

**THE THIRTIETH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES**

Type of Grant Request:

Operating Capital

Legal Name of Requesting Organization or Individual: Db:
Wai'anae Community Re-Development Corporation MA'O Organic Farms

Amount of State Funds Requested: \$ 500,000

Brief Description of Request (Please attach word document to back of page if extra space is needed):
This GIa will support the expansion of MA'O Organic Farms to a total of 281 acres and ensure that this scaling prioritizes MA'O's mission of building a future of mā'ona (plenty) through the creation of college-career pathways, community-based social entrepreneurship, and organic farming. In this project MA'O will complete a Master Plan for the new 'āina, articulate an Agricultural Cluster Housing Program, purchase equipment and hire personnel to put new acreage into production, and broaden the existing college intern and apprentice workforce training program.

Amount of Other Funds Available:

State: \$ _____
Federal: \$ 1,100,000
County: \$ 125,000
Private/Other: \$ 2,605,000

Total amount of State Grants Received in the Past 5

Fiscal Years:
\$ 626,500

Unrestricted Assets:
\$ 8,333.37

New Service (Presently Does Not Exist): Existing Service (Presently in Operation):

Type of Business Entity:
 501(C)(3) Non Profit Corporation
 Other Non Profit
 Other

Mailing Address:
PO Box 441
City: State: Zip:
Wai'anae HI 96792

Contact Person for Matters Involving this Application

Name: Claire Sullivan	Title: Director of Development & Impact
Email: claire@maoorganicfarms.org	Phone: (808) 218-0077

Federal Tax ID#: [REDACTED]	State Tax ID# [REDACTED]
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Authorized Signature

J. Kukui Maunakea-Forth, ED
Name and Title

1-18-19
Date Signed

received
1/18/19 2:28p JR

Application Submittal Checklist

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

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



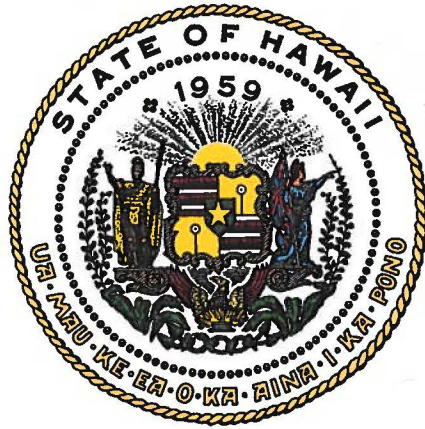
J. KUKUI MAUNAKEA-FORTH

AUTHORIZED SIGNATURE

PRINT NAME AND TITLE

1-18-19

DATE



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

WAI'ANAE COMMUNITY RE-DEVELOPMENT CORPORATION

was incorporated under the laws of Hawaii on 08/24/2000 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.



IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: January 08, 2019

Director of Commerce and Consumer Affairs

**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'anae Community Re-Development Corporation _____
(Typed Name of Individual or Organization)


(Signature)

1-18-19

(Date)

J. Kukui Maunakea Forth _____ Executive Director _____
(Typed Name) (Title)

Application for Grants

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

I. Certification – Please attach immediately after cover page

1. 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, 2018.

Enclosed.

2. Declaration Statement

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

Enclosed.

3. Public Purpose

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

The grant will be used for a public purpose pursuant to Section 42F-103, as detailed in Section II (3).

II. Background and Summary

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

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

In 2001, the Wai'anae Community Re-Development Corporation (WCRC) established the social enterprise MA'O Organic Farms (MA'O), an experiential learning environment that uses real-world work to reconnect the primary assets of our community - our youth, our land, and our rural heritage - and engage them in restoring abundance to our moku (region). Over the past 17 years, we have scaled and refined this culturally rooted organization to become a nationally and internationally recognized leader in youth leadership, entrepreneurial, and workforce training, and have grown into one of the state's largest diversified organic farms.

As a modern-day iteration of traditional Hawaiian values and practices, our mission is to connect young people to their heritage to build a future of mā'ona (plenty) through college-career pathways, community-based social entrepreneurship, production-oriented organic farming, and the daily practice of caring for the community and aloha 'āina (stewardship of the land/that which feeds). In practice, youth invest in themselves by working on the farm within an edu-preneurial 'auwai (educational pathway) stretching from kindergarten through graduate studies and into the workforce.

The core program within the 'auwai is the two-year Youth Leadership Training program (YLT), a dynamic education and employment training program wherein youth work for at least 20 hours per week on O'ahu's largest organic farm. In exchange for their sweat equity, YLT interns receive a full tuition waiver to the University of Hawai'i (UH) Leeward Community College (LCC), a monthly stipend, and support to graduate with an Associate's (AA) degree on time and without debt. The 'auwai also offers pathways to a Bachelor's degree through the Ho'owaiwai Youth Leadership Training (HYLT) internship, or in conjunction with a farm apprenticeship that builds more sophisticated farming and leadership skills. The apprenticeship program is frequently, but not exclusively, paired with the pursuit of a Bachelor's of Applied Science in Sustainable Community Food Systems at the University of Hawai'i, West O'ahu (UHWO).

To date, MA'O has served 350 Wai'anae youth through the YLT internship program; 107 participants have graduated with an Associate's Degree, 29 have secured a Bachelor's degree, 1 has received his Master's degree, and 65 are enrolled and progressing towards their degrees. Graduates enter the workforce with the knowledge and skills necessary to grow Hawai'i's community-based economy, with particular emphasis on the emergent sustainable community food systems sector.

The organic produce these young farmers grows contributes to the overall health, well-being and resilience of the community in Wai'anae and across O'ahu. At its current scale, MA'O sells 80 tons of fresh organic fruits and vegetables per year at area markets, as well as grocers and restaurants island-wide.

As interns spend time in an environment where fresh produce is celebrated, prepared and eaten together, and are encouraged to take home surplus harvests, their own health and that of their families is directly improved. Preliminary results from a study conducted by researchers at UH John A Burns School of Medicine and UH Economic Research Organization affirm that within a year on the farm, over 60% of MA'O interns reduced their lifetime chance of contracting Type 2 diabetes.¹

In 2019, MA'O will expand operations from 24 to 281 acres, thereby building our capacity to grow more food and empower more youth. This scaling project will take place on two new parcels of fallow farming land located at the end of Lualualei Naval Rd. The first, a 21-acre parcel, has been acquired by MA'O with the support of the State's Legacy Land Conservation Fund. The second, a 236-acre parcel, is currently under contract with the acquisition slated to close in Spring 2019.

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

The goal of this capital improvement project is to support the expansion of MA'O Organic Farms to a total of 281 acres, and to ensure that this scaling prioritizes MA'O's mission of building a future of mā'ona (plenty) through the creation of college-career pathways, community-based social

¹ <http://mauiolanetwork.com>

entrepreneurship, and organic farming. To this end, the expansion shall in itself serve as a workforce training opportunity, broadening the scope of training available to MA'O interns and apprentices.

The objectives of this project are to:

1. Engage expertise to complete a comprehensive Master Plan project for MA'O's newly acquired 236-acre parcel and to articulate an Agricultural Cluster housing program.
2. Purchase necessary equipment and hire key personnel to integrate new farmable acreage into MA'O's current farm production operations.
3. Broaden the existing workforce training program for college interns and farm apprentices to include the skills required in the farm expansion, particularly the use of equipment to prepare land for cultivation.

3. *The public purpose and need to be served;*

This capital improvement project will enable MA'O to thoroughly assess the organization's new acreage and develop a Master Plan to maximize community benefit through the proper balancing and location of several land uses, including agricultural production, agriculture-related housing, and conservation. MA'O's college and workforce training programs will be embedded in this work, ensuring that the capital improvements also yield training and education outcomes. The project will thus serve a public purpose in three primary areas:

1. food production and resiliency
2. college degree attainment and workforce training
3. development and management of longterm affordable housing

Food production and resiliency

Governor Ige has stated that doubling local food production is a priority for his administration and an urgent need for the State:

"Agriculture is critical to self-sufficiency and food security. Instead of continuing to import 90% of our food, we need to take steps to produce more food locally. The Administration is committed to making farming and local food production a thriving industry."²

The growing urgency to increase local food production stems partly from experts' understanding of the impacts of global climate change on Hawai'i, a remote community with a vulnerable food system largely dependent on imports. According to Josh Stanbro, Honolulu's chief resilience officer, "Food security is one of the biggest challenges of climate change. Increasingly, we're seeing drought and extreme weather conditions hampering big global food production."³

MA'O is committed to building our community's resilience and to helping to meet the State goal of doubling local food production. With the addition of our new acreage, we project increasing food

² <https://governor.hawaii.gov/action-plan/agriculture>

³ *Star-Advertiser*, Important map of ag lands is forwarded to City Council. 11/17/18

production from 80 to 1,400 tons of organic fruits and vegetables per year within ten years. At full capacity, MA'O will yield a projected \$12,000,000 in annual food sales (a mix of retail and wholesale). The Hawai'i market for produce, whether grown organically or conventionally, remains largely unmet by local supply, with imports accounting for 70% of the fresh vegetable market in Hawai'i.⁴ Given locally grown vegetable sales of \$45,425,000 in 2017,⁵ and assuming the 70% import market share, the unrealized market opportunity for local vegetables alone in 2017 was \$106,000,000.

Long-term availability of land for farmers is often cited as one of the primary obstacles to increasing local food production. As MA'O will own all but five acres of the organization's 281-acre operation, we enjoy long-term access to the land, as well as the accompanying viability of making long-term investments in the land's productivity and efficiency through the development of fixed assets and investment in improving the land and soil itself. Upon completion of the Master Plan, MA'O will purchase the necessary equipment and hire key personnel to execute the plan, starting with bringing new farm acreage on line.

College degree attainment and workforce training

Insufficient labor is another oft-cited obstacle to increasing food production in Hawai'i. MA'O addresses this challenge head-on by envisioning and enacting a model of farming far removed from the dead-end manual drudgery conjured up by memories of plantation-era field labor. Instead, farming at MA'O is a restoration of the vital relationship between kanaka (people) and 'āina (that which feeds). Youth working on the farm invest their sweat equity to achieve college degrees, learn valuable skills and become leaders in everything from farming to social work, teaching, and health services.

As previously described, MA'O's edu-preneurial 'auwai includes the two-year Youth Leadership Training program (YLT), during which interns work on farm while attending LCC as full-time students, as well as the HYL program for interns pursuing a baccalaureate degree, and the farm apprenticeship program for young people committed to pursuing careers in the food system. The farm expansion work creates an opportunity to broaden our existing on-farm training program to include new skills, including the use of equipment to clear and prepare land for cultivation.

While academic success is integral to career success and income, so too is a young person's ability to flourish as a leader in the working environment. On-farm learning and mentorship in the MA'O edu-preneurial 'auwai develops skills and knowledge that translate directly into career success and entrepreneurialism. The skills accrued on-farm range from the use of weed eaters and large equipment to the development of leadership skills and entrepreneurial literacy. MA'O is currently pursuing a project to validate this vocational training for an external audience, particularly prospective employees, ensuring that it directly builds participants' wage-earning capacity alongside their college degrees.

'Auwai graduates are prepared to succeed in the workforce, are equipped with a working experience in organic agriculture, and have a college degree. As heads of households, engaged citizens, and leaders of their community, they are empowered to move their families and community from the harsh truths of generational poverty toward abundance and prosperity.

⁴ Loke and Leung. *Agricultural and Food Economics*. 2013, 1:10.
<https://link.springer.com/content/pdf/10.1186%2F2193-7532-1-10.pdf>

⁵ USDA NASS https://www.nass.usda.gov/Statistics_by_State/Hawaii/Publications/Archive/Vegetable_Annual/

See the following section on the target population to be served for an analysis of the urgent need in Waia'ane for programs that support youth in their pursuit of college degrees and workforce training, and the direct impact these services have on interrupting the entrenched cycle of poverty and ill-health prevalent on the Leeward Coast. Improving the wage-earning capacity of young people also better equips the next generation to enjoy economic self-sufficiency, including access to housing.

Development and management of longterm affordable housing

Hawai'i's housing crisis has been analyzed and documented for decades by academics, policy makers, and activists. The conclusion of Hawai'i Appleseed Center for Law and Economic Justice's 2014 *Hawai'i's Affordable Housing Crisis* policy report is representative of these assessments:

"Hawai'i has been struggling with affordable housing for years, and this challenge shows no signs of abating. Homeownership is a distant goal for many in our community, and minimal affordable rental housing is being built. Our rising land prices, high construction and development costs, and growing population are all driving up the costs of market housing. In the meantime, many of our residents struggle to pay for shelter and must make tradeoffs between housing and other necessities, double-up with another household, and at worst, risk homelessness. [...] Our growing shortfall of affordable housing inventory hurts families and our economy. As this report demonstrates, we are at a critical juncture on housing and homelessness and must resolve to meet the need for affordable housing. The future of our workers, families, children, and community depends on it."⁶

As part of this capital improvement project, MA'O will articulate an Agricultural Cluster housing program to be implemented on the 236-parcel in Lualualei Valley. Envisioned as a modest project, MA'O intends to develop a housing project of roughly 12-24 homes that conform to the Agricultural Cluster Housing standards described in Section 21-3.50-1 of the City and County of Honolulu's Land Use Ordinance. The purpose and intent of MA'O's housing project is to maintain a strong agricultural economic base within our own community by dedicating a fraction of our site to housing that is affordable, in close proximity to working agricultural lands, and is aimed at building assets for and targeted to food systems workers.

Utilizing the Agricultural Cluster housing development type will ensure a balance between maintaining large contiguous tracts of land for growing food alongside housing development that hews towards affordability through its modest density. For instance, farm dwellings in an AG-1 district agricultural cluster shall not exceed one unit per six acres. Within an agricultural cluster each dwelling may be sited on a lot not to exceed 5,000 square feet. Further, duplexes and four-plexes are permissible in the Agricultural Cluster housing scheme, and may be a part of MA'O's housing plan.

MA'O's vision for including a housing project within its expansion is to ensure that young leaders educated and experienced in food systems work are also set-up for long-term careers in supporting Hawai'i's food system and long-term opportunities on the Wai'anae Coast. By providing an option for affordable homeownership in close proximity to employment in their chosen agricultural careers, we will strengthen the sustainability of this dynamic model of growing food for our community.

⁶ Hawai'i's Affordable Housing Crisis. Hawai'i Appleseed Center for Law and Justice Policy Report. 2014. <http://hiappleseed.org/wp-content/uploads/2016/11/Hawai'i's-Affordable-Housing-Crisis.pdf>

4. Describe the target population to be served; and

MA'O is embedded in and primarily serves the community of Wai'anae, which is one of the poorest and most food insecure regions of Hawai'i. Much of the community struggles with the impacts of intergenerational poverty, including preventable diseases, homelessness, and hunger. The region's socio-economic disparities vis-à-vis the State disproportionately impact native Hawaiians, who make up 58% of the community, compared with 21% of the state's population.⁷

The region's poverty is entrenched in the relationship between low educational attainment and low income. With 16% of the region's adult population lacking a high school diploma (11% statewide), and 88% lacking a Bachelor's degree (69% statewide), well-paying jobs are out of reach for the majority.⁸ Wai'anae's per capita income is \$17,800, compared to the state's \$29,500. Coupled with an unemployment rate triple that of the state's, these low wages relegate a quarter of the community to living under the 100% federal poverty level, more than double the statewide poverty rate of 11%. Over half of Wai'anae households with children receive public assistance, compared to a quarter statewide.⁹

Research demonstrates a clear correlation between educational attainment and improved income levels.¹⁰ An individual in Wai'anae without a high school diploma earns an average annual salary of \$21,731, which rises to \$29,182 with a high school diploma, and \$40,179 with a Bachelor's degree.¹¹ Interventions that bolster college enrollment, retention and attainment are thus critical to building community wealth on the Leeward Coast.

Though a college degree is essential to building individual wealth and community well-being, college remains out of reach for the majority of area youth. Indeed, 16% of the community does not have even a high school diploma. Just 32% of the Wai'anae and Nānākuli graduating classes of 2017 enrolled in college, compared to 55% of graduates statewide.¹² Many of those who do enroll are not equipped to succeed; Wai'anae and Nānākuli graduates place into remedial math and English classes at double the state average. Of the class of 2017 graduates who entered the UH system, 22% of the statewide cohort placed in remedial Math classes, compared to 39% and 62% from Nānākuli and Wai'anae; 13% of the statewide cohort enrolled in remedial English, compared to 30% from Leeward schools.¹³

At a more granular level, we see that these figures overestimate the preparedness of Wai'anae students, as they do not include students who are placed into 'co-requisite' classes (at an additional cost to the student) to ensure their success in 100 level math and English. Counting these students, of the MA'O YLT cohort 13 who started at LCC in fall 2018, 82% of interns were not college-ready in math and 57% were not prepared in English.

⁷ State of Hawai'i Primary Care Needs Assessment Data Book 2016. Family Health Services Division, Hawai'i Department of Health. May 2016. <http://health.hawaii.gov/about/files/2013/06/pcna2016datatbook-c.pdf>

⁸ US Census 2016 American Community Survey. <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

⁹ *Ibid.*

¹⁰ <https://www.bls.gov/careeroutlook/2016/data-on-display/education-matters.htm>

¹¹ *Ibid.*

¹² College and Career Readiness Indicators Reports. Hawai'i P-20 Partnerships for Education. 2017.

<http://www.p20hawaii.org/resources/college-and-career-readiness-indicators-reports/2017-ccri-data/>

¹³ *Ibid.*

This lack of readiness contributes to LCC's low graduation rate of 15% over the past ten years (measured 3 years after starting as a full-time student). Degree completion is even lower for native Hawaiian students, averaging just 10% during the same period.¹⁴ This leaves more than 80% of those who enrolled at LCC without a degree.

Insufficient preparation is compounded by financial pressure that causes students to drop out. While tuition is the most significant obstacle, the costs for necessities such as books add up and are not covered by financial aid. And more challenging still is the income lost while young people are in school, as their wages are often critical to family well-being.

Finally, while health services are engaged in triaging Wai'anae's long-running health crisis, the underlying issues remain largely unchecked and the community is plagued by preventable diseases: 41% of the adult population suffers from obesity (22% statewide) and 15% from diabetes (10% statewide), leading to a mortality rate of 946 compared to the County rate of 576 (per 100,000).¹⁵

Researchers and community practitioners trace the connection between poverty and food insecurity through a community's lack of monetary resources and physical access to fresh healthy food, as well as the role that illness plays in pushing people out of school and/or work to care for family members. Compounded by high levels of stress and depression, low levels of physical activity, and health care disparities, these conditions lead to poor nutrition, obesity, and preventable diseases. Poverty is similarly correlated with other community ills that are all too common in Wai'anae, including domestic violence and youth incarceration.

In sum, this highlights an urgent need for Wai'anae students to receive additional support to achieve post-secondary academic success and build the skills necessary to leverage themselves out of poverty. To be effective, this wrap-around support must address the whole person and her unique academic, financial, emotional, and health needs.

The inverse of Wai'anae's deficits is a tremendous opportunity: to empower and educate Wai'anae youth to lead the community to a healthy and prosperous future through the creation of a culturally rooted sustainable food system. Over the past 17 years, MA'O has developed innovative strategies to do just this, growing young leaders in the cultural and socio-economic context of the Wai'anae moku, and contributing to the holistic health and well-being of the community.

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, City & County of Honolulu, State of Hawai'i. MA'O's core college internship and farm apprenticeship programs are open to students pursuing college degrees within the University of Hawai'i system. The majority of our youth participants attend either Leeward Community College or the University of Hawai'i, West O'ahu. These young people hail primarily from the Wai'anae moku, including Nānākuli, Mā'ili, Wai'anae and Mākaha. As the partnership between MA'O and University of Hawai'i continues to flourish, and more opportunities are created through the farm's expansion, we

¹⁴ UH Institutional Research & Analysis Office. <https://www.hawaii.edu/iro/dashboard.html>

¹⁵ State of Hawai'i Primary Care Needs Assessment Data Book 2016. Family Health Services Division, Hawai'i Department of Health. May 2016. <http://health.hawaii.gov/about/files/2013/06/pcna2016databook-c.pdf>

anticipate serving a greater number of students from the Ewa and Waialua moku (regions within the geographic scope of LCC and UHWO).

Graduates of the program have gone on to engage in community-enriching work in many sectors across O'ahu. In Wai'anae, MA'O graduates are serving in leadership roles in farming, community health, and education: Cheryse Kauai Sana is the MA'O Farm Manager, Puanaupaka Williams is a Case Manager for a local women and family shelter, and Ikaika Sugui is a teacher at his alma mater Wai'anae High School. Many of our graduates also work in agriculture beyond the Leeward Coast, including Samuel Barr and Julie Ioane, Sales & Marketing Coordinators at Kunoa Cattle, and Rachelle Carson, Programs Manager of the Family Education Training Center of Hawai'i (FETCH) at UH Mānoa and current President of the UH Mānoa Horticulture Society. Other notable graduates include former Farm Manager Manny Miles, a diesel mechanic with Bacon Universal, Sheila Arasato, a Guest Service Manager at Aqua Hotels, and Jenyssa Fung, a social worker with the State of Hawai'i.

MA'O also serves the broader O'ahu community through the sale of fresh, organic local produce at a wide range of market outlets, including the Kaka'ako and Wai'anae farmer's markets, Foodland and Foodland Farms, Whole Foods Market, and Down to Earth, in locations stretching from Wai'anae, to Kapolei, Pearl City, metro Honolulu, Aina Haina, and Kailua. MA'O produce is also used by nearly two dozen restaurants across O'ahu.

III. Service Summary and Outcomes

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

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

MA'O's plan for this project is broken down into three elements, each with associated tasks and responsibilities:

1. Master Plan and Ag Cluster Housing Program
2. Farm Development
3. Workforce Training

Master Plan & Ag Cluster Housing Program

Following acquisition of the 236-acre Palikea parcel, MA'O will work with environmental and community planners, Townscape Inc., and independent consultant, Wei Fang, to:

1. Complete a comprehensive master plan for the Palikea parcel that balances farm operations, watershed concerns, and future agricultural housing project.
2. Apply for a zone change with the City and County of Honolulu to re-zone the parcel from P-2 (preservation) to Ag-2 (agriculture).
3. Develop resources for the housing project with State and City partners.

Townscape will lead a 6-month (July-December 2019) Master Plan process with the support of Managing Director Gary Maunakea-Forth and consultant Wei Fang. Together, they will:

- Select and retain a qualified Architect and qualified Civil Engineer to assist with the development of the Master Plan.
- Research and document EXISTING CONDITIONS, including site reconnaissance by the planning team, collection/mapping/analysis of data on land use regulations, soils, slopes, known cultural sites, existing infrastructure including roads and water supply, wastewater requirements, and permits and approvals that will be required for the project.
- Interview current and past MA'O workers about housing needs and housing ideas.
- Develop an OPPORTUNITIES AND CONSTRAINTS MAP, with accompanying narrative.
- Create a site map and implementation budget for potential land uses, facilities and locations, including agricultural cluster housing and related housing infrastructure.

Wei Fang will lead the application for zone-change process, which includes neighborhood board presentations, agency review and comments with Honolulu Department of Planning and Permitting (DPP), Honolulu City Council Planning Commission hearings and development of an ordinance by the City Council. This process is expected to take 12-18 months.

Following the completion of the Master Plan, Gary Maunakea-Forth and Wei Fang will work with State and City resources such as Hawai'i Housing Finance and Development Corp. (HHFDC), Honolulu City Council and Mayor's office Home Fund and Affordability Fund, and/or organizations such as the Hawai'i Homeownership Fund, Department of Hawaiian Homelands, and/or Office of Hawaiian Affairs to bring additional financial resources to the agricultural housing project and pair those resources with covenants or other structures to ensure the long-term affordability of the housing project. Subdivision, leasehold and/or condominium property regime structures will be finalized through this process.

Farm Development

Throughout the 6-month Master Plan process, Managing Director Gary Maunakea-Forth will lead the articulation of the constituent farm development plan, including:

- identification of acreage suitable for cultivation in row and tree crops
- placement of field blocks within the overall site plan
- identification of irrigation system needs and layout.

This on-site planning activity will serve to affirm (or refine) the plan for equipment purchases, which will be acquired during the final quarter of 2019 and first quarter of 2020, facilitating the initiation of field work in early 2020. A portion of the State GIA CIP funds will be used to purchase these key pieces of farm equipment, with use in both field preparation and ongoing cultivation:

- Kubota 95s track skid steer (new)
- Fecon Bull Hog CTL-BH85SSS (new)
- Komatsu 320-8 or CAT 930M (used)
- John Deere 5100M

Additional equipment needed exclusively for the clearing work will be rented (also included within the scope of the GIA funding).

In Fall 2019 Gary Maunakea-Forth and Executive Director Kukui Maunakea-Forth will co-lead the hiring of an Equipment Specialist, who will serve as both primary equipment operator and trainer.

Field preparation work will commence in early 2020. This work will be overseen by Gary Maunakea-Forth and Farm Manager Cheryse Kaui Sana, conducted by the Equipment Specialist, and assisted by farm interns and apprentices. This work will include:

- clearing haole koa and kiawe scrub from the areas intended for cultivation
- laying out and building field blocks
- installing irrigation
- initial soil amendment and improvement work

Preparation of the land for productive farming use will serve as a training opportunity for MA'O interns and farm apprentices.

Workforce Training

MA'O Executive/Program Director Kukui Maunakea-Forth will oversee use of the farm scaling project to expand on-farm training offered to MA'O interns and farm apprentices, with program development and execution led by Social Enterprise Director Kamuela Enos and Youth Empowerment Specialist Tory-Lyn Smith.

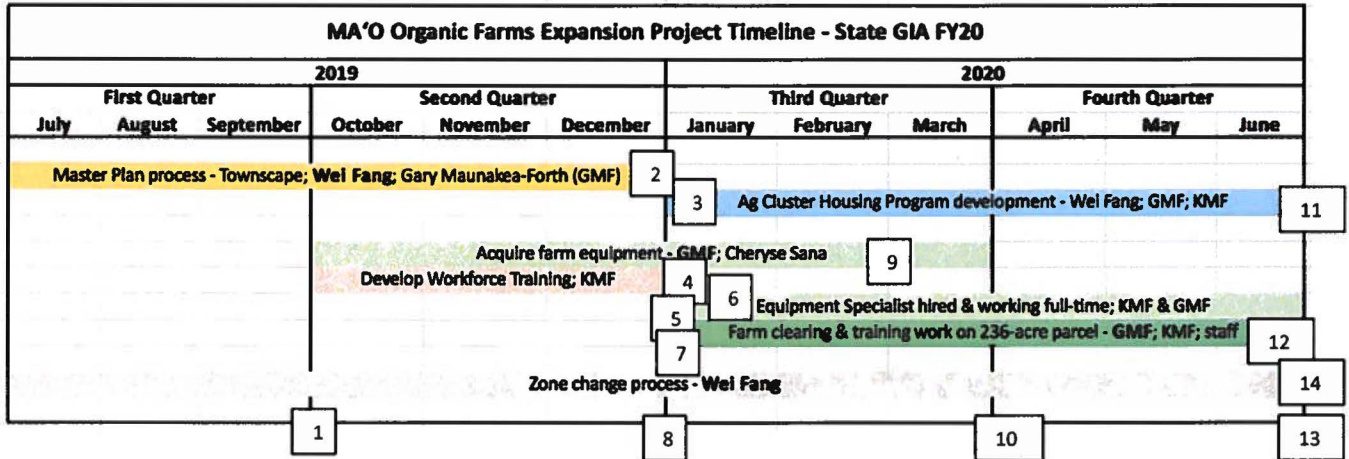
This work will run in tandem with a pre-existing project set to start in July 2019, in which MA'O will fortify and formalize the edu-preneurial 'auwai. To ensure that 'auwai graduates are equipped with the knowledge and skills necessary to succeed in the workforce, MA'O is developing additional on-farm training content and work experiences. This will build on existing programming that develops interns' self-awareness, resilience, and self-advocacy, leading to firsthand experiences as team managers and mentors, as well as training that imparts specific organic farming skills from weeding to selling, and builds entrepreneurial capacity from invoicing to business forecasting. To facilitate future employers' valuation of the significant skills, knowledge and capacity interns and apprentices accrue on-farm, MA'O is working with experts in apprenticeships and vocational training to formally validate and certify this on-farm learning.

The new learning opportunities afforded by the farm expansion, including farm planning, use of heavy equipment, and the development of an irrigation system, will be reflected in new curriculum developed during the project's first six months, leading up to the execution of the field work in the project's latter six months and beyond. Curriculum development expertise will be provided by Kukui Maunakea-Forth, Kamuela Enos and Tori-Lyn Smith, while subject matter expertise will be provided by Gary Maunakea-Forth and Cheryse Sana.

This new curriculum will be implemented when the field work begins in early 2020, and will be integrated into the on-farm training of interns and farm apprentices for as long as it is ongoing. Upon his/her hiring, the new Equipment Specialist (hired in late 2019) will be trained by Kukui and Gary Maunakea-Forth to participate in this training and mentorship work. On-farm training will be managed by Gary Maunakea-Forth, Cheryse Sana, Kamuela Enos and Tori-Lyn Smith.

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

The following timeline breaks down the project by task, with accompanying milestones indicated.



1. Quarterly zoning update October 2019
2. Master Plan complete January 2020
3. Farm Development Plan complete January 2020
4. Purchase farm equipment 2nd Quarter
5. Workforce Training new modules complete January 2020
6. Hire Equipment Specialist January 2020
7. Commence land clearing & preparation January-July 2020
8. Quarterly zoning update January 2020
9. Purchase of farm equipment 3rd quarter
10. Quarterly zoning update April 2020
11. Ag Housing Cluster Program complete June 2020
12. 25 acres cleared and ready to cultivate June 2020
13. Quarterly zoning update June 2020
14. Tracking of intern/apprentice training completion in 'auwai database January-June 2020

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

MA'O has a plan to monitor, evaluate and ensure quality for each of the three elements of this project.

Master Plan and Ag Cluster Housing Program

Project progress will be monitored and evaluated through regularly scheduled meetings with Townscape, the planning firm contracted to lead the Master Plan project. Meetings will include site visits, budget and schedule review, and evaluation of the draft plan throughout the six month development process.

Written reports by and regular meetings with independent consultant Wei Fang will be used to track progress on the Ag Cluster Housing Program and associated zoning changes.

Farm Development

Project progress will be monitored via achievement of key milestones, including the purchase of relevant equipment and hiring of necessary personnel. Once field work has commenced, on-site progress will be tracked through acreage cleared and prepared for cultivation.

Farm enterprise management conducts weekly meetings at which progress is reviewed and needs are communicated (maintenance, tools, training, etc.). Farm staff, including farm apprentices, attend these weekly meetings to share their insights, request assistance as needed, and provide feedback on farm operations and their work/educational experience. Management reviews this input and integrates changes as needed for continuous improvement of the operations and on-farm training. Weekly and quarterly review of farm sales ensure regular review of the farm business.

Workforce Training

Development of new curriculum will be tracked through regular meetings of the relevant staff, at which new content will be reviewed, evaluated and refined. Once curriculum is deployed as training, intern and farm apprentice feedback will be solicited at the aforementioned weekly staff meetings, and adjustments to programming will be made as needed. In addition, YLT intern feedback is solicited via survey-instrument at regular intervals, allowing staff to receive regular direct input regarding participants' experience, and to refine program delivery as warranted.

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.*

Project effectiveness will be reported and project success can be assessed using the following milestones (in parentheses) corresponding with the timeline in Section III (2), and objective measures for each.

Master Plan & Agricultural Cluster Housing Program

- January 2020 - Completion of the Master Plan (2) and Agricultural Cluster Housing Program (11):
 - Documentation of the site's existing conditions
 - Opportunities and Constraints map and narrative
 - Recap of housing needs and ideas
 - Site map and implementation budget
- Quarterly reports (1,8,10,13) - Progress on application for zone-change (dependent on public agency timelines), including:
 - Public presentations

- Hearings by the Honolulu City Council Planning Commission
- June 2020 - Articulation of Agricultural Housing Cluster Program (11), including:
 - Selection of property regime structure
 - Enumeration of structures to ensure long-term affordability
 - Identification of financial resources

Farm Development

- January 2020 - Completion of farm development plan and timeline (3)
- 2nd & 3rd quarter - Acquisition of farm equipment (4 & 9)
- January 2020 - Hiring and training of Equipment Specialist (6)
- January – June 2020 - Preparation of acreage for cultivation (7 & 12)
 - 25 acres cleared and prepared

Workforce Training

- January 2020 - Report of new curriculum and training modules developed (5)
- January – June 2020 - Tracking of intern/apprentice training completion in 'auwai database (14)

IV. Financial

Budget

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

See enclosed.

2. *The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2020.*

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$37,500	\$205,000	\$212,500	\$45,000	\$500,000

3. *The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2020.*

WCRC/MA'O is seeking the following additional funding to complete this Capital Improvement Project:

National Philanthropic Foundation	\$2,115,000	land acquisition
United States Navy	\$1,100,000	land acquisition
City & County of Honolulu GIA	\$125,000	construction (farm development)
Private Foundations	\$490,000	construction & equipment (farm development)
TOTAL OTHER FUNDS	\$3,830,000	

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

None – 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 2020 for program funding.*

- State GIA FY19 \$150,000 – for educational operations
- City GIA FY20 \$125,000 (pending decision) – to apply to this Capital Improvement Project
- OHA Community Grant \$1,000,000 (pending decision) – for educational operations

6. *The applicant shall provide the balance of its unrestricted current assets as of December 31, 2018.*

\$8,333.37

V. Experience and Capability

1. Necessary Skills and Experience

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

MA'O's capacity is grounded in our deep experience in educational program design and implementation, our organic farming expertise, and our partnerships with key allies. Over the course of our 17 year history, we have successfully navigated several earlier chapters of substantial expansion, during which

we have grown educational programming and improved intern retention rates, while using additional acreage to scale up organic food production.

As mentioned previously, to date MA'O has served 350 Wai'anae youth through the YLT internship program; of these participants, 107 have graduated with an Associate's Degree, 29 have secured a Bachelor's degree, 1 has received his Master's degree, and 65 are enrolled and progressing towards their educational goals. This success is grounded in the unique strategies we have developed to engage, retain and graduate interns that successfully counter the structural impediments facing Wai'anae youth. This success is evident in MA'O's cumulative 38% YLT graduation rate, compared to the LCC average of 15%. The organization's approach includes acculturating students to college attainment and lifelong learning by maximizing peer-to-peer engagement, balancing the provision of support with the giving of kuleana (farm work that requires responsibility), empowering youth to generate action-oriented goals, and providing individualized mentorship.

Successful youth recruitment, matriculation and graduation also requires the close coordination with community and educational partners. To this end, we have built and maintain strong relationships with the area's public, private and charter high schools, Leeward Community College, and the University of Hawai'i West O'ahu.

MA'O also has a strong track record as a production-oriented organic farm. On the organization's original five leased acres, the farm produced 18 tons/year and generated \$145,000 in annual sales. With the acquisition of an additional 11 acres, production increased to 63 tons and sales to \$503,700 in 2010. Three years later, having purchased another 8 acres, the farm reached its current capacity, peaking at 83 tons and \$672,400 in revenue. At the farm's 24-acre scale (2011-18), MA'O was the largest certified organic diversified farm on O'ahu, and has served as a source of expertise and inspiration for organic farmers throughout the state and beyond, as well as the site of numerous training and research projects conducted by University of Hawai'i.

WCRC and MA'O Organic Farms can demonstrate three (3) years verifiable experience in the performance of the specific work, activities and tasks related to this project in the areas of youth leadership development, agricultural and farm enterprise training, program & organizational capacity building, and in community engagement & development. See below for two examples of contracts undertaken in the past three years:

Kamehameha Schools - Wai'anae Region
Project Ho'oulu Kaiāulu
3-year Contract
Scope of Work

1. College Retention, Matriculation & Attainment Support Services

- Provide post-secondary leadership training and internships that build personal and professional skills.
- Collaborate with partners to provide academic guidance, support, and resources to navigate college.
- Provide 'ohana and community) engagement activities that builds and supports a culture of college.
- Foster youth entrepreneurial and innovative problem-solving thinking and skills.

2. High School Retention, Matriculation & Graduation Support Services

- Provide internships that support academic access in high school.
- Provide program instruction that include standards-based objectives, enhance college readiness and provides further personal and professional development.
- Facilitate greater school and 'ohana (family) engagement through youth-led projects and activities.
- Promote college/career exploration through visits, speakers, trainings and workshops.

3. School Readiness & Project Based Learning Support Services

- Provide curriculum-based, standards-aligned (language arts, math and science), 'aina (land)-based education programming.
- Provide instructional materials and experiences that include educational and entrepreneurial applied activities.
- Provide activities that engage the youth, their parents and families in the development of their student's educational goals.

Hau'oli Mau Loa, Hope For Kids 'Elua

5-year Contract

Scope of Work

1. Youth Leadership Capacity Building- MA'O youth leaders are supported to expand and transform their community of practice (mahi'ai- farming) into an expanded learning community to be advocates and champions for a just, healthy, sustainable and resilient maoli community food system.
2. 'Aina (Land) Based Program Capacity Building. MA'O youth leaders are facilitated with mentorship and professional development training opportunities to co-research, co-design and co-develop culturally and communally relevant and innovative 'aina-based food systems and knowledge development programming for a just, healthy, sustainable and resilient Wai'anae moku.
3. Community Empowerment & Capacity Building. MA'O youth leaders will engage our beloved Wai'anae region (and the larger community) to enlarge, strengthen and amplify a network of stakeholders and partners that will articulate and implement a guiding vision & strategy for our return/restoration to a maoli food/ag and knowledge system.

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.

In 2001, MA'O started farm operations and educational programming on five leased acres with rudimentary facilities. In 2008 the organization purchased the next-door 11-acre property, and an additional, adjacent 8 acres in 2011, bringing MA'O's core Puhawai campus to a total of 24 acres. The property includes three 7,500 square foot steel truss farm structures, which have been repurposed and improved to serve as the following:

- Office, classroom/meeting and kitchen/eating areas. Additional office space is found in a leased modular office trailer. Wi-fi service enables both farm management and online training.
- Vegetable wash/processing facility where each week MA'O processes over 2 tons of certified organic fresh fruits and vegetables.
- Farm equipment storage and maintenance workshop to house tractors, implements, trucks, vans, delivery vehicles, and related equipment (valued over \$500,000).

In addition, the sustainability courtyard, teaching garden, and outdoor cooking venues adjacent to these structures accommodate hands-on training and food/chef-driven events. MA'O also leases the bathroom/ablution facilities on the next-door property (owned by the landlord of the original 5-acre parcel, which MA'O continues to lease). All facilities are integral to farm operations and training purposes. The structures on MA'O's acreage are being improved this year with USDA community facilities financing.

MA'O is currently working with consultant Wei Fang and local architecture firm Collaborative Studio to design a new food safety certified produce processing and training facility. Design and construction of the facility is fully funded through a \$1.6 million US Department of Commerce Economic Development Administration grant and \$400,000 in matching funds (all secured). Construction is slated to begin in 2020 and is projected to conclude in 2022. The facility will have the capacity to wash/process/package and cold store 20 tons of food per week, adequate to accommodate the farm's increased production. It will also be pivotal in training and employing a new generation of food systems professionals.

In 2018 MA'O acquired a 21-acre parcel roughly 5 miles from the core farm/campus, and the organization is currently under contract to purchase an additional 236-acre parcel directly mauka of the 21-acre property. Upon completion of this acquisition, MA'O will operate on 281 acres. The entirety of the new satellite Palikea location (257 acres) has lain fallow for more than 20 years. In 2018 MA'O installed a new 2" water meter at the 21 acres, which has been cleared and will be ready for planting in the spring of 2019.

MA'O currently owns \$350,000 worth of farm equipment, including tractors, implements and trucks, which is sufficient for the cultivation of 45 acres (the core Puhawai farm and the newly acquired 21-acre Palikea parcel). The farm expansion to 281 acres requires the use of additional equipment. MA'O will acquire equipment with long-term uses on a farm of this scale, and rent other equipment needed for one-time jobs associated with clearing the new land for cultivation. Funds from this capital improvement project will be applied specifically to the purchase of the following equipment critical to the early phases of development and ongoing farming operations.

- Kubota 95s track skid steer (new)
- Fecon Bull Hog CTL-BH85SSS (new)
- Komatsu 320-8 or CAT 930M (used)
- John Deere 5100M (new)

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

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

As previously described, MA'O has successfully navigated several periods of significant scaling of the organization's farming operations and educational programming. The organization's seasoned co-founders Kukui and Gary Maunakea-Forth are prepared to lead a strong staff through this next chapter of expansion, including the work organized under this capital improvement project.

WCRC Executive and Program Director J. Kukui Maunakea-Forth holds a BA in Pacific Island & Hawaiian Studies and a BSc in Cultural Anthropology. She has over 20 years of experience teaching and managing non-profits and has raised and managed over \$15 million in private, State and Federal grants. She oversees and manages overall project implementation, including grant administration and curriculum and program content development and delivery. She will direct the workforce training in this project.

Managing Director Gary Maunakea-Forth holds a BA in Environmental Studies and Political Science and an MA in Sustainable Development from UH Mānoa and has twenty years of experience in organic farming, as well as designing, managing and evaluating workforce and entrepreneurial training programs. As Managing Director, he oversees agricultural production, the farm expansion project, and the training of staff, apprentices and interns. Gary will serve as the project lead on the Master Plan and Agricultural Cluster Housing Program and Farm Development elements of this capital improvement.

Social Enterprise Director Kamuela Enos holds an MA in Urban and Regional Planning from UH Mānoa and has a decade of experience in community development and project management. He supports youth recruitment and retention, builds community partnerships, and oversees the development and implementation of the college to workforce ecosystem.

Youth Empowerment Specialist Tori-Lyn Smith holds a Master's in Social Work from UH Mānoa. She coordinates the Youth Leadership Training (YLT) program, providing college readiness guidance and counseling services to create the conditions for student success. The Youth Empowerment Specialist is integral to the evolution and delivery of the YLT on-farm curriculum and programming.

Farm Manager Cheryse Kauai Sana is a 2008 graduate of the MA'O internship program and holds a BA in Hawaiian Studies from UH Mānoa. She manages field crop production at MA'O and provides vital mentoring and training to staff, apprentices and interns.

Director of Development and Impact Claire Sullivan holds a BSc from London School of Economics and an MSc in Environmental Policy from Oxford University. She facilitates the development of resources for MA'O's expanding work, through fundraising and earned revenue growth, ensuring that community impact is maximized and measured.

The MA'O farm expansion project requires the application of additional bandwidth and expertise in the area of planning and project execution. To this end, MA'O will contract with Townscape, a veteran

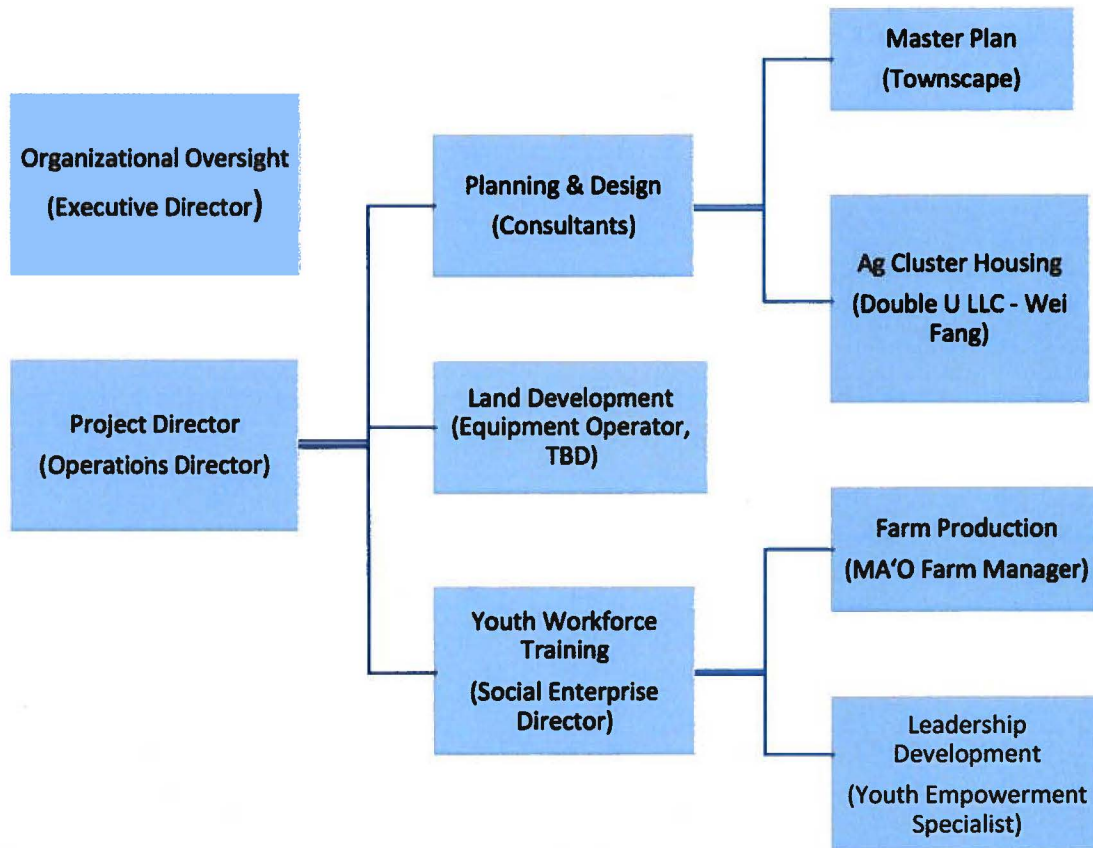
environmental and community planning company founded in Honolulu in 1991 that is committed to crafting plans that “enhance the social, cultural, economic, and environmental health of Hawai’i’s communities.”¹⁶ Townscape uses a holistic approach to planning, understanding and integrating people, politics, customs, cultures, economics, finance, rules, regulations, environment, ecology and the natural processes of water and land into their plans.

Additionally, MA’O will continue to retain the services of independent consultant Wei Fang, whose work centers around mission-driven development and building projects. Her background includes creative placemaking projects in Kaka’ako, small scale, design-driven residential development in Honolulu and service on the Board of the Hawai’i Community Development Authority. She has a BA from Brown University, an MEd from Harvard University, and an MBA from Columbia University.

Finally, MA’O will hire a new member of staff, the Equipment Specialist, dedicated to preparing the new acreage for cultivation. Ideally this person will be hired as a full-time employee. If a suitable candidate is not found, MA’O will contract with a third-party such as Henry’s Equipment to undertake the necessary work, and will ensure that intern and farm apprentice training is included in their scope of work.

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.



¹⁶ <http://townscapeinc.com>

3. Compensation

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

The Executive Director, Managing Director and Director of Development & Impact are paid between \$79,500 and \$92,500 annually.

VII. Other

1. Litigation

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

None – not applicable.

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, not applicable.

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 2019-20 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2019-20, but*
- (b) Not received by the applicant thereafter.*

The GIA grant period and project fall in years 2-3 of MA'O's ten-year strategic plan (2018-2027), which encompasses the expansion of our farming operations and the scaling of our education programming. The plan builds on the organization's 17 year history of robust operations and successful incremental expansion of acreage cultivated and youth served. It reflects our core strengths: a proven theory of change, experienced and dedicated staff, committed co-producers (customers), and mutually-enriching partnerships with community institutions.

We are confident of our ability to persist in this work and execute the ten-year plan after the completion of the GIA-funded work in 2019-20. As a social enterprise, our operating budget includes both earned revenue and funds from philanthropic and civic partners. We have a history of successful fundraising, with over \$15 million secured in the past 17 years. To build on this success, MA'O has hired Director of Development & Impact Claire Sullivan, who has over a decade of experience in the Hawai'i food system. Meanwhile, the percentage of MA'O's operating budget contributed by earned revenue has grown steadily from 20% in 2008 to 36% in 2018, and is projected in our ten-year strategic plan to grow to 50% by 2023 and 90% by 2027, driven by the farm's expansion.

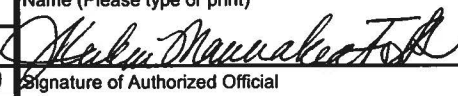
Growth of MA'O's earned revenue and farm sales requires strong partnerships with our co-producers. To this end, we are in constant dialogue with our grocery partners at Foodland, Whole Foods Market and Down To Earth, and with our key restaurants partners. Sales projections, planting schedules and crop selection are all developed in communication with our co-producers, ensuring that production and market demand are aligned. Demand continues to far outstrip local supply, and all indicators suggest that MA'O will continue to enjoy a strong market demand and associated revenue growth.

Ultimately, MA'O's success depends on the youth at the core of both the farm and educational aspects of the program. Our core capacity is therefore that of the staff to motivate, support and push the youth to succeed on the farm and in their studies. As described previously, key staff have the necessary expertise and experience, and a proven record of success. Several key staff members are 25-40 years of age, allaying concerns regarding the organization's future viability and succession planning.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2019 to June 30, 2020

Applicant: _____ WCRC - MA'O Organic Farms _____

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST				
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9. Consultant				
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TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	500,000			3,830,000
TOTAL (A+B+C+D+E)	500,000			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	500,000	Claire Sullivan (808) 696-5569		
(b) Total Federal Funds Requested		Name (Please type or print) Phone		
(c) Total County Funds Requested		 Signature of Authorized Official Date		
(d) Total Private/Other Funds Requested	3,830,000			
TOTAL BUDGET	4,330,000	J. Kukui Maunakea-Forth, Executive Director Name and Title (Please type or print)		

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2019 to June 30, 2020

Applicant: ___WCRC - MA'O Organic Farms_

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
NOT APPLICABLE			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION F MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2019 to June 30, 2020

Applicant: _____WCRC - MA'O Organic Farms

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2017-2018	FY: 2018-2019	FY:2019-2020	FY:2019-2020	FY:2020-2021	FY:2021-2022
PLANS	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -
LAND ACQUISITION	\$ -	\$ 1,100,000.00	\$ -	\$ 3,215,000.00	\$ -	\$ -
DESIGN	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -
CONSTRUCTION	\$ -	\$ 175,000.00	\$ 65,000.00	\$ 335,000.00	\$ 190,000.00	\$ 130,000.00
EQUIPMENT	\$ -	\$ 175,000.00	\$ 335,000.00	\$ 280,000.00	\$ 420,500.00	\$ 125,000.00
TOTAL:		\$ 1,450,000.00	\$ 500,000.00	\$ 3,830,000.00	\$ 610,500.00	\$ 255,000.00
JUSTIFICATION/COMMENTS:						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: _____ WCRC - MA'O Organic Farms _____

Contracts Total: 3,076,500

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	Education- Na Alaka'i	2010-2013	US Department of Education	US	1,200,000
2	Education- Ho'owaiwai	2009-2014	US Department of Health & Human Services	US	1,250,000
3	Health Education- PILI, E Ola Kaiaulu	2013-14	Office of Hawaiian Affairs	State	7,500
4	Workforce Training- Hookumu STEM	2015-16	University of Hawaii- Research Corporation	State	100,000
5	Workforce Training- Hooulu Kaiaulu	2015-16	Office of Hawaiian Affairs	State	269,000
6	Workforce Training- Hookumu STEM	2016-17	University of Hawaii- Research Corporation	State	100,000
7	Education, Workforce Training	2018-19	State of Hawai'i Grant In Aid Program	State	150,000
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