union" and "civil union partner," respectively.)

**1. APPLICANT INFORMATION:**

Applicant's Name **WAI'ANAE COMMUNITY RE-DEVELOPMENT CORP**  
Address **PO BOX 441 WAI'ANAE HI 96792-0441**  
DBA/Trade Name **WAI'ANAE ORGANIC AGRICULTURE C**

**2. TAX IDENTIFICATION NUMBER:**

HAWAII TAX I.D. # XXXXXXXXXX  
FEDERAL EMPLOYER I.D. # (FEIN) XXXXXXXXXX  
SOCIAL SECURITY # (SSN)

**3. APPLICANT IS A/AN: (Check only ONE box)**

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> CORPORATION               | <input type="checkbox"/> S CORPORATION                 | <input type="checkbox"/> TAX EXEMPT ORGANIZATION               |
| <input type="checkbox"/> INDIVIDUAL                | <input type="checkbox"/> PARTNERSHIP                   | <input type="checkbox"/> ESTATE <input type="checkbox"/> TRUST |
| <input type="checkbox"/> LIMITED LIABILITY COMPANY | <input type="checkbox"/> LIMITED LIABILITY PARTNERSHIP | <input checked="" type="checkbox"/> OTHER                      |
| <input type="checkbox"/> SINGLE MEMBER LLC         |  |  |
| <input type="checkbox"/> SUBSIDIARY CORPORATION    |  |  |

**4. THE TAX CLEARANCE IS REQUIRED FOR: (MUST check at least ONE box)**



- |  |   |  |
|--|---|--|
| <input checked="" type="checkbox"/> CITY, COUNTY, OR STATE GOVERNMENT CONTRACT IN HAWAII * |   |  |
| <input type="checkbox"/> REAL ESTATE LICENSE   | <input type="checkbox"/> CONTRACTOR LICENSE       | <input type="checkbox"/> LIQUOR LICENSE*         |
| <input type="checkbox"/> FINANCIAL CLOSING   | <input type="checkbox"/> PROGRESS PAYMENT         | <input type="checkbox"/> BULK SALES <sup>1</sup> |
| <input type="checkbox"/> HAWAII STATE RESIDENCY  | <input type="checkbox"/> FEDERAL CONTRACT         | <input type="checkbox"/> PERSONAL                |
| <input type="checkbox"/> SUBCONTRACT   | <input type="checkbox"/> COMPLETION/FINAL PAYMENT | <input type="checkbox"/> LOAN                    |
| <input type="checkbox"/> OTHER   |   |  |

\* IRS APPROVAL STAMP IS ONLY REQUIRED FOR PURPOSES INDICATED BY AN ASTERISK.  
<sup>1</sup> ATTACH FORM G-8A, REPORT OF BULK SALE OR TRANSFER.

**5. NO. OF CERTIFIED COPIES REQUESTED:** 1

**6. DECLARATION** - I declare that I am either the taxpayer whose name is shown on line 1, or a person authorized under section 231-15.6 or 231-15.7, HRS, to sign on behalf of the taxpayer. If the request applies to a joint return, at least one spouse must sign. I declare to the best of my knowledge and belief, that this is a true, correct, and complete form, made in good faith pursuant to Title 14 of the HRS, and the rules issued thereunder.

<i>Original Signature On File</i>			Jan-18-2018
_____	_____	_____	_____
SIGNATURE	TELEPHONE	FAX	DATE
WAI'ANAE COMMUNITY			
_____	_____		
PRINT NAME	PRINT TITLE: Corporate Officer, General Partner or Member, Individual (Sole Proprietor), Trustee, Executor		

<b>FOR OFFICE USE ONLY</b>
BUSINESS START DATE IN HAWAII IF APPLICABLE  8/31/2000
HAWAII RETURNS FILED IF APPLICABLE
STATE APPROVAL STAMP (Not valid unless stamped)

*IRS APPROVAL STAMP
CERTIFIED COPY STAMP


**POWER OF ATTORNEY.** If submitted by someone other than a Corporate Officer, General Partner or Member, Individual (Sole Proprietor), Trustee, or Executor, a power of attorney (State of Hawaii, Department of Taxation, Form N-848) must be submitted with this application. If a Tax Clearance is required from the Internal Revenue Service, IRS Form 8821, or IRS Form 2848 is also required. Applications submitted without proper authorization will be sent to the address of record with the taxing authority. **UNSIGNED APPLICATIONS WILL NOT BE PROCESSED. PLEASE TYPE OR PRINT CLEARLY — THE FRONT PAGE OF THIS APPLICATION BECOMES THE CERTIFICATE UPON APPROVAL. SEE PAGE 2 ON REVERSE & SEPARATE INSTRUCTIONS.** Failure to provide required information on page 2 of this application or as required in the separate instructions to this application will result in a denial of the Tax Clearance request.

