

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:

Alternative Structures International

Kahumana

Amount of State Funds Requested: \$ 342,375

Brief Description of Request (Please attach word document to back of page if extra space is needed):

Kahumana Workforce Training Program to Strengthen Community Food Access- The goal of the Kahumana Workforce Training Program to Strengthen Community Food Access is to train additional residents for future employment in local food systems and to improve community access to healthy food in low-income areas.

Amount of Other Funds Available:

State: \$ 342,375

Federal: \$ _____

County: \$ _____

Private/Other: \$ 247,250

Total amount of State Grants Received in the Past 5

Fiscal Years:

\$ 1,244,772.00

Unrestricted Assets:

\$ 224,912.00

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:

86-660 Lualualei Homestead Road

City:

State:

Zip:

Waianae

HI

96792

Contact Person for Matters Involving this Application

Name:

Saleh Azizi

Title:

Community Economic Dev Coordinator

Email:

sazizi@asi-hawaii.org

Phone:

8083835224

Federal Tax ID#:

██████████

State Tax ID#

██████████



Authorized Signature

Rev. Phil Harmon CEO

Name and Title

1/16/2020

Date Signed

received
1/17/20 DL 12:40 pm

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, 2019.

2. Declaration Statement

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

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](#))

II. Background and Summary

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

The lead applicant for this project is Alternative Structures International (dba Kahumana Organic Farms), a 501(c) 3 non-profit organization operating on 50 acres in Lualualei Valley in Waianae. Since its establishment in 1974, Kahumana has integrated social services with training venues and social ventures that work toward three goals: 1. Ending Local Family Homelessness, 2. Providing Services for People With Developmental Disabilities, and 3. Lowering Hawaii's Dependence on Imported Food.

Kahumana Organic Farms provides multiple social and community programs, such as an Organic Farm and Café, partially staffed by members of its disability programs; Transitional Housing (48-unit shelter), Permanent Housing and Homelessness Prevention; and its Learning Center, providing outcome-based services for people with developmental disabilities.

In the last five years Kahumana Organic Farms (KOF) has transitioned from a small to a midsize farm. KOF's growth has allowed for a new emphasis on wholesale accounts with local retail stores. Together KOF and the farm-to table-Kahumana Food Service program promote a model of wholeness, wellness, sustainability and inclusivity.

In 2017, Kahumana launched the Kahumana Farm Hub (KFH) with the mission of connecting local growers with local markets. The hub facilitates sales on behalf of small farmers and backyard growers on the Leeward Coast of Oahu. The hub has been a powerful reminder of how Hawaii residents can contribute to food security. In the first year KFH earned a total of

\$128,499 of which \$96,325 was paid directly to 40 growers who brought approximately 78,164 pounds of food to local markets.

The majority of food sold included fruits such as mangoes, avocados, oranges, tangerines, lemons, pomelo, breadfruit, and other fruits that grow abundantly Waianae. In 2018, KFH increased membership with more small farmers and backyard growers and earned a total of \$152,664.78 of which \$108,392 was paid to 80 growers for their produce bringing about 122,561 pounds of food to local markets. KFH shows that multiple small farmers and backyard growers create a resilient network illustrating the strength in numbers of backyard grower and their contribution to Hawaii’s local food supply.

KFH local food supply- 200,000 pounds in 2 years

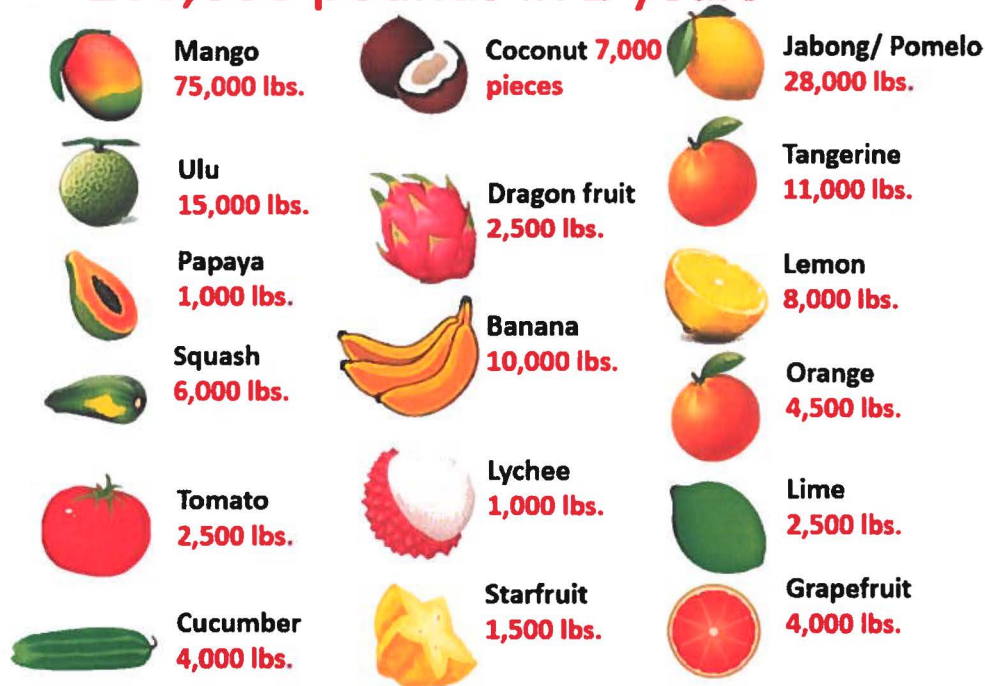


Image 1- Kahumana Farm Hub. In 2017, The Grants-in-Aid funded Hawaii Farmers Union Foundation grant to strengthen community food hubs among them the Kahumana Farm Hub. Currently, KFH supports over 100 Ohana growers from the Leeward Coast of Oahu by assisting growers with marketing and sale of their locally grown fruits and vegetables.

2. The goals and objectives related to the request;

The goal of the “Kahumana Workforce Training Program to Strengthen Community Food Access” project is to develop our farm training program and train additional residents for future employment in local food production and to improve community access to healthy food. The central purpose of this proposal is to meet the needs of a quickly growing agriculture and community food economy by creating more skilled employees, many of whom will be hired by Kahumana after the project, and formalizing Kahumana’s workforce training program. To that end, this proposal will focus on the following three objectives:

Objective 1- Prepare skilled workforce through the development of a professional training program in farming and food services to help achieve the State of Hawaii goals in farming and food security— Small-scale farmers and experts in Hawaii identified labor shortages as a major factor in increasing local food production (State of Hawaii, 2013). Farmers and agricultural experts described the current state of worker availability as “dismal”. The report states that *“challenges include a lack of both unskilled and skilled labor; non attractive pay in the industry; confusing labor laws; the inability to retain seasonal workers; and language barriers with migrant workers.”* But employee training programs on-farms such as internships and apprenticeships have a positive effect on workforce development. The National Farmers Union (NFU, 2019) in their latest policy statement in the section on local food economy explains that *“Interns and apprentices educated on locally-oriented farms results in improved farm viability, larger pool of skilled agricultural labor, and more beginning farmers.”* In Hawaii, labor shortages are also caused by housing shortages. A State mandated report identified lack of farm worker housing as a major obstacle that increases the cost of local food production (State of Hawaii, 2012). The combined challenge of shortage of skilled worker and worker housing present a major obstacle for local farmer expansions.

In this project, trainees will have the opportunity to complete a twelve-month hands-on training program to learn about several components of community food systems. These include food production, processing, packaging, waste and fertility management, agritourism, SNAP outreach and conducting farmers markets with a CSA program component. The attachments to this proposal contains a “Employee training skills checklist” for each training area. Trainees will have an option to specialize in a focus area of their choice. Focus areas offered will include vegetable cultivation skills, fruit orchard management skills, food safety and sanitation skills, field preparation and soil fertility management, farmers market and CSA skills, and may further include agritourism, food hub operations, and business skills.

For those studying agricultural and food systems in an academic context, such as at the University of Hawai'i, the training program will fulfill their program requirement of receiving hands-on experience on farms. Trainees who do not have formal education in agriculture and food systems may decide to pursue further education in order to secure higher-paying jobs in related industries. Upon completion of the on-farm training program, successful Trainees will be qualified to work in food production, marketing, and sales in Hawaii's fast growing local agriculture economy. Trainees will receive support and mentorship as they seek employment and prepare for job interviews. Their newly acquired skills, work experience, and references will make them strong candidates for employers seeking skilled farm employees.

In addition, Kahumana will be joined on this project by the Wai'anae Community Re-Development Corporation (WCRC). In 2001 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 the Wai'anae community - youth, land, and rural heritage - and engage them in restoring abundance to the moku (region). Over the past 17 years, MA'O has scaled and refined this culturally rooted organization to become a nationally and internationally recognized leader in youth leadership, entrepreneurial, and workforce training, and has grown into one of the state's largest diversified organic farms. Kahumana and MA'O are joined on this project by the Hawai'i Good Food Alliance (HGFA), a statewide network of diverse organizations and leaders founded in 2018 to work collectively to re-build thriving community food systems and achieve food justice and equitable access to healthy food for all. HGFA members are raising the community voice and support one another in the belief that each and every person in Hawaii can share in healthy, locally produced food and a fair opportunity to good health. As members of HGFA, Kahumana and MA'O are cooperating to raise the capacity

for our communities to provide their own solutions to the community's challenges of food access, starting on the Leeward Coast of Oahu. In this grant, Kahumana and MA'O are partnering to provide hands-on experience for future employees in community food systems.

In this project, Kahumana, MA'O and HGFA will plan and collaborate to improve workforce training and access to good food in areas such as Waianae. The planning phase initiated by this project will aim to create regional integration and information sharing of HGFA, Kahumana and MA'O's workforce training programs as well as conducting research that can inform how to promote eating of local foods in food deserts such as Wai'anae.

In addition to regional cooperation, this project will initiate a conversation with the University of Hawaii statewide system to look for solutions in the accreditation of the workforce training program at Kahumana. This has been something Kahumana and regional partners have wanted to do for a while but lacked the resources. Similar to the Hawaii Farmers Union United (HFUU) Farm Apprenticeship Program (FAM) in Maui, Kahumana's goal is to develop a professional certificate for people who have trained in our programs so that they can get more value from their training period at Kahumana. Such a certificate program would consist of a period of hands-on training, currently in place, and professional development in the classroom which we do not currently offer. In this grant, we will start the conversation with University of Hawaii for the development of a professional certificate in the area of service learning. The purpose of this certificate is not only for Kahumana trainees to benefit but to build a framework where other community based organizations such as MA'O Organic Farms and HGFA partners could benefit from.

Objective 2- Increase organic food production and sales— Kahumana Organic Farms is an organically certified farming operation. Census data for agriculture in Hawaii shows increased incomes for organic farmers compared to other "conventional" or "non-organic" farmers. In 2017, there were 146 organically certified farmers in Hawaii, only eleven more than 2007. Farms like Kahumana and MA'O rely almost entirely on the local market (farmers markets, community supported agriculture (CSA) subscription programs, and grocery stores) to sell their organic produce. A 2015 report to Congress on local food systems (Low et. al., 2015) shows that selling to local consumers through farm stands, farmers' markets, or CSAs is particularly labor-intensive and farmers with local sales employ significantly more labor than conventional farmers (Low et. al., 2015).

In this project, Kahumana is looking to offer a hands-on training, based on its commercial farming operation in Waianae, to develop a future agriculture and food systems workforce. As Kahumana develops the program the farm will also continue expanding their organic food production to increase its annual sales attaining a financially viable level of operations by the end of the project. Based on projections, we estimate that once the project is completed, Kahumana will create 3 additional jobs with preference being given to Waianae residents who have successfully completed the training program. We also project that Kahumana will replace 3 existing current jobs with trainees once they have completed the program. By creating 3 new jobs and filling 3 current positions Kahumana will hire 6 of the 15 trainees. Kahumana will also assist the remaining trainees to find work within the agricultural and food sector through our partners and with the assistance of our Job Coach for our Transitional Housing Program. All new jobs offered will include health insurance and fringe benefits and include an option of on-farm housing.

Objective 3- Increased access of local and organically grown foods in regional farmers' markets that promote SNAP participation— Research in local food systems show that small

farmers and growers who produce local foods face challenges in scaling their operations, due to the significant costs of marketing their products and processing those products to prepare them for market (Day-Farnsworth and Morales, 2011); in addition, the incentives for farmers to expand and increase efficiency is reduced as more time is spent on off-farm business activities, such as marketing and networking (Martinez et. al., 2010). As a result many farmers, including Kahumana, who started at farmers markets would shift away over time and focus on developing wholesale accounts that present a more profitable trajectory. Kahumana relied on farmers markets and CSA programs in the beginning years but currently over 90% of all food production grown is purchased by stores and restaurants. Simultaneously, income from farmers market has been reduced for most participating farmers in Hawaii partly because the number of farmers markets in Hawaii have increased making the income from each of them less compared to one or two large markets one decade ago.

However, SNAP and double bucks programs are now being promoted at farmers markets to help low-income residents in our community better access and afford healthy food. Double bucks programs multiply the purchasing power of SNAP participants specifically for buying healthy local ingredients. In 2019, two HFGA members were awarded USDA grants to improve the access and affordability of locally grown foods through an expanded double bucks program in Hawaii. The Food Basket, was awarded the USDA Gus Schumacher Nutrition Incentive Program grant and just under \$2 million to implement Double Bucks more widely throughout the state, including at farmers markets in Waianae and Nanakuli. Sustainable Molokai received just under \$400,000 from the USDA FMPP program to promote SNAP access at statewide farmers markets. Through the work of HGFA, Kahumana now recognizes the alignment of our nonprofit mission to serve the most vulnerable members of our community with the importance of prioritizing farmers markets in low-income areas such as Waianae.

The potentially missing ingredient in this expansion work is additional food production to meet market goers' growing purchasing power - and the farmers necessary to grow this greater volume of food. With the support of this Grant in Aid, Kahumana will be able to expand the volume and selection of fresh fruits and vegetables they offer at two weekly markets on the Waianae Coast and one weekly market in Honolulu where SNAP and double bucks have been introduced.

3. The public purpose and need to be served;

Hawai'i is in a food security crisis. As a whole, Hawai'i imports approximately 90% of the food consumed and is dangerously reliant on imported foods (State of Hawaii, 2012). Hawai'i Governor David Ige has stated that *"..instead of continuing to import 90% of our food, we need to take steps to produce more food locally"* and created a goal of doubling local food production. The lack of skilled workers in agriculture and community food systems remains a key issue that holds farmers and their organizations back from growing more food to respond to the high demand for fresh, healthy and locally grown foods in Hawaii.

Increasingly, one of the groups that can benefit from increased community food security are low-income people that rely on Supplemental Nutrition Assistance Program (SNAP). Community food security (CFS) is defined as a situation in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that maximizes community self-reliance and social justice. (Hamm and Bellows 2003). Food insecurity is a bigger problem in Hawaii's rural communities such as Waianae, Nanakuli, and Waimanalo compared to urban Honolulu (Kent, 2016). Co-incidentally, these rural communities

have a rich history of cultivating and sharing food with Aloha (love, compassion, care), and are thus well poised to solve their own problems to low food access. As a result, opportunities to increase local food production through training more skilled agricultural workers can raise farmers wellbeing and would address multiple goals of poverty alleviation, reducing food insecurity while creating culturally relevant jobs for residents close to home.

A 2015 report by the USDA's Agricultural Marketing Service shows an even larger trend for the direct farmer to consumer marketing and sales in Hawaii (USDA, 2016). The report shows that in 2015 sales reached \$84.4 million of which \$22.8 million was farmers markets, community supported agriculture (CSA) and on-farm sales, and the remainder \$61.4 million were sold to supermarkets, restaurants, institutions, and wholesalers (USDA, 2016). The Hawaii agricultural census shows that, in 2017, total local sales reached \$152.4 million of which \$27.9 was direct farmer to consumer marketing and \$124.5 million sold to retail markets, institutions, and food hubs. (USDA 2016; USDA, 2017). In other words, food sold directly to retail markets, institutions, and food hubs doubled in two years between 2015 and 2017.

In 2013, Hawaii Agricultural Skill Panel Report, an addendum to the Comprehensive State Plan for Workforce Development 2009-2014 (State of Hawaii, 2013), promotes a strong agricultural workforce for agricultural self- sufficiency including objectives such as increasing youth education and training; fostering partnerships and collaboration; creating incentives for industry and employees; improving the industry's image; access to markets, and sharing information and resources. The recommendations of this report include support to promote agricultural education pathway programs and vocational training through mentorships, internships, on-the-job training, and apprenticeship programs; identify training needs for new and existing farmers in skill areas like business management, record-keeping, and agricultural finances. By enabling the training of new farmers at Kahumana, this Grant in Aid will address the crux of the local production challenge in Hawai'i: growing the skilled individuals who will grow our food.

4. Describe the target population to be served; and

The Waianae Coast has a population of 54,505 (US Census, 2010) and is home to several communities including Kaena 5,986 people, Maili 10,289 people, Makaha 6,386 people, Makua Valley 2,834 people, Lualualei 9,293 people, Waianae Kai 6,635 people, and Nanakuli 7,400 people. While the health of people in Hawaii ranks very high when compared to the rest of the U.S., people on the Waianae face a disproportionate burden. The following describes the communities of Nanakuli and Waianae (UH Manoa, 2003):

"The percentage of unemployed persons is more than double the State average, and the per capita income is the second lowest in the State. Almost half of the families here receive food stamps; the area is ranked fourth-highest in the State for Temporary Assistance to Needy Families (TANF) recipients. Almost 70% of the adolescents from this community who responded to a Statewide student survey reported neighborhood problems with fighting, graffiti, and crimes. Child abuse rates are high, and teachers' and parents' reports of school safety are among the highest in the State. Third-graders do poorly on their SAT tests, and fewer adults in this community have a high school diploma or college degree than in most other communities."

The Waianae Coast has the largest concentration of Indigenous Hawaiians; 22.5% of people are Indigenous Hawaiians compared to 6% for all of Hawaii; 55.7% of people are Indigenous Hawaiian alone or in combination with 1 or more other races compared to 19% for all of Hawaii (UH Manoa, 2003). Food insecurity is well documented on the Waianae Coast. More than 50% of residents are SNAP recipients (UH Manoa, 2003). Low-income regions tend to be void of

stores that sell affordable and healthy fresh food (Minaker et al., 2011). The last statement is true for the Waianae region where more people suffer from food insecurity, which is defined as having little to no access to fresh, healthy, affordable, or culturally relevant food, than in the rest of Hawaii (Kent, 2016). The exorbitant price of food and cost of living on Oahu only compounds the issue of food insecurity (Kent, 2016); in Waianae 33% of people live in households that are considered food insecure and, among ethnicities, Indigenous Hawaiian families have the lowest average family income (Baket et. Al., 2001).

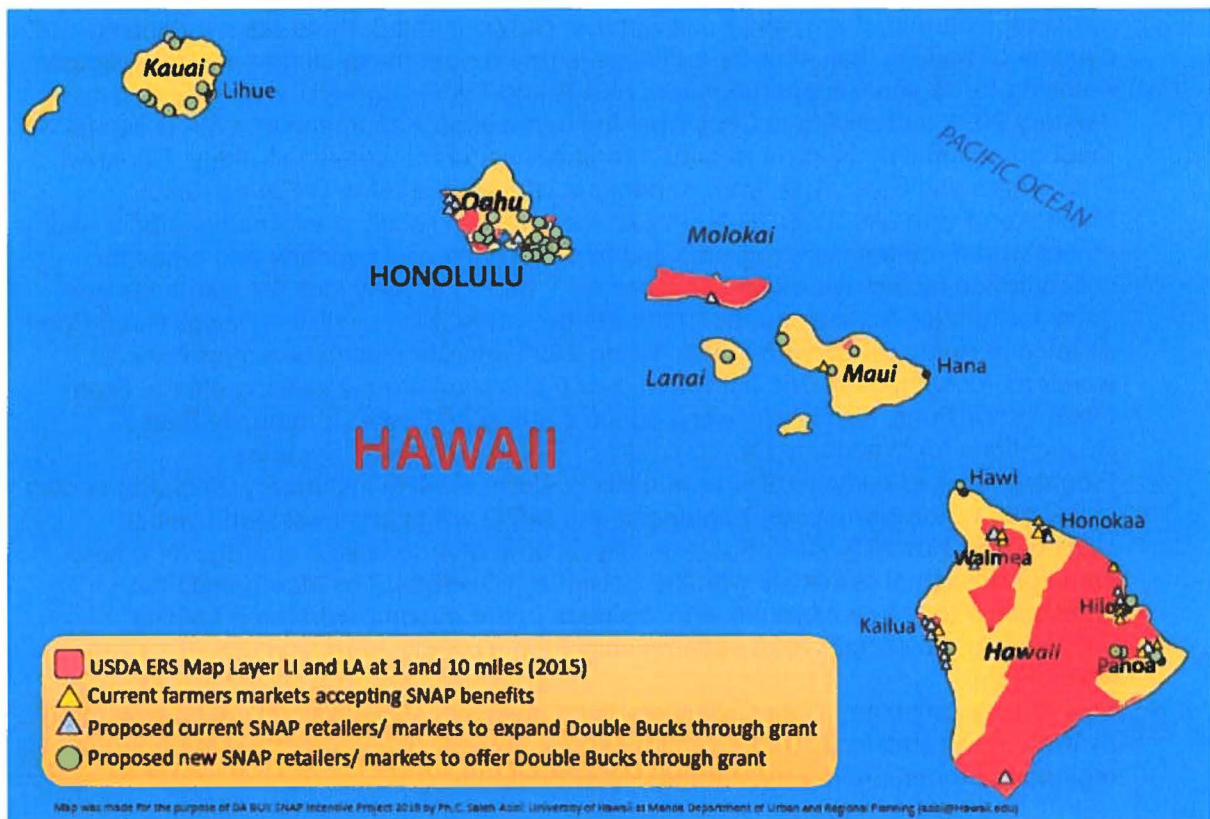
For this training program, our target population are Hawaii-based residents who have completed high school and are actively seeking employment or employment training in the area of agriculture and food systems work. Current students of higher education with a focus on agriculture or food systems will be prioritized. Advertisement will go out to related University of Hawaii programs and community partners. The farms may also select trainees by word of mouth and through their own extended networks.

From volunteering to livable wages on organic farms- In this project, Kahumana is further moving away from volunteers as labor and transitioning to a local workforce being paid a livable wage. The 2017 U.S. agricultural census shows that 51% of Hawaii's farms rely on a little over 9,000 volunteer, non-paid, labor (USDA, 2017). Many of Hawaii organic farmers rely on organic farm volunteer tourism network, World-Wide Opportunities on Organic Farms (WWOOF) to cope with the high cost of labor in Hawaii. Research shows that while organic farm volunteering programs might facilitate opportunities for volunteer tourists to fulfill their desire for authenticity and meaning through farm experience, but they do not help farmers achieving a reliable workforce (Mostafanezhad et al., 2015).

Kahumana Organic Farms used to rely volunteers but in the last seven years has transitioned away from volunteer non-paid labor and has replaced the labor force with interns who often become paid staff members upon conclusion of their internship. From a farmer's point of view, there are many benefits with hiring local people compared to relying on volunteers. Kahumana Farm Director Christian Zuckerman suggest, *"Interns and people in training are committed for a longer time period and you don't have to retrain them as you have to with new volunteers. You don't have that constant change. You know as soon as you have people come and go there is a disruption in the workflow and how people work together."* By focusing on building a more reliable workforce and paying livable wages, this grant would help to eliminate all volunteer positions at Kahumana and replace them with individuals seeking training who could transition to paid staff members.

5. Describe the geographic coverage.

This project is aimed at providing agricultural and market training for people on the Leeward Coast of Oahu. The project is timely as Oahu's farmers markets are expanding the double bucks offer for SNAP participants. As can be seen on the map (below), the The Food Basket was awarded the USDA Gus Schumacher Nutrition Incentive Program grant to implement Double Bucks more widely throughout the state and the Island of Oahu especially for farmers markets on the Leeward Coast.



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;

The following activities will be performed as part of the three objectives in this project:

Objective 1- Prepare skilled workforce for community food security

1. Recruitment of trainees- starting in July 2020, 6 months before project start, Kahumana will begin to recruit fifteen trainees for the workforce development program. The positions will be advertised at the University of Hawaii campuses on Oahu, with the Hawaii Farmers Union United and with regional partners such as MA’O Organic Farms. Kahumana will prioritize people in existing degree programs who need to complete hands-on training as part of their degree and people who intend to enroll in formal degrees where hands-on training is a requirement. Preference will be given to local residents who have a long-term plan to remain in Hawaii.
2. Twelve-month employee training program- starting in January 2021 and ending in December the same year, trainees will complete twelve months of hands-on training with Kahumana. As described below in the section on Necessary Skills and Facilities, trainees will have an option to choose from 3 main categories of community food

- systems: Retreats, Farm, and Food Service. Between the 3, there are overlapping aspects of training that allow for a diverse learning opportunity across multiple sectors.
3. Planning for regional cooperation with HGFA and MA'O Organic Farms- starting in January 2021 and ending in December the same year, Kahumana and MA'O Farms will meet approximately 10 days to build a regional workforce training strategy. Christian Zuckerman and Saleh Azizi from Kahumana will meet with MA'O Farms Kukui Maunakea-Forth and Claire Sullivan with the goal of 1) sharing information about each others workforce training programs and exploring potential overlaps and areas for collaboration to improve regional cooperation, and 2) actively look for resources and apply for funding that can support future endeavours. Moreover, the Hawaii Good Food Alliance partners will convene once during 2021 and discuss matters pertaining to workforce development and building more cooperation around existing efforts. From these interactions, Kahumana will produce a policy brief with Community Based Suggestions for Workforce Development of Community Food Systems.
 4. Planning for third party certificate with UH System- starting in January 2021 and ending in December the same year, Kahumana and MA'O will engage will Matt Lynch, University of Hawaii System Sustainability Coordinator, to build a strategy for a non-credit professional certificate with the University of Hawaii. The idea behind the certificate is to create more value for trainees in our regional workforce training programs in the specific area of community food systems, permaculture, or agroforestry.
 5. Project Evaluation and Data Collection- each objective of this project will be evaluated by Kahumana staff including understanding how helpful this project was for trainees, for regional partners, and for the community of Waianae.

Objective 2- Increase organic food production and sales

1. Field expansions at Kahumana's two farms - Kahumana will increase organic food production by 20%. Starting in February 2021 and ending November the same year, the Kahumana Farm Director will expand field production by clearing and preparing an additional 8 acres leased by Kahumana adjacent to the existing lot at the Kuwale Farm location.
2. Increased aggregation of locally grown food products - the Kahumana Farm Hub actively aggregates locally grown products for approximately 100 suppliers in Waianae. Starting in January 2021 and ending December the same year, activities will include training of farm hub interns, recruitment of more suppliers, purchasing of fruits and vegetables, marketing, value-added production, sales to local stores and delivery.
3. Food hub - many KFH members need extra help because of their age, inability to harvest and process farm products or the lack of transportation. Starting in January 2021 and ending December the same year, Kahumana Farm Hub will increase outreach efforts to suppliers to reduce on-farm waste and bring local products to markets.
4. Project Evaluation and Data Collection- each objective of this project will be evaluated by Kahumana staff including tracking and reporting on increases in production and aggregation.

Objective 3- Increased access of local and organically grown foods in regional farmers' markets that promotes SNAP participation

1. Waianae Farmers' market and SNAP outreach - Starting in January 2021 and ending December the same year, Kahumana will increase assortment and supply at the Waianae farmers market as a response to the upcoming SNAP double bucks subsidy.

Kahumana will continue to attend the Waianae Farmers Market and increase assortment from offering products at two booths compared to one booth.

2. Prepare and implement one new CSA pick-up location at Waianae Farmers Market with SNAP and double bucks benefits - Starting in January 2021 and ending December the same year, Kahumana will offer a new location for our CSA subscription at the Waianae Farmers Market which in turn allows people with low-income to purchase the weekly box with their SNAP allocation and also under the double bucks subsidy program.
3. Launch Kahumana Farmers Market and SNAP participation - Starting in January 2021 and ending December the same year, Kahumana will offer a new weekly farmers market at Kahumana Organic Farms location in Lualualei Homestead Road. To encourage people with low-income to purchase our products, Kahumana will offer wholesale prices for products and during the project Kahumana will undertake the administrative work of installing the EBT system to accept SNAP spending.
4. Research and data collection - increasing organic food sales in "food deserts." A food desert is an area that has limited access to affordable and nutritious food, in contrast with an area with higher access to supermarkets or vegetable shops with fresh foods, which is called a food oasis. Starting in January 2021 and ending December the same year, Kahumana, MA'O and the HGFA will convene for planning and coordination activities and among those create a learning group to focus on increasing farmers market sales in low-income regions. Kahumana's Community Economic Development Coordinator Saleh Azizi will research best practices and lessons learned from other places around the U.S. and the World and finalize group suggestions and best practices into a research report that will be disseminated with HGFA members and statewide with the Hawaii Farmers Union United.
5. Project Evaluation and Data Collection - each objective of this project will be evaluated by Kahumana staff including tracking and reporting on farmers market sales and increased spending of SNAP money.

Outcomes

1. Strengthen workforce for community food security

1.1- Number of trainees complete training - Kahumana is anticipating that 15 trainees will complete training.

1.2- Number of job opportunities created - Kahumana is anticipating to create 3 new jobs. Each new job created will offer a livable wage higher than the trainee stipend and also health insurance and benefits.

1.3- Number of trainees hired by Kahumana - Kahumana is anticipating to hire a total of 6 trainees - 3 for new jobs created and 3 for existing jobs at Kahumana. Each trainee will be offered a livable wage higher than the trainee stipend and including health insurance and benefits.

1.4 Completion of training program with certificate.

2. Increase organic food production and sales

2.1- Increase pounds of organic food grown by 20% - Kahumana produced 80,000 pounds of organic food in 2019. In 2020, Kahumana projects an increase to approximately 90,000 pounds of food grown. For this project, we project an increase in production of 20% from 2020 totals. Based on our projections, a 20% increase over 2020 annual pounds of food grown would be 108,000 pounds.

2.2- Increase pounds of organic food aggregated from the Waianae community by 20% - Kahumana aggregated approximately 100,000 pounds of local food in 2019, and in 2020 we project to aggregate a total of 110,000 pounds. For this project, we project to

aggregate 20% more than the actual production level of 2020, which, if we aggregate 110,000 pounds in 2020 will be 132,000 pounds.

2.3 - Increase dollars of sales for Kahumana Organic Farms by 20% - Kahumana Farms Sales for fiscal year 2018-2019 was \$534,000. For fiscal year 2019-2020 current annual sale projections are 600,000. For this project, Kahumana projects an increase in sales by 20% which, if 2019-2020 projections hold, will be \$720,000 for 2021-2022.

3. Increased access of local and organically grown foods in regional farmers' markets that promotes SNAP participation

3.1 Stalls at weekly Waianae Farmers Market- from 1 to 2 vendor stalls at the Waianae Farmers Market

3.2 Availability of Kahumana CSA subscription at SNAP double-up markets- Kahumana will offer up to twenty CSA boxes for purchase at the Waianae Farmers Market

3.3 Kahumana on-farm Farmers Market with SNAP- Kahumana will start a new weekly market at our main campus on Lualualei Homestead Road.

Long-term outcomes

- Tighter regional cooperation and collaboration to address structural issues of self-reliance in the Wai'anae community
- Improved workforce training programs
- More farmers and acres in cultivation
- Increased access to locally grown foods

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

Start and Finish Date	Activities	Budget Item	Who will do the work?
-----------------------	------------	-------------	-----------------------

OBJECTIVE 1	July 2020- Dec 2020	Recruitment of trainees and development of Training Program	Not in budget, will be performed by Kahumana in preparation for the project	Kahumana Farm Director and Community Economic Development Coordinator
	Jan 2021- Dec 2021	12 month training program	Training stipends, Training coordinator salary, Farm Director partial salary Payroll and Accounting	Kahumana Farm Director and Kahumana Training Coordinator
	Jan 2021- Dec 2021	Planning activities for regional cooperation	MA'O Expenses HFGA Expenses Kahumana Farm Director	Kahumana MA'O Organic Farms Hawaii Good Food Alliance
	Jan 2021- Dec 2021	Planning for third party certificate with UH System	MA'O Expenses Kahumana Farm Director	Kahumana UH System Sustainability Coordinator
	Dec 2012	Evaluation of objective 1	Evaluation	Kahumana Farm Director, HR and Accounting
OBJECTIVE 2	Feb 2020- Nov 2020	Field expansion	Trainee stipends Kahumana Farm Director	Kahumana trainees Kahumana Farm Crew
	Jan 2021- Dec 2021	Increased aggregation	Trainee stipends Kahumana Farm Director	Kahumana trainees Kahumana Farm Crew
	Jan 2021- Dec 2021	Increased supplier outreach	Farm Hub Staff	Kahumana trainees Kahumana Farm Crew
	Jan 2021- Dec 2021	Evaluation of objective 2	Evaluation	Kahumana Farm Director, HR and Accounting

OBJECTIVE 3	Jan 2021- Dec 2021	Waianae Farmers' market and SNAP outreach	Training stipends, Training coordinator salary, Farm Director partial salary	Kahumana trainees Kahumana Farm Crew
	Jan 2021- Dec 2021	Prepare and implement one new CSA pick-up location at Waianae Farmers Market	Training stipends, Training coordinator salary, Farm Director partial salary	Kahumana trainees Kahumana Farm Crew
	Jan 2021- Dec 2021	Launch Kahumana Farmers Market	Kahumana Economic Development Coordinator	Kahumana trainees Kahumana Farm Crew
	Jan 2021- Dec 2021	Research and data collection	Payroll and Accounting	Kahumana MA'O Organic Farms Hawaii Good Food Alliance
	Jan 2021- Dec 2021	Evaluation of objective 3		Kahumana Farm Director, HR and Accounting

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

- Evaluation is part of the work plan presented above. Kahumana will report on the progress toward each indicator and lessons learned from the workforce training project.
- Data will be collected on the pounds and dollars of organic produce that is produced and aggregated by Kahumana and the cost and revenues associated with the training program
- Policy Brief will be produced based on suggestions for Workforce Development of Community Food Systems and distributed to the Department of Agriculture, Hawaii Farmers Union and the Hawaii Good Food Alliance
- A research report will be produced on increasing sales in low-income areas where food insecurity is high.
- A report on the development of a professional certificate with the UH System
- Person responsible for quality assurance and evaluation plans, the training coordinator, will meet the minimum qualifications to monitor, analyze, evaluate, and improve programs.

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.

- Recruitment of 15 trainees for the workforce training program
- Completed training of 15 trainees
- Completed policy brief, certificate report and research report associated with planning activities
- Increased farm based sales and food hub sales
- Training coordinator has been hired
- Complete task of offering larger assortment at the Waianae Farmers Market
- Complete task of offering CSA boxes at the Waianae Farmers market
- Launched Kahumana's weekly farmers market
- Completed project evaluation

IV. Financial

Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
 - a. Budget request by source of funds ([Link](#))
 - b. Personnel salaries and wages ([Link](#))
 - c. Equipment and motor vehicles ([Link](#))
 - d. Capital project details ([Link](#))
 - e. Government contracts, grants, and grants in aid ([Link](#))
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2021.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
85,593.75	85,593.75	85,593.75	85,593.75	342,375.00

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2021.

Item	Grant request	Kahumana Match	Total Expense
Personnel Salary			
Kahumana Training Coordinator 1 FTE	30,000	30,000	60,000
Kahumana Program/ Farm Director 0.25FTE	15,000	0	15,000
Kahumana Food Service Director 0.1 FTE	0	6,500	
Kahumana Economic Development Coordinator 0.1 FTE	0	6,500	
<i>Personnel Salary Total</i>	<i>45,000</i>	<i>43,000</i>	<i>75,000</i>
Personnel Benefits			
Kahumana Training Coordinator 1 FTE Benefits @15% + health insurance (\$3,500 per year)	6,250	6,250	12,500
Kahumana Program/ Farm Director 0.25FTE Benefits @15% + health insurance (\$3,500 per year)	3,125	0	3,125
<i>Personnel Benefits Total</i>	<i>9,375</i>	<i>6,250</i>	<i>15,625</i>
Program Expenses			
Trainee Training Stipends (\$2,200 per month/ apprentice)	198,000	198,000	396,000
<i>Program Expenses Total</i>	<i>198,000</i>	<i>198,000</i>	<i>396,000</i>
Contractual Expenses			
Hawaii Good Food Alliance	15,000	0	15,000
MAO Organic Farms	15,000	0	15,000
<i>Contractual Expenses Total</i>	<i>30,000</i>	<i>0</i>	<i>30,000</i>
Other expenses			
Program Evaluation	30,000	0	30,000
Accounting/ HR/ Payroll	30,000	0	30,000
<i>Other Expenses Total</i>	<i>60,000</i>	<i>0</i>	<i>60,000</i>
Total Expenses	342,375	247,250	576,625

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

None

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2021 for program funding.

See attachment

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2019.
\$224,912

V. Experience and Capability

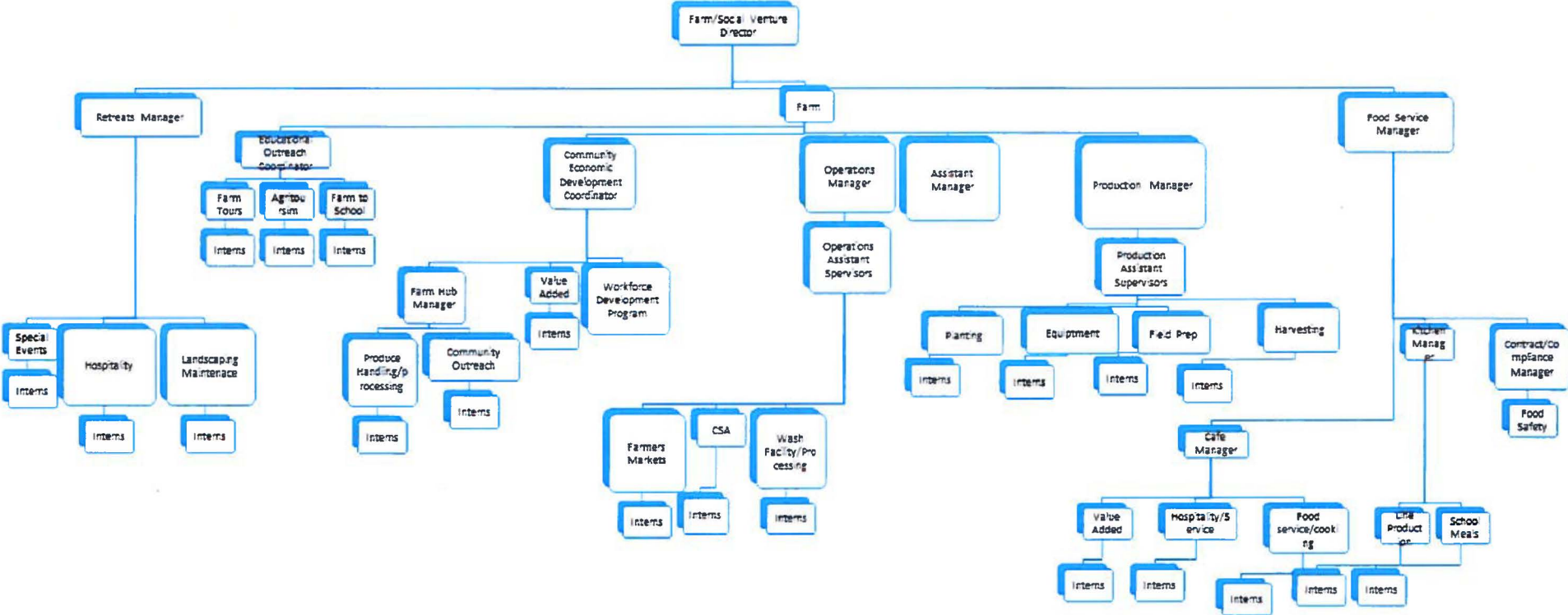
1. Necessary Skills and Experience

The workforce development program is described in more detail below.

The Kahumana Workforce Development Program is broken up into 3 main categories of community food systems training: Retreats, Farm, and Food Service. Between the 3, there are overlapping aspects of training that allow for a diverse learning opportunity across multiple sectors. Trainees would enter the program as an Intern and would get a basic understanding and operational wherewithal of the program. After the initial 3-month phase, the interns would choose what training path they want to focus on. Once the training path has been determined, interns would complete the remaining 9-months training program. All interns would be grounded through farm activities but would specialize in their focus area. After completion of the program, interns would have the possibility to move to the next phase of the program and be hired and to further their training in their focus area.

Within the 3 categories (Retreats, Farm, Food Service) there are multiple training pathways. Under the farm, interns would gain skills pertaining to community food systems components such as production, farmers markets and CSA subscription, food hub and supplier outreach, agritourism and school-tours, and business skills. Under retreats, interns would gain skills pertaining to hospitality, housekeeping, special event organization, landscaping, and basic repair and maintenance. Food Service interns would learn how to prepare healthy meals for at-risk population on the Leeward Coast, value-added products, and learn the skills involved with food safety and line production.

Kahumana has most of the components for this project already in place. Kahumana has forty years of experience with healthy food service in a community that has a great need for it. Kahumana owns two farms that are certified organic, has two certified food service kitchens, one of which is operating as a farm-to-table café since 2008 that utilizes farm grown food in healthy meals. The food service staff has over two decades of experience in complying with the Department of Health Sanitation Branch protocols and all the necessary permits to process, package, and distribute value-added foods. Robert Zuckerman is currently the manager of the Kahumana Food Service with over 35 years of diverse culinary experience and has been working with assistant manager Ranjith Kumar, a Sri Lankan native with two decades of experience with island-based resources, for over 10 years. Having worked directly on the farm these many years together, they share a vast wealth of experience in farm to table product creation.



The infrastructure and essential experience are well in place along with existing community partnerships through the Kahumana Farm Hub benefitting multiple growers, and the local customer demand for qualitative value added products continues to increase.

1. A significant expansion from current operations at Kahumana and what is being proposed is that there would be:
2. A significant increase in interns receiving training across multiple sectors (Farm, Retreats, Food Service)
3. A structured training program with clear benchmarks and pathways to full-time employment at Kahumana
4. An increased compensation package for interns
5. Clear pathways and support to maximize interns desire to achieve proficiency in specific agricultural and food system work
6. Increase intern program from 6 months to 1 year

Kahumana's current intern program is primarily focused on farm activities. KOF currently has 3 interns who assist our apprentices and farm crew in achieving day to day farming activities. Interns receive a small \$1000 per month stipend along with room and board at Kahumana. The Workforce Development program proposes to increase monthly stipends to \$2,200 per month. This is a dramatic increase in compensation and would ensure that the program would attract quality candidates and ensure the long term commitment of interns to the program. By expanding the reach of the training program to include both Retreats and the Food Service programs at Kahumana, interns will have the option to remain within Food Systems work even though they choose not to become farmers. Our experience has been that many interns who come through Kahumana have aspirations to be farmers. However, after 6 months of working on the farm, realize that it is not what they expected and decide to move on. Many still have an interest in continuing to further their training or work in the food system sector and by expanding our current program we would now be able to offer multiple options thus allowing interns to complete the training program. Kahumana will not only be training farmers but also be training workers to support the vast food system related sector. As farming in Hawaii increases and more food is produced, there will be an ever increasing need for trained workers to be in support and work in other food system related industries.

2. Facilities

Alternative Structures International (ASI) has all the needed facilities to adequately fulfill the goals and objectives of this proposal. ASI owns the 14 acre (86-660 Lualualei Homestead Road) farm and also an additional 16 acre (86-156 Kuwale Road) farm property approximately 1.8 miles further back in Lualualei Valley. The 14 acre farm is ASI's headquarters and also the home of the Kahumana community center, Kahumana Farm-to-Table Cafe, Kahumana Farm Hub, Kahumana Retreat Center, and also where all of the washing, processing, and packaging occurs for the farm operation. In addition, Kahumana has several classroom spaces available on-site.

ASI signed a 20 year lease in November of 2019, on our Kulia i ka Nu'u kitchen located on Ala Hema Street in Waianae. The Kulia i ka Nu'u kitchen is where ASI prepares approximately 700-800 meals daily to be served to underprivileged children in the school system on the Leeward coast. The Kulia i ka Nu'u kitchen will be a site for our training program for interns who choose

the pathway of Food Service with a focus on healthy school meals and commercial kitchen/cooking skills.

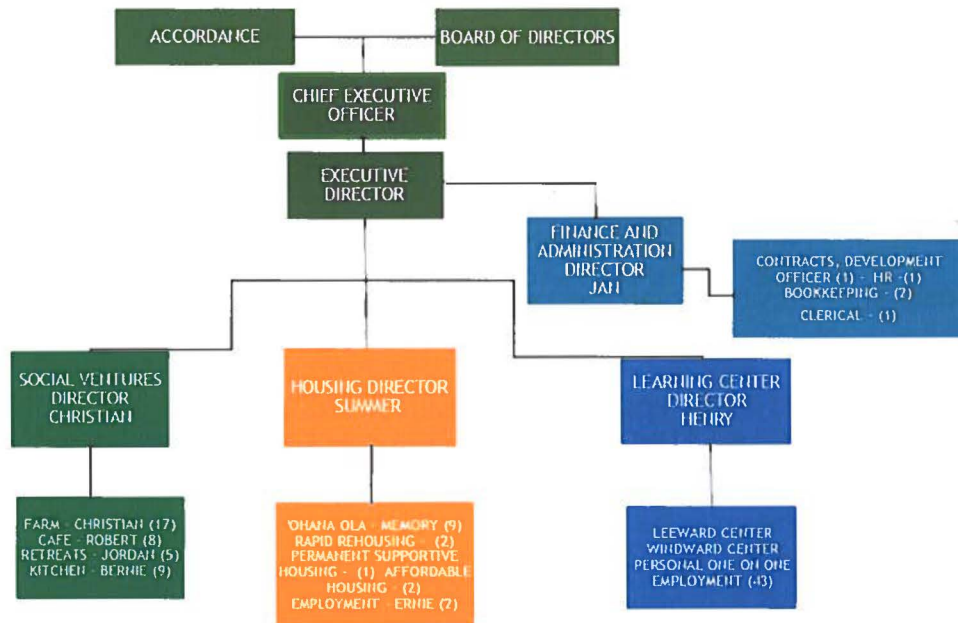
VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

Name/ Title	Organization	Role
Christian Zuckerman/ Social Ventures Director	Kahumana Organic Farms	Project Oversight
Robert Zuckerman/ Food Service Director	Kahumana Organic Farms	Food Service Training
Saleh Azizi, Ph.D. / Community Economic Development Coordinator	Kahumana Organic Farms	Evaluation, research components including data collection, report writing and policy brief
TBD- Kahumana Workforce Training Coordinator	Kahumana	Training, Data Collection and Evaluation
Tina Tamai/ HFGA Coordinator	HFGA	Regional Cooperation/ Research team
Kukui Maunakea-Forth/ Founder and Executive Director	MA'O Organic Farms	Regional Cooperation/ Research team
Claire Sullivan/ Director of Development & Impact	MA'O Organic Farms	Regional Cooperation/ Research team
Matt Lynch/ Sustainability Coordinator	University of Hawaii	Regional Cooperation & Accreditation Planning

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.

2. Organization Chart



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.

Director of Social Ventures/Farm Manager - \$60,000
 Community Economic Development Coordinator- \$65,000
 Food Service Director/Cafe Manager- \$65,000

VII. Other

1. Litigation

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

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.

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.

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2020-21 the activity funded by the grant if the grant of this application is:

(a) Received by the applicant for fiscal year 2020-21, but
If funded, this Grant In Aid would be the formal launch of our Kahumana Workforce Development Program. We would ensure the programs on going sustainability through several different aspects:

1. Increased annual revenue from increased farm and hub produce sales
 - a. The projected 20% annual increase in sales for fiscal year 2020-2021 would allow for hiring 3 interns from Cohort 1
 - b. Upon successful graduation of Cohort 1, the Farm would reallocate current resources that have been used for volunteers and existing intern program to select and fund a portion of Cohort 2 and Cohorts thereafter.
2. Increased annual revenue from our other Social Ventures in Hospitality (Retreats) and Food Service (Cafe and Commercial Kitchen) sectors
 - a) Although not explicitly stated in this proposal Retreats has a \$150,000 projected budget and Food Service has a \$1,100,000 projected budget for fiscal year 2019-2020. We project to see similar increases (20%) in sales by fiscal year 2020-2021 for both sectors for a projected budgets of \$180,000 and \$1,320,000 respectively. Increased sales will come from further development of value added products, special events, and increased healthy school meals provided.
 - b) The increase in services provided will require additional employees and also create more opportunities for Intern training and funding from program revenues.
3. Regional Cooperation and Partnerships
 - a) As Kahumana continues to expand, there will always be a need to hire new employees, however this is not a long term sustainability plan for Cohort graduates. Through the collaborative partnership with MA'O and HGFA, Kahumana will be able to provide trained workforce individuals to be hired by partner organizations
 - b) Through the Kahumana Farm Hub network there are many farmers, such as ZJ farms, who have expressed a need for trained workforce individuals
4. Seeking partnerships to fund continued and expanded Workforce Development Program
 - a) Kahumana will actively seek support and continued funding for ongoing Cohorts through sources such as the Department of Labor, Office of Hawaiian Affairs, Kamehameha

Schools, and private foundations such as the EACH foundation and Hawaii Community Fund.

- b) Our Medicaid-funded programs for adults with developmental disabilities, through the State of Hawaii, Department of Health, Developmental Disabilities Division, includes an Employment Services Program which has a Coaching service. This will be a part of the ongoing sustainable funding for the Workforce Development Program launched through this GIA.

(b) Not received by the applicant thereafter.

If funding was not received for this Workforce Development program through the Grant in Aid, Kahumana would continue its existing employment program and seek other funding to launch an expanded workforce training program.

References

- Baker Kromer K., Derrickson J.P., Derrickson S.A.K., Reyes-Salvail T., Onaka A.T., Horiuchi B., Yu M.Q., and Dannemiller J. (2001) Hunger and Food Insecurity in Hawai'i: Baseline Estimates 1999-2000, Hawai'i Health Survey (HHS). Hawai'i State Department of Health, Office of Health Status Monitoring, Honolulu, Hawai'i, October 2001
- Hamm, M. W., and A. C. Bellows. 2003. Community food security: Background and future directions. *Journal of Nutrition Education & Behavior* 35 (1): 37-43
- Day-Farnsworth, L., & Morales, A. (2011). Satiating the demand: Planning for alternative models of regional food distribution. *Journal of Agriculture, Food Systems, and Community Development*.
- Low, S. A., Adalja, A., Beaulieu, E., Key, N., Martinez, S., Melton, A., & Jablonski, B. B. (2015). Trends in US local and regional food systems: A report to Congress.
- Kent, G. (2016) Chapter 2: Food Security in Hawaii. 36-53 in Hirata Kimura, A., and Suryanata, K., *Food and Power in Hawaii: Visions of Food Democracy*: University of Hawaii Press: Honolulu, USA.
- Martinez, S., Hand, M., Da Pra, M., Pollack, S., Ralston, K., Smith, T., Vogel, S., Clark, S., Lohr, L., Low, S. Newman, C. (2010) *Local Food Systems: Concepts, Impacts, and Issues*, ERR 97, U.S. Department of Agriculture, Economic Research Service, May 2010. *Massachusetts, Department of Resource Economics*.
- Minaker, L. M., Fisher, P., Raine, K. D., & Frank, L. D. (2011). Measuring the food environment: From theory to planning practice. *Journal of Agriculture, Food Systems, and Community Development*, 2(1), 65– 82.
- NFU- National Farmers Union (2019). NFU Concludes 117th Anniversary Convention. March 5, 2019 Press Release. Retrieved from <https://nfu.org/2019/03/05/nfu-concludes-117th-anniversary-convention/> (4/8/19)
- State of Hawaii (2012) Increased Food Security and Food Self-Sufficiency Strategy. Retrieved from http://files.hawaii.gov/dbedt/op/spb/INCREASED_FOOD_SECURITY_AND_FOOD_SELF_SUFFICIENCY_STRATEGY.pdf (7/16/2018): Honolulu, HI
- State of Hawaii, (2013) Hawaii Agricultural Skill Panel Report. Retrieved from https://labor.hawaii.gov/wdc/files/2013/06/AgSkillPanelReport_web.pdf (7/16/2018): Honolulu, HI
- University of Hawaii at Manoa (2003) Hawaii Community Profiles. Center on the Family. Retrieved from http://uhfamily.hawaii.edu/cof_data/profiles/communityProfiles.aspx (4/5/2018): Honolulu, Hawaii
- USDA- United States Department of Agriculture (2016) Local Food Sales Reaches \$84.4 million in Hawaii. *Pacific Region Farm News*. In cooperation with Hawaii Department of Agriculture. Dec 21, 2016: Honolulu, HI
- USDA NASS- National Agricultural Statistics Services. Census of Agriculture. (1997, 2002, 2007, 2012, 2017) <https://www.nass.usda.gov/AgCensus/> (12/15/2018)

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISIED 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.

Philip Gregory Harmon
(Typed Name of Individual or Organization)

Philip Harmon 01/16/2020
(Signature) (Date)

(Typed Name) (Title) CEO

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2020 to June 30, 2021

Applicant: Kahumana

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	45,000			43,000
2. Payroll Taxes & Assessments	30,000			
3. Fringe Benefits	9,375			6,250
TOTAL PERSONNEL COST	84,375			49,250
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	0			
2. Insurance	0			
3. Lease/Rental of Equipment	0			
4. Lease/Rental of Space	0			
5. Staff Training	198,000			198,000
6. Supplies				
7. Telecommunication				
8. Utilities				
9. Contract/ Partner	30,000			
10. Program Evaluation	30,000			
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	258,000			198,000
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	342,375			247,250
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	342,375	Saleh Azizi 808 696 2655		
(b) Total Federal Funds Requested		Name (Please type or print) Phone		
(c) Total County Funds Requested		<i>Philip D. Hamon</i> Thursday, January 16, 2020		
(d) Total Private/Other Funds Requested	247,250	Signature of Authorized Official Date		
TOTAL BUDGET	589,625	Rev. Phil Hamon Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2020 to June 30, 2021

Applicant: Kahumana

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Kahumana Training Coordinator	1	\$80,000.00	50.00%	\$ 30,000.00
Kahumana Farm Director	0.25	\$60,000.00	25.00%	\$ 15,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				45,000.00
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2020 to June 30, 2021

Applicant: Kahmann

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

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

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2020 to June 30, 2021

Applicant: Kahumana

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2018-2019	FY: 2019-2020	FY:2020-2021	FY:2020-2021	FY:2021-2022	FY:2022-2023
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS:						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

App: Alternative Structures International

Contracts Total: 2,479,212

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	State Homeless Shelter Program	07/01/19-6/30/2020	Dept. Human Services	State	440,496
2	Rapid Rehousing	6/15/19-6/14/2020	Dept. Human Services	State	304,276
3	Permanent Supportive Housing	11/1/2019-10/31/2020	HUD	U.S.	326,281
4	ESG FY19-Homeless Prevention	9/24/2019-6/30/20	Dept. of Community Svcs.	City of Honolulu	100,000
5	GIA 2019	07/01/19-06/30/20	Dept. of Budget & Fiscal Svcs	City of Honolulu	124,946
6	Farm Hub Creation	2/27/17-1/31/18	USDA	U.S.	39,522
7	Youth Rapid Rehousing	12/01/19-11/30/2020	HUD	U.S.	264,691
8	Medicaid-Services for Learning Disabled Adults	Ongoing	Dept. Health	State	650,000
9	Farm Hub Specialization Grant	01/01/2020-12/31/2020	USDA	U.S.	40,000
10	ESG FY20-Rapid Rehousing	07/01/2020-06/30/2021	Dept. of Community Svcs.	City of Honolulu	189,000
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					

KAHUMANA 2020 GRANTS IN AID ATTACHMENTS

1. Certificate of Vendor Compliance
2. Letter of Cooperation- Hawaii Good Food Alliance
3. Letter of Cooperation- MA'O Organic Farms
4. Letter of Support- Sustainable Molokai
5. Letter of Support- Hawaii Food Basket
6. Letter of Support- Hawaii Department of Agriculture
7. Letter of Support- Hawaii Farmers Union United
8. Letter of Support- ZJ Farms
9. Letter of Support- Keli'i Gannet
10. Job Description: Kahumana Workforce Training Coordinator
11. Skills Training Checklist



**STATE OF HAWAII
STATE PROCUREMENT OFFICE**

CERTIFICATE OF VENDOR COMPLIANCE

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

Vendor Name: ALTERNATIVE STRUCTURES INTERNATIONAL

DBA/Trade Name: Kahumana, Ohana Ola O Kahumana, Kahumana Community Center, Kahumana Kitchen, & Kahumana Learning Center

Issue Date: 01/13/2020

Status: Compliant

Hawaii Tax#: W20325824-01

New Hawaii Tax#:

FEIN/SSN#: XX-XXX6090

UI#: XXXXXX9676

DCCA FILE#: 27711

Status of Compliance for this Vendor on Issue date:

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

Status Legend:

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



Hawai'i GOOD FOOD Alliance

Communities uniting to grow, eat, and share

1/16/2020

Christian Zuckerman
Farm Director
Kahumana Organic Farms
86-660 Luualalei Homestead Rd.
96792, Waianae HI

Aloha, I write this letter in strong support of the proposal Kahumana Workforce Training Program to Strengthen Community Food Access.

Hawai'i Good Food Alliance (HGFA), which is a statewide network of diverse organizations and leaders working collectively to re-build thriving community food systems for the purpose of achieving food justice and equitable access to healthy foods for all. HGFA members join together—with a sense of urgency—to raise community voice and support one another in the belief that each and every person in Hawai'i can share in healthy, locally produced food and a fair opportunity to good health.

In this project, Kahumana, MA'O and HFGA will plan and collaborate to improve workforce training and access to good food in areas such as Waianae. The planning phase initiated by this project will aim to create regional integration and information sharing of HFGA, Kahumana and MA'O's workforce training programs as well as conducting research that can inform how to promote eating of local foods in food deserts areas such as Wai'anae. For this project, HFGA will establish a learning group during one 2-day meeting in 2021 to discuss idea for improving farmers' sales and healthy eating in low-income areas.

The proposed efforts by Kahumana will supplement HFGA activities and two grants received in 2019 by partners the Hawai'i Food Basket and Sustainable Moloka'i to promote access to Good Food by in farmers markets in low-income areas. Our Alliance is fully committed to supporting and participating in the proposed project. The following is a list of the Hawaii food system leaders who will assist this program:

1) Kristin Frost Albrecht, Executive Director of The Food Basket, Hawaii Island's Food Bank

- Contact info: kristin@hawaiifoodbasket.org, 808-933-6030

2) Kaiulani Odom, ROOTS Program Director from Kokua Kalihi Valley (Kalihi, O'ahu

- Contact info: email: kaiuo@kkv.net, 808-352-2746

3) Allcia Higa, Director of Health Promotion at Wai'anae Coast Comprehensive Health

Center (Wai'anae, O'ahu)

- Contact info: AHiga@wcchc.com, 808-697-3236

4) J. Kukui Maunakea-Forth, Executive Director of Wai'anae Community Re-Development Corporation, dba MA'O Organic Farms (Wai'anae, O'ahu)

- Contact info: kukui@maoorganicfarms.org, 808-696-5569

5) Elizabeth Cole, Program Specialist of The Kohala Center (Waimea, Hawai'i)

- Contact info: cole@kohalacenter.org, 808-937-8403

6) Megan Fox, Executive Director of Mālama Kaua'i

- Contact info: megan@malamakauai.org, 508-308-2960

7) Christian Zuckerman, Farm Manager of Kahumana Organic Farms (Wai'anae, O'ahu)

- Contact info: azizi.saleh@gmail.com, 808-383-5224

8) Monica Esquivel, Assistant Professor Department of Human Nutrition, Food and Animal Sciences, College of Tropical Agriculture and Human Resources at University of Hawaii at Manoa.

- Contact info: monicake@hawaii.edu, 808-989-2459

9) Charity Tita Kaiwi, Agency Relations Coordinator Maui Food Bank

10) Tina Tamai, Coordinator of the Hawai'i Good Food Alliance (statewide)

- Statewide coordination of food systems leaders; Organization of in-person and online meetings/conference calls.
- Contact info: tintam03@gmail.com, 808-387-9707

We highly encourage and recommend your support of Kahumana's proposal. If you have questions about my support or role in this project, please contact me at tinatam03@gmail.com or 808-387-9709.



Tina Tamai

Hawaii Good Food Alliance Coordinator

Robert Wood Johnson Culture of Health Fellow



MA'O ORGANIC FARMS

an auna-based project of the Wai'anae Community Re-development Corporation

P O BOX 441 • WAI'ANAÉ HI 96792 • TEL/FAX 808.696.5569 • SALES ORDERS 696-FARM
WEBSITE: www.maoorganicfarms.org • TWITTER: [maoorganicfarms](https://twitter.com/maoorganicfarms) • E-MAIL: info@maoorganicfarms.org

To: Christian Zuckerman, Director/Manager
Kahumana Organic Farms
86-660 Lualualei Homestead Road
Wai'anae, Hawai'i 96792

Fr: J. Kukui Maunakea-Forth
Executive Director
86-148 Puhawai Road
Wai'anae, Hawai'i 96792

Date: January 14, 2020

Re: Letter of Support for Project "Kahumana Workforce Training Program To Strengthen Community Food Access"

Aloha kākou, greetings,

We are very pleased to support and collaborate on the proposed project "Kahumana Workforce Training Program To Strengthen Community Food Access". As a founder and principal of MA'O Organic Farms, a project of the parent non-profit organization the Wai'anae Community Re-Development Corporation, we currently manage and oversee over 280 acres of agricultural lands in Lualualei Valley, Wai'anae, O'ahu. We grow a diversity of over 50 fruits and vegetables with organic and agroecologically sound methods and sell our produce to nearly 20 co-producers that include restaurants, natural food stores, supermarkets and farmer's markets.

With the increasing concerns regarding the availability of and the access to pono (just), local, healthy, sustainable and organically grown food, we know that the importance of having adequate production and supply of good food will be critical to development and strengthening of both our farming community and our community as a whole. As an organization with a diverse array of educational and leadership programming, equally important to our movement and strategy is the development and training of a production-oriented, community food systems workforce that will help strengthen the ecosystem and its infrastructure so that it produces and delivers increased amounts of healthy food from farm to table.

We are eager to collaborate with our partners at Kahumana Organic Farms because we see that the further development of a knowledgeable, skilled and experienced workforce is key to the increased capacity, fluency and competency needed to produce good food for the community. Throughout our history as organic farms producing food in our region, we have much in common- the constraints as well as the opportunities. Over the past several years, our engagement with the Hawai'i Good Food Alliance (HGFA) has given our organizations the mutual and reciprocal opportunity to align, coordinate and develop our strategies around our mutual goal to bring good food to the community.

Through this proposed opportunity, we look forward to the continued growth of a learning community and community of practice in which there will sharing and exchange of knowledge and practice to develop, strengthen and support a new generation of trained, leader-full professionals for Hawai'i's food system. With the emergent opportunities provided to HGFA through a federal program, we

look forward to working with Kahumana Organic Farms (and other network partners) to collectively increase the abundance and access to local and organically grown foods at the community-based farmer's markets that we both attend. Strengthening our work around development and training of a workforce to grow more food for our co-producers, customers and consumers, especially for markets that promotes access for SNAP/EBT low income and minority populations will be crucial.

Working together to provide more farming and agricultural knowledge, skills and experience is critically needed so that we can increase the volume and improve access to the community. To this end, WCRC-MA'O is committed to this partnership with Kahumana Organic Farms for the mutual goal of creating a stronger regional cooperative and collaborative group of producers. During the grant period, we will dedicate in-kind time to coordinate and implement meetings of farmer-producers, co-hosting on-farm seminars and workshops specific to production, sharing models, approaches and strategies for workforce development in the sector, and assisting in review and evaluation of impacts to inform future action steps, including policy recommendations.

Mahalo nui for your time in reading this letter. We welcome any questions you may have regarding our support and participation. We sincerely convey our appreciation for your review and consideration of this worthy proposal.

Sincerely,



J. Kukui Maunakea-Forth
MA'O Organic Farms, WCRC

Sustainable Molokai



1/16/2020

Christian Zuckerman
Farm Director
Kahumana Organic Farms
86-660 Lualualei Homestead Rd.
96792, Waianae HI

Aloha Kakou,

We write this letter in strong support of the proposal Kahumana Workforce Training Program to Strengthen Community Food Access.

In 2019, Sustainable Molokai was awarded a USDA FMPP grant of almost \$400,000 for the Development of the Hawai'i Farmers Market Association and Supporting Resources, which aims to address food access by providing statewide education and training to farmers market managers to increase their success in operating economically viable and community supported markets.

As a partners of the Hawaii Good Food Alliance, Sustainable Molokai and Kahumana work collectively to increased access of local and organically grown foods in regional farmers' markets that promotes SNAP participation for Hawai'i's low-income and minority populations. We have read this this grant proposal and agree that more agricultural training is needed for Hawai'i's to increase local food production and improve access at community farmers markets.

Thank you and please contact me for further information

A handwritten signature in blue ink, which appears to read "Harmonee Williams". The signature is fluid and cursive.

Harmonee Williams
Founder
Sustainable Molokai
808-560-5410



**THE
FOOD BASKET**
HAWAI'I ISLAND'S FOOD BANK

January 15, 2020

Christian Zuckerman
Farm Director
Kahumana Organic Farms
86-660 Lualualei Homestead Rd.
96792, Waianae HI

**EXECUTIVE
DIRECTOR**

KRISTIN FROST
ALBRECHT

**BOARD OF
DIRECTORS**

Dear Mr. Zuckerman,

RHEA LEE-MOKU

This is to confirm our strong support of the proposal **Kahumana Workforce Training Program to Strengthen Community Food Access.**

CHRIS
SCHLUETER

SNAP and "DA BUX" Double Up Food Bucks programs are now being promoted at farmers markets to help low-income residents in our community better access affordable healthy food.

BRANDEE
MENINO

In 2019, The Food Basket, Hawai'i Island's Food Bank was awarded a USDA Gus Schumacher Nutrition Incentive Program grant of nearly \$2 million to expand the DA BUX Double Up Food Bucks program throughout the state, including at farmers markets in Waianae and Nanakuli.

HAIDEE ABE

TOBY TANIGUCHI

TINA TAMAI

The potential missing ingredient in this expansion work, is additional food production to meet market shoppers growing purchasing power - and the farmers necessary to produce this greater volume of food. In this Grant-in-Aid submission, Kahumana Organic Farms will be providing that additional food production and an expansion of volume and selection of fresh fruits and vegetables offered at two weekly markets on the Waianae Coast plus a weekly market in Honolulu where SNAP and the DA BUX Double Up Food Bucks program will be implemented.

ANN EBESUNO

MAURICE MESSINA

Should you require any additional information, or have any questions about our support, please feel free to call myself or our dedicated staff at our Administrative Office at (808) 933-6030.

JEFF GRAY

DENNIS LIN

Sincerely,

KRISTIN FROST ALBRECHT
Executive Director

WWW.HAWAIIFOODBASKET.ORG

Administration and East Hawaii Warehouse
40 Holomua Street, Hilo, HI 96720
808-933-6030 Phone | 808-934-0701 Fax

West Hawaii Warehouse
73-4161 ULU Wini Place, Kailua-Kona, HI 96740
808-322-1418 Phone | 808-322-7373 Fax

DAVID Y. IGE
Governor

JOSH GREEN
Lt. Governor



State of Hawaii
DEPARTMENT OF AGRICULTURE
1428 South King Street
Honolulu, Hawaii 96814-2512
Phone: (808) 973-9600 FAX: (808) 973-9613

PHYLLIS SHIMABUKURO-GEISER
Chairperson, Board of Agriculture

MORRIS M. ATTA
Deputy to the Chairperson

January 16, 2020

MD-20-059

Saleh Azizi, Ph.D.
Community Economic Development Coordinator
Kahumana Organic Farms
86-660 Luualalei Homestead Road
Waianae, HI 96792

Dear Saleh,

This memo is to support the proposal **Kahumana Workforce Training Program to Strengthen Community Food Access** that proposes more agricultural training, which is needed for Hawaii to increase local food production in support of Act 151/SLH 2019.

Labor shortages in agriculture is an obstacle in increasing local food production and non-profits such as Kahumana that offer employee training programs on-farms have a positive effect on workforce development for agriculture in the State. It is likely that the trainees will continue working in agriculture on local farms after the 12-month training period and contribute to increasing food production in the State.

If past performance can be used to predict future success, this project should meet the measurable outcomes it proposes as was the case with the project, "The Kahumana Farm Hub: Creating a Cohesive Farming Community for West Oahu Specialty Crop Farmers" that was funded by the USDA SCBGP in FY16. Furthermore, this project could lead to regional cooperation between HDOA, Kahumana Organic Farms, MAO Organic Farms, and UH West Oahu to coordinate and integrate each organization's workforce training efforts to improve agriculture training and community food access in Waianae and West Oahu.

With sincere aloha,

A handwritten signature in blue ink that reads "Sharon Hurd".

Sharon Hurd
Business Development Program Manager
Market Development Branch



Vincent Mina
State President

Kyle Studer
Vice-President
Ka'u, Hawai'i

David Case
Secretary
Kona, Hawai'i

Briana Rodrique
Treasurer
East Hawai'i

Anabella Bruch
Director Emeritus
Kauai

James McCay
Waimanalo, Oahu

Dash Kuhr
Kohola, Hawai'i

Dave Burlew
North Shore,
Oahu

Maureen Datta
Kona, Hawai'i

John Dobovan
Haleakala, Maui

Steve Lund
Puna, Hawai'i

Ray Maki
Kauai

Matt
VanPaepgehen
Hana, Maui

Robert Pahia
Mauna
Kahalawai, Maui

Kaipo Kekona
Lahaina, Maui

Kyle Studer
Ka'u, Hawai'i

Yuri Zhuraw
East Hawai'i

Christian
Zuckerman
Wai'anae, Oahu



P.O. Box 99, Wailuku, HI 96793-0099
January 15, 2020

Christian Zuckerman
Farm Director
Kahumana Organic Farms
86-660 Luualalei Homestead Rd.
96792, Waianae HI

Christian, I write this letter in strong support of Kahumana 2020 Grants in Aid proposal.

HFUU is a 501(c)(5) agricultural advocacy nonprofit representing over 1,500 family farmers and their supporters organized as 13 Chapters in the four Hawai'i Counties. Currently, family farmers face many labor challenges including a lack of both skilled labor and non-attractive pay in the industry.

As a division of the National Farmers Union, HFUU supported on a national level in 2019 a more focused approach to educating interns and apprentices on locally-oriented farms as these educational opportunities results in improved farm viability, larger pool of skilled agricultural labor, and more beginning farmers. Moreover, on a national level, HFUU was part of establishing a 2019 priority on farm labor urging that Congress should take action to attract U.S. citizens to jobs as agricultural workers and acknowledge the importance of educating interns and apprentices on farms as a pathway to increased availability of skilled agricultural labor.

Farmers are struggling to pay livable wages and we recognize that you have built a project that aims to create skilled farmers and livable wages. We fully support this project and understand that your farm needs to increase sales before you can hire more employees.

Please do not hesitate to contact me for more information. Thank you!

HAWAII FARMERS UNION UNITED

Vincent Mina, President



12:37 pm

The Hawai'i Farmers Union United and its Chapters are a nonprofit corporation formed under Hawai'i law and Section 501(c)(5) of the Internal Revenue Code. HFUU advocates for the sovereign right of farmers to create and sustain vibrant and prosperous agricultural communities for the benefit of all Hawai'i through cooperation, education and legislation. Because HFUU is an agricultural advocacy organization, donations to it are not tax deductible

ZJ Farms, LLC

P.O. Box 1472 • Wai`anae, HI 96792 • Tel: 808-228-3700 or 808-366-3430 • Email: zjfarmshawaii@gmail.com

*Zebuel Cody Jones, General Manager
Zeb C. Jones, Manager-Hydroponics*

January 14, 2020

Christian Zuckerman
Farm Director
Kahumana Organic Farms
86-660 Lualualei Homestead Rd.
Wai`anae, HI 96792

RE: Supporting 2020 Leg. Session Kahumana Grant-In-Aid Proposal / Training Agricultural Workforce for Hawai`i

Aloha Christian and the Kahumana Team:

Further to our discussions concerning the need for ALL Hawai`i farmers to attract, train, and retain farm workers, we are writing to support your efforts for grant funding to increase the number of developing farmers through hands-on, practical experience working on farms and at produce markets.

The Kahumana Farm Hub has been a huge help to us by supporting the marketing and sale of our locally grown cucumbers and tomatoes. More support for Kahumana means more support for family farmers like us as the positions in Kahumana Farm Hub will be focused on farm outreach. **Therefore, we write in strong support of the Kahumana 2020 GIA proposal for a workforce program.**

The greatest cost for most businesses, but especially Hawai`i farm operations is labor. As you know, we are a family-run operation still striving toward turning a small profit. However, merely trying to cover hourly wages alone is difficult for us even without consideration for state-mandated medical and other insurances.

As we have discussed, despite the aging farmer population in Hawai`i (average age is 59 per Maui County Farm Bureau), it is virtually impossible to attract, train and retain farm workers truly interested in pursuing a career in agriculture on a long-term basis.

According to 2012 USDA figures, 33% of all farmers across the United States were 65 or older while only 5% were between the ages of 25 and 34. Many agriculture students at the university level may train in small farm or greenhouse operations, but when they leave school lack commercial-production-oriented expertise. In addition, many farmers may not think as business people and may also lack the ability to assess market opportunities for their produce and thus merely accept the price offered by produce wholesalers. Your grant proposal includes an educational component that would help apprentices overcome these obstacles expose them to the full-spectrum of operating a successful farm by working with farmers like all of us.

Funding this Grant-In-Aid proposal would benefit not only Hawai`i's farmers in terms of meeting their labor needs, but from a long-term perspective would also ensure that Hawai`i consumers retain access to fresh, local produce and ideally improve Hawai`i's overall food security (since we now import between 85-92% of all produce consumed).

For all of the above reasons, we applaud your proposal for grant funding to attract and train a Hawaii's based farm workforce and look forward to working with you toward achieving all proposal objectives.

Sincerely,



Zeb C. Jones, Manager – Hydroponics Operations



Zebuel Cody Jones, General Manager

Christian Zuckerman
Farm Director
Kahumana Organic Farms
86-660 Lualualei Homestead Rd
96792, Waianae HI

Dear Mr. Zuckerman,

This is to confirm my strong support of the proposal **Kahumana Workforce Training Program to Strengthen Community Food Access.**

I graduated from Fordham University with a bachelors degree in Anthropology. During my time at school I discovered a true desire to understand the food systems that we all are inevitably linked to. With my mothers side of the family being from Oahu, I knew that my Hawaiian roots would draw me back to the islands. Upon realization of how distant I was from the source of the food I consumed, and how most of Hawaii's food was imported, I chose to find a way to get the hands on experience of what it takes to grow food, specifically on Oahu. This led me to discover wwoof.org program, in which I gained contact with Kahumana Farm and Cafe.

First hand experience is the best form of education, and I was lucky enough to acquire an internship position on the farm. Through their program, I was not only able to gain the necessary hands-on experience of food production I was looking for, but also an understanding the whole scope of food systems. From production, marketing, distribution and even consumption, Kahumana gave me a perspective I would have never had access to otherwise. It was there that my true passion for knowing food systems was realized, and I was rewarded with my current management position in farm production. It was because of Kahumana that my curiosity turned to a passion, and in turn it became a career.

No other place has the ability to create an environment of education and hands-on experience that allows individuals interested in food systems to nurture their passions into a reality. I am physical proof that this organization gives opportunity to grow a career and a lifestyle for individuals interested in food and community, and I am honored to still be a part of its programs. Please take this letter of recommendation as sincere support for what this organization is accomplishing every day. Should you require any additional information, or have any questions about my support, please feel free to call myself at (973)727 6344.

Aloha,



Keli'i Gannet
Production manager
Kahumana Organic Farms
86-660 Lualualei Homestead Road
96792, Waianae HI



JOB DESCRIPTION

KAHUMANA WORKFORCE DEVELOPMENT TRAINING COORDINATOR

OVERVIEW

Alternative Structures International (dba Kahumana Organic Farms) is a 501(c) 3 non-profit organization operating on 50 acres in Lualualei Valley in Waianae. Kahumana Organic Farms provides multiple social and community programs, such as an Organic Farm and Café, partially staffed by members of its disability and homelessness programs; a Commercial Kitchen, serving over 1,500 meals a day to over 35 schools and youth-based organizations; and its Learning Center, providing outcome-based services for people with developmental disabilities. Kahumana Organic Farms mission is to co-create a healthy, inclusive and productive farm-based community with homeless families, people with disabilities and youth since 1974.

GENERAL INFORMATION:

Kahumana Organic Farms

86-660 Lualualei Hmstd. Rd.

Waianae, HI 96792

Start date: January 1st 2021

End Date: December 31st, 2021

Full time employment

Duties and Responsibilities:

- Would be primarily responsible for coordinating all training aspects of the Workforce Development Program
- Develop curriculums to accompany hands on training
- Coordinating and communicating with various Kahumana training divisions and social ventures
- Outreach to potential community partners
- Check ins and interviews with trainees to determine and guide placement in focus areas
- Mentoring trainees and providing guidance
- Data collections on program results
- Survey development to be given to trainees to determine how to improve program

- Grant compliance and reporting including reporting on existing grants and programs
- Partnership development including continuing developments with HFUU and HFGA and creating new mutually beneficial public and private partnerships

Minimum qualifications

- Bachelors degree preferably with focus on community engagement, community economic development and local food systems.
- Knowledge of Hawaii's geography, food systems, social and environmental service sector
- Knowledge of local food systems and food security concepts
- Experience with grant writing, report writing, and academic research experience in relevant areas.
- Knowledge of Hawaii Farmers Union United and the Hawaii Good Food Alliance
- Well acquainted with farmers and small growers.

Kahumana Workforce Training Program- Areas of Skill Development

Production and Farm Skills

- Pest management strategies
 - Neem
 - Bt, spinosad, GF-120
 - Pheromone traps
 - Microbes: FPJ
- Weed management strategies
 - Plant identification
 - Strategies for different stages of weed development
 - Mulching
 - Stale seed bed
 - Black plastic
- Soil fertility management
 - Manures
 - Cover crops
 - Composting
 - Soil testing and analysis
- Orchard management
 - Tree planting or grafting
 - Tree maintenance
- Fruit harvesting & processing
- Vegetable Production
 - Greenhouse seeding & mgmt
 - Preparing seedbeds
 - Transplanting
 - Vegetable plant families
 - Crop selection
 - Crop planning & rotations
 - Assessing harvest readiness
 - Quality control
 - Crop storage requirements
- Pathogen ID & management
- Irrigation installation and maintenance

Equipment Skills

- Tractor
- Large trucks
 - Operating manual transmission
 - Reversing a trailer
- Planters/seeder
- Tillage
- Pesticide management
- Wash station
- Operating hand tools
- Operating power tools
 - Chainsaw safety/maintenance
 - Weed-eating

Farmers Marketing & SNAP Outreach Skills

- Farmers Market prep & management
- Farmers Markets sales and education skills
- Food Safety Training
- Food demo and sampling skills

Agritourism Skills

- School tour skills
- Tourist group skills
- Specialty tour skills
- Food demo and sampling skills

Food Hub Operations Skills

- Grading and selection skills
- Supplier outreach skills
- Packaging and processing skills
- Book keeping skills

- Basic knots
- Chicken coop management
- Animal husbandry skills

Food Service Skills

- Value-added product development
- Food Preparation and handling
- Production line skills
- Food safety protocols for visitors

Business Skills

- Record keeping
- Organic certification requirements
- Managing deliveries
- Produce purchasing
- Conducting farm tours
- Sales and marketing of product
- Food safety requirements
- Annual budget and planning
- Accounting in Quickbooks
- Market research
- Designing packaging
- Web design and maintenance
- Customer service
- Supervising others
- Planning and facilitating team meetings
- Equipment investment and depreciation

- Inventory skills
- New Product development & Pricing skills

Retreat and Hospitality Skills:

- Hospitality communications and bookings
- Housekeeping
- Repair and maintenance
- Landscaping
- Farm-to-table and special event organization