

Application Submittal Checklist

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

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



J. Kukui Maunakea-Forth

01/19/2022

AUTHORIZED SIGNATURE

PRINT NAME AND TITLE

DATE



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

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

WAI'ANAE COMMUNITY RE-DEVELOPMENT CORPORATION

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



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

Dated: January 19, 2022

Director of Commerce and Consumer Affairs

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

The undersigned authorized representative of the applicant certifies the following:

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

Pursuant to Section 42F-103, Hawai'i Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

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

Wai'anae Community Re-Development Corp.
DBA MA'O Organic Farms (MA'O)

(Typed Name of Individual or Organization)

(Signature)

1/19/2022

(Date)

J. Kukui Maunakea-Forth
(Typed Name)

Executive Director
(Title)

Application for Grants

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

I. Certification – Please attach immediately after cover page

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

ENCLOSED

2. Declaration Statement

ENCLOSED

3. Public Purpose

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

II. Background and Summary

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

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

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

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

To date, MA'O has served over 425 Wai'anae youth through the YLT internship program; 132 participants have graduated with an Associate's Degree, 48 have secured a Bachelor's degree, 3 have received Master's degrees, and 76 are enrolled and progressing towards their degrees. Graduates enter the

workforce with the knowledge and skills necessary to grow Hawai'i's community-based economy, with particular emphasis on the emergent sustainable community food systems sector.

The organic produce our young farmers grow contributes to the overall health, well-being and resilience of the community in Wai'anae and across O'ahu. At its current scale, MA'O sells over 141 tons of fresh organic fruits and vegetables per year at area markets (including Wai'anae Makeke), as well as grocers and restaurants island-wide. In 2021, nearly 15% of the fresh organic produce sold at MA'O was allocated to Institutional community partners to supply community food banks and feeding programs at Waianae Comprehensive Health Center, Elepaio Social Services and Lanakila Pacific.

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

In 2019, MA'O expanded operations from 24 to 281 acres, acquiring two adjacent parcels, 21 and 236 acres respectively, on the Nanakuli side of Lualualei Valley. Both parcels had been fallow for many decades when the land was acquired. Since the land acquisition we have brought 23.4 acres into production (clearing, de-rocking, installing irrigation, shaping beds, and planting), thereby building our capacity to grow more food and empower more youth. This month, we begin construction on a new post-harvest packing and processing facility that is critical to supporting the increased throughput needed to accommodate all of the produce coming with the additional acreage.

2. The goals and objectives related to the request;

The overarching goal of this capital improvement project is to ensure MA'O's mission of building a future of mā'ona (plenty) through college-career pathways, community-based social entrepreneurship, and organic farming. To this end, MA'O requests funding to support the purchase of two automated produce wash lines that will serve two specific, measurable goals: 1) significantly increase the volume of fresh produce we supply to the community at-large, and 2) serve as a workforce training vehicle, broadening the scope of training available to MA'O interns and Mahi'ai.

- 1) Increased produce volume: Introducing automated vegetable wash and processing technologies addresses the current production bottleneck at MA'O, increases production efficiency, and expands the farm's supply of fresh organic produce. Each leafy greens automated wash line efficiently processes a wide variety of leafy greens, herbs, and delicate salads at a rate of 8,000lb of salads per hour, managed by only 2-3 people. This compares with MA'O's current Food Safety Certified hand-wash facility, where 25 people are needed to wash/pack 4,000lbs of product per day. Further, it is anticipated that processing will also expand from the current schedule of three days/week to four days/week, to accommodate greater throughput as new acreage is brought into the production rotation. As noted above, MA'O's additional acreage is already driving substantial increases in food production; the farm already grew from 160,000lbs produced in 2018 to 282,000lbs in 2021. The expansion has also already resulted in a significant increase in farm revenue; MA'O grew from \$623,000 of produce sales in 2018 to \$1,085,000 in 2021. We are on track to achieve our projections of \$2.85MM in 2023 when production is projected to **grow to 726,000lbs in 2023 with the support of automated wash equipment.**

By scaling MA'O's volume and diversity of organic fruits and vegetables, we aim to replace the market share of imported produce at O'ahu's top produce outlets - including our existing co-producers Whole Foods Market and Foodland, and co-producers such as Costco and Y. Hata. These large-volume produce sellers currently rely on imported produce from Mainland farms in certain categories simply because there are not enough Hawai'i farms that meet their food safety standards and expectations for volume and consistency of quality production. MA'O already meets these standards (the farm is GAP/GHP certified and FSMA compliant) but is currently constrained by its post-harvest washing capacity. The automated wash line that we propose to purchase with GIA funds handles a wide variety of leafy greens, delicate salads and even head lettuces.

To our knowledge, this will make MA'O the only organically certified and USDA food safety certified farm in Hawai'i offering a wide variety and high volume of leafy greens. The proposed automated wash equipment will help MA'O to displace hundreds of thousands of pounds of produce that is currently imported, thereby growing the agricultural sector's contribution to the state's GDP and reducing our dependence on vulnerable import-dependent supply chains.

We estimate that direct and indirect farm operational efficiencies created with the automated wash equipment will make up about 40% of the projected farm revenue increase from 2023 and 2024 This reflects the critical nature of the post-harvest processing capacity these funds will support by way of automating our wash processes. This yields a full return on investment just over two years after commissioning. We look forward to contributing insights to the collective knowledge and experience regarding the adoption and application of technology and mechanization in the Hawai'i agriculture sector.

Year	MA'O Farm Revenue Projections	Additional revenue	40% of add'l revenue attributed to automated equipment
2020	\$956,106		
2021	\$1,085,077		
2022	\$1,361,572		
2023	\$1,701,965	\$340,393	\$102,118
2024	\$2,127,456	\$425,492	\$212,746

- 2) Workforce training vehicle: Moving into this advanced scale of production shifts the farm operations into a greater level of sophistication and professionalism creating new opportunities for intern and Mahi'ai training. Automating MA'O's post-harvest work allows our farmers to concentrate on the long-term expansion of the MA'O operation. Young farmers previously tied up with handwashing greens will be reassigned to expanding acreage cultivated on our newly acquired parcels, more strategic crop planning and experimentation efforts, and more high-touch farm-related work such as sales/customer service, training and mentoring younger farm interns, and coordinating with area stakeholders to tackle shared regional issues such as fire prevention. This will support increased yield, overall production, and farm revenue at MA'O and strengthen resiliency within Hawai'i's ag sector as a whole.

Meanwhile, MA'O's new facility and equipment will provide a top-of-the-line food-safety certified and safe workplace environment that begins to mirror similar operations nationally. Automated wash equipment supports this through:

- Enhanced food safety achieved with mechanization of properly calibrated produce wash additives (compliant with organic certification).
- Improved quality control and shelf life resulting from reduced product handling.
- Greater control over wash water reduces potential for slip and fall accidents.

Training in this type of workplace environment will elevate the experience of our young farmers and expose them to more technical aspects of post-harvest production as well as machine operations and maintenance. While the majority of these youth may not pursue a career in agriculture, they are all grounded in a valuable first-hand experience of food production, hard work, and leadership as they embark on careers in other fields. These competencies are shored up by the work of MA'O's 'Auwai Vocational & Workforce Specialist Brianne Yamada and Food Processing and Quality Control Manager Derrik Parker. Together, Brianne and Derrik engage in daily hands-on training, evaluation, documentation, assessments and credentialing the work on interns and Mahi'ai throughout their program experience. The measurable workforce training outcomes of this project will be found in the evaluation, documentation, assessments and credentialing in the months and years following the transition to a more automated post-harvest process. Sample assessment and evaluation forms that we use with interns and Mahi'ai are attached for reference.

We also note that a growing number of interns are electing to pursue food systems education and careers, particularly as the MA'O Farm Expansion Experience program has provided an opportunity to continue their professional journeys. Participation in the MA'O 'auwai (college-to-career pathway) is projected to grow nearly four-fold over the course of the expansion, from 149 participants in 2018 to over 400 in 2028. In all, the combination of the new facility with automated wash lines will better prepare them to lead the successful farms of the future, or to work in a broad array of industries and professional work environments.

3. The public purpose and need to be served;

Because of its exponential impact on increasing produce processing capacity, this capital equipment purchase will enable MA'O to significantly improve its service of the pressing needs of the larger public. Overall, the proposed project directly addresses several key strategies and action items in the State of Hawaii's 2050 Sustainability Plan. Chief among these are:

- Strategy #1 Support Farmer Livelihoods
 - Action item #1: Encourage the development of regional food processing and packaging facilities and food hubs across all islands to support local agricultural distribution
 - Action item #5 Provide new and existing farmers with access to agricultural land, irrigation water, capital investments, training and processing/packaging facilities
- Strategy #3 promote sustainable and resilient farmland, practices and infrastructure
 - Action item #21 Ensure consistency funding for agricultural infrastructure improvements operations and maintenance
 - Action item #24 Explore and invest in the technological advancement of Hawaii-based agricultural and food production

- Strategy #4 Invest in green workforce development, beginning with youth
 - Action item #28 Identify opportunities to provide funding for and encourage youth engagement in the green workforce
 - #31 Develop a local green jobs youth corps program
 - #32 Cultivate and sustain interest in youth and innovation, farm mentorship and other ag-related program to promote vocational interest in agriculture

MA'O is committed to building our community's resilience and to helping to meet the State goal of doubling local food production. With the addition of our new acreage, we project increasing food production from 80 to 1,400 tons of organic fruits and vegetables per year within ten years. At full capacity, MA'O will yield a projected \$12,000,000 in annual food sales (a mix of retail and wholesale). The Hawai'i market for produce, whether grown organically or conventionally, remains largely unmet by local supply, with imports accounting for 70% of the fresh vegetable market in Hawai'i. Given locally grown vegetable sales of \$45,425,000 in 2017, and assuming the 70% import market share, the unrealized market opportunity for local vegetables alone in 2017 was \$106,000,000.

As MAO's programs grow and scale through the 236-acre Palikea lands and facilities thereon, by 2027, our youth internship will expand to 400 annual participants. Conservatively assuming our AA degree graduation rate remains at 41%, MAO will support 164 new AA degrees in the region each year. The economic impact of this quickly translates into increased wages of several million dollars a year for Waianae youth, and hundreds of millions over their lifetimes. While not all youth who matriculate through our programs will become full-time farmers, research and data we have collected on our alumni show that many will continue careers within the larger food system and many more will continue a lifetime of growing food for themselves and their families at home.

A further public benefit is that the automated wash equipment will help MA'O be more notably more efficient in its water use compared with the hand-wash methods we currently employ. The new packing facility housing this equipment is specifically designed with on-site water re-use systems efficiently recycle the wash water generated by these machines as irrigation for our 'ulu orchard. We understand that water is a resource we need to continuously work to conserve, especially on the Leeward Coast. The wash equipment together with the new facility will help MA'O exceed existing State policies on wastewater treatment systems for facilities, and support various Statewide strategic plans related to water resource management, including Hawaii Department of Agriculture's Water Use and Development Plan (2019). MA'O will also be contributing to the clean water strategies defined in the 2050 Sustainability Plan

- Strategy #31 Improve water quality through reduced pollution and dumping
- Strategy #32 Support water reuse strategies to conserve water

Long-term availability of land for farmers is often cited as one of the primary obstacles to increasing local food production. As MA'O owns all but five acres of the organization's 281-acre operation, we enjoy long-term access to the land, as well as the accompanying viability of making long-term investments in the land's productivity and efficiency through the development of fixed assets and investment in improving the land and soil itself. In combination with the lands we own, the growing numbers of youth we serve and train, and the new facility we are constructing, the automated wash lines will unlock MA'O's true capacity to interweave all strategies described above and make a significant impact to meet the State's food security, workforce training, and environmental needs.

4. Describe the target population to be served; and

MA'O is embedded in and primarily serves the community of Wai'anae, which is one of the poorest and most food insecure regions of Hawai'i. Much of the community struggles with the impacts of intergenerational poverty, including preventable diseases, homelessness, and hunger. The region's socio-economic disparities vis-à-vis the State disproportionately impact native Hawaiians, who make up 58% of the community, compared with 21% of the state's population.^[1]

The region's poverty is entrenched in the relationship between low educational attainment and low income. With 16% of the region's adult population lacking a high school diploma (11% statewide), and 88% lacking a Bachelor's degree (69% statewide), well-paying jobs are out of reach for the majority.^[2] Wai'anae's per capita income is \$17,800, compared to the state's \$29,500. Coupled with an unemployment rate triple that of the state's, these low wages relegate a quarter of the community to living under the 100% federal poverty level, more than double the statewide poverty rate of 11%. Over half of Wai'anae households with children receive public assistance, compared to a quarter statewide.^[3]

Though a college degree is essential to building individual wealth and community well-being, college remains out of reach for the majority of area youth. Indeed, 16% of the community does not have even a high school diploma. Just 32% of the Wai'anae and Nānākuli graduating classes of 2017 enrolled in college, compared to 55% of graduates statewide.^[4] Many of those who do enroll are not equipped to succeed; Wai'anae and Nānākuli graduates place into remedial math and English classes at double the state average.

Finally, while health services are engaged in triaging Wai'anae's long-running health crisis - COVID 19 notwithstanding. Underlying issues remain largely unchecked and the community is plagued by preventable diseases: 41% of the adult population suffers from obesity (22% statewide) and 15% from diabetes (10% statewide), leading to a mortality rate of 946 compared to the County rate of 576 (per 100,000).^[5] Researchers and community practitioners trace the connection between poverty and food insecurity through a community's lack of monetary resources and physical access to fresh healthy food, as well as the role that illness plays in pushing people out of school and/or work to care for family members. Compounded by high levels of stress and depression, low levels of physical activity, and health care disparities, these conditions lead to poor nutrition, obesity, and preventable diseases. Poverty is similarly correlated with other community ills that are all too common in Wai'anae, including domestic violence and youth incarceration.

The inverse of Wai'anae's deficits is the tremendous opportunity MA'O provides: to empower and educate Wai'anae youth to lead the community to a healthy and prosperous future through the creation of a culturally rooted sustainable food system. Over the past 21 years, MA'O has developed innovative strategies to do just this, growing young leaders in the cultural and socio-economic context of the Wai'anae moku, and contributing to the holistic health and well-being of the community. With the expansion of the organization through increased acreage under-production and scaling-up harvest processing capacity, MA'O's farm revenues will grow significantly, directly translating into significant growth in our ability to serve greater numbers of Leeward Coast youth.

^[1] State of Hawai'i Primary Care Needs Assessment Data Book 2016. Family Health Services Division, Hawai'i Department of Health. May 2016.

<http://health.hawaii.gov/about/files/2013/06/pcna2016databook-c.pdf>

^[2] US Census 2016 American Community Survey.
<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

^[3] *Ibid.*

^[4] College and Career Readiness Indicators Reports. Hawai'i P-20 Partnerships for Education. 2017.
<http://www.p20hawaii.org/resources/college-and-career-readiness-indicators-reports/2017-ccri-data/>

^[5] State of Hawai'i Primary Care Needs Assessment Data Book 2016. Family Health Services Division, Hawai'i Department of Health. May 2016.
<http://health.hawaii.gov/about/files/2013/06/pcna2016databook-c.pdf>

5. Describe the geographic coverage.

WCRC and MA'O Organic Farm operations and training/education programs are located in Lualualei Valley, Wai'anae, O'ahu, City & County of Honolulu, State of Hawai'i. MA'O's core college internship and farm apprenticeship programs are open to students pursuing college degrees within the University of Hawai'i system. The majority of our youth participants attend either Leeward Community College or the University of Hawai'i, West O'ahu. These young people hail primarily from the Wai'anae moku, including Nānākuli, Mā'ili, Wai'anae and Mākaha. As the partnership between MA'O and University of Hawai'i continues to flourish, and more opportunities are created through the farm's expansion, we anticipate serving a greater number of students from the Ewa and Waialua moku (regions within the geographic scope of LCC and UHWO).

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

III. Service Summary and Outcomes

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

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

1. Finalize Design and negotiate equipment purchase contract terms and conditions
2. Organize crating, shipping and trucking of equipment from LA area to Waianae, HI
3. Assemble and install equipment (Electricians involved?)
4. Test and commission equipment with pre and post-equipment baseline processing data

The tasks above will primarily be carried out by Food Processing and Quality Control Manager Derrik Parker, and Heavy Equipment Technician Manny Miles, with guidance and oversight from Director of Operations Gary Maunakea-Forth. The wash equipment specified is designed by Charlie's Machine and Supply, who specializes in fresh cut processing equipment for the agricultural sector. Gary and Derrik will work directly with Charlie's to fine tune the design of each wash line to meet the needs of MA'O produce mix, post harvest volume and to be configured within the new facility. Due to the value of the equipment and manufacturing specifications, MA'O will engage an attorney to assist with the terms and conditions of the purchase contract.

Once the equipment is shipped from California and safely arrives at our farm, Manny and Derrik will remotely interface with Charlie's equipment to manage its on-site assembly and installation, as well as

testing and commissioning. As a part of this process, Gary and Derrick will also gather some baseline data about the new facility *prior* to the addition of the two wash lines requested in this proposal. Included in this date will be information about water use, labor, and throughput capacity. Where possible, Mahi'ai and/or interns will be involved in these steps as part of the daily training and mentoring work that Gary, Derrick and Manny engage in.

5. Train Mahi'ai and YLT Interns to operate and maintain the equipment.
6. Maintain, collect usage data, report.

Following commissioning of the two wash lines, Derrick and 'Auwai Vocational & Workforce Specialist Brianne Yamada will lead formal training for Mahi'ai and Interns on operations and maintenance of the new equipment and its incorporation into MA'O's food-safety protocols. Brianne will incorporate the automated wash lines into the processing curriculum and training of work proficiencies that both Mahi'ai and interns add as formal skills and competencies as they progress in their respective workforce training pathways. Derrick, Gary and Manny will continue to gather data and fine tune the machines and workflow following installation so that our Mahi'ai, interns, and the broader ag community can learn from the overall capital improvement project.

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

The following timeline breaks down the project by task:

MA'O Organic Wash Equipment Project Timeline - State GIA FY22									
2022					2023				
Q3		Q4			Q1			Q2	
Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Design, purchase contract Ts&Cs									
		Equipment fabricated by supplier						Key outcomes to occur starting 2023 Q2 after equipment is fully incorporated into farm and internship workflows	
		New facility construction completed							
					Crating, shipping, trucking				
						Assemble, Install			
						Test, commission w/ pre/post baseline processing data			
							Maintain, collect usage data, report.		

While the successful installation and commissioning of the equipment is in and of itself a major milestone and outcome of this project, we expect the key outcomes to begin gaining momentum as the equipment is fully incorporated into the workflow of the farm and its edu-preneurial programs in 2023-Q2 and beyond. These outcomes include:

- Grow to 726,000lbs in 2023 with the support of automated wash equipment.
- Increase farm revenue by \$340K, from \$1.36MM in 2022 to \$1.7MM in 2023

- Expand intern and Mahi'ai workforce training evaluations, assessments, and credentials to include mechanized processes that may be transferable to other farms and/or other industries

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

MA'O will monitor, evaluate and ensure quality for each of the two goals of this project.

Production

As part of our food safety processes, Quality Control Manager Derrick Parker will oversee documentation of daily production details. These include quantities, type of product and numbers of people who are needed to handle processing. This documentation will also serve to help MA'O monitor the impact the automated wash equipment has on production volume and quality of various types of product, as well as related facets such as worker safety. Our annual Food Safety inspection by the Department of Health will also now include inspection of this equipment. Heavy Equipment Technician Manny Miles will help maintain the equipment and also keeps maintenance records for this purpose. Director of Operations Gary Maunakea-Forth will provide guidance and oversight for all of the above. The data that this team collects around the introduction and incorporation of the new equipment will inform adjustments to the equipment and workflows surrounding it to further improve the impact that mechanization has on production volumes, quality and overall sales.

Workforce Training

As part of her regular responsibilities, 'Auwai Vocational & Workforce Specialist Brienne Yamada will be documenting, refining the skills training specific to new production and food safety processes around the automated equipment. These are followed by periodic assessments and credentialing of earned competencies for Mahi'ai and interns. As direct manager of Mahi'ai and interns working in the processing facility, Derrick works in partnership with Brienne on many aspects of this training and assessment. Records are kept of all assessments and used to help managers and older interns or Mahi'ai support the ongoing improvement of their younger colleagues. At the end of each semester, interns and Mahi'ai receive on-farm "GPAs" to inform individualized learning and work plans.

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

Project effectiveness will be reported and project success can be assessed using the following milestones

- Completed design and fabrication of equipment
- Receipt, installation and commissioning of equipment
- Completion of curriculum and assessment design for workforce training
- Successful food safety inspection with Department of Health

And also using the following measurable outcomes

- Increase in production volume
- Increase in quality, shelf life of products
- Increase in overall sales

- Number of interns or Mahi'ai who successfully complete assessments related to post-harvest production processes with the equipment

**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
 - See enclosed
 - b. Personnel salaries and wages
 - NO State funds have been requested for Personnel Salaries and Wages. Funding for those expenditures is covered by matching funds via Administrative for Native Americans grant
 - c. Equipment and motor vehicles
 - See enclosed
 - d. Capital project details
 - See enclosed
 - e. Government contracts, grants, and grants in aid
 - See enclosed

2. **The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2023.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$102,000	\$150,000	\$80,500	\$0	\$332,500

3. **The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2023.**

Other sources of funding for this project have already been secured. They come from a Department of Health, Administration for Native Americans grant, Award #90NA8392-01-00 for *Project Maona: MAO Organic Farm's Edu-preneurial Auwai Expansion - cultivating a cadre of entrepreneurial youth and empowering them to succeed through skill building and college degrees.*

The project period of this grant is 09/30/2020 09/29/2023 and \$68,452 of funding is dedicated to partially support the salaries and fringe benefits of 'Auwai Vocational & Workforce Specialist Brianne Yamada and Food Processing and Quality Control Manager Derrik Parker during the July 1, 2022 - June 30, 2023 period that overlaps with this State GIA grant. .

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

None – not applicable.

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2023 for program funding.

- State GIA FY19 \$150,000 – for educational operations
- State GIA FY20 \$200,000 – for clearing newly acquired land at Palikea
- City GIA FY22 \$121,488 – for capital equipment purchase (cold produce storage)
- ANA FY19-22 \$1,112,277 – for educational and workforce training
- State DLNR Ka‘ulunani Urban Forestry \$4,500 - for arborist training workshops
- OHA 2020 MA‘O Strong: Strengthening Waianae Moku Food System \$17,000
- Hawai‘i Department of Agriculture \$5,000 - for Food Safety
- Economic Development Administration, Post Harvest Facility Project \$2,600,000
- *Economic Development Agency, Indigenous Communities Grant \$3,952,550 (Proposed)*
- *United States Department of Agriculture, NRCS \$976,447 (Proposed)*

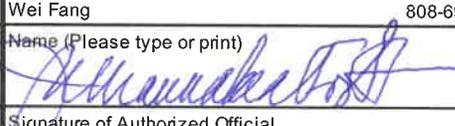
6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2021.

\$4,670,000 Unrestricted Funds as of December 31, 2021.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2022 to June 30, 2023

App Wai'anae Community Re-Development Corp. DBA MA'O Organic Farms

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	0	62,347	0	
2. Payroll Taxes & Assessments	0	0	0	
3. Fringe Benefits	0	6,105	0	
TOTAL PERSONNEL COST	0	68,452	0	
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	0	0	0	0
2. Insurance	0	0	0	0
3. Lease/Rental of Equipment	0	0	0	0
4. Lease/Rental of Space	0	0	0	0
5. Staff Training	0	0	0	0
6. Supplies	3,500	0	0	0
7. Telecommunication	0	0	0	0
8. Utilities	0	0	0	0
Shipping	27,000	0	0	0
Legal	2,000	0	0	0
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	32,500	0	0	0
C. EQUIPMENT PURCHASES	300,000	0	0	0
D. MOTOR VEHICLE PURCHASES	0	0	0	0
E. CAPITAL	0	0	0	0
TOTAL (A+B+C+D+E)	332,500	68,452		
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	332,500	Wei Fang	808-696-5569	
(b) Total Federal Funds Requested	0	Name (Please type or print)	Phone	
(c) Total County Funds Requested	0		1/20/22	
(d) Total Private/Other Funds Requested		Signature of Authorized Official	Date	
TOTAL BUDGET	332,500	J. Kukui Maunakea-Forth, Executive Dir. Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2022 to June 30, 2023

Applicant: _Wai'anae Community Re-Development Corp. DBA MA

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
NO STATE FUNDS REQUESTED FOR PERSONNEL COSTS				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2022 to June 30, 2023

Applicant: Wai'anae Community Re-Development Co

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Automated leafy green wash line - consists of...	2.00	\$150,000.00	\$ 300,000.00	300000
...Side Rail In-feed Hopper to accommodate Greens and Root Vegetables			\$ -	
...Shaking water removal conveyor			\$ -	
...Dual Tank wash circulation system			\$ -	
...Lift-out discharge conveyors with filtration			\$ -	
TOTAL:	2		\$ 300,000.00	300,000
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
NONE - N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2022 to June 30, 2023

Applicant: Wai'anae Community Re-Developme

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2020-2021	FY: 2021-2022	FY:2022-2023	FY:2022-2023	FY:2023-2024	FY:2024-2025
PLANS	0	0	0		0	0
LAND ACQUISITION	0	0	0		0	0
DESIGN	0	0	0		0	0
CONSTRUCTION	200000	0	0		0	0
EQUIPMENT	0	0	332500		0	0
TOTAL:	200000	0	332500	0	0	0
JUSTIFICATION/COMMENTS:						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Wai'anae Community Re-Development Corp. DBA MA'O Organic Farms

Contracts Total: 14,962,698

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	Education- Kauhale	2009-2013	WK Kellogg Foundation, Private Foundation	Private	4,000,000
2	Education- Ho'owaiwai	2009-2014	US Department of Health & Human Services, Administration for Native Americans	US	1,250,000
3	Education- Kauhale	2010-2011	Kresge Foundation	Private	150,000
4	Education- Na Alaka'i	2010-2013	US Department of Education, Native Hawaiian Education Program	US	1,200,000
5	Community Development- Hinai (5 Year Contract)	2012-17	Hawaii Alliance For Economic Development, US DHHS-ANA	Nonprofit	375,000
6	Education- Kauhale	2013-14	Kamehameha Schools	Private	750,000
7	Health Education- PILI, E Ola Kaiaulu	2013-14	Office of Hawaiian Affairs	State	7,500
8	Education- Kauhale	2014-15	Kamehameha Schools	Private	600,000
9	Workforce Training- Hookumu STEM	2015-16	University of Hawaii- Research Corporation	State	100,000
10	Education- Kauhale	2015-16	Kamehameha Schools	Private	600,000
11	Education- Ho'oulu 'Opio (Year 1 of 5)	2015-16	Hauoli Mau Loa Foundation	Private	160,000
12	Workforce Training- Hooulu Kaiaulu	2015-2016	Office of Hawaiian Affairs	State	269,000
13	Workforce Training- Hookumu STEM	2016-17	University of Hawaii- Research Corporation	State	100,000
14	Education- Ho'oulu 'Opio (Year 2 of 5)	2016-17	Hauoli Mau Loa Foundation	Private	160,000
15	Education- Ho'oulu 'Opio (Year 3 of 5)	2017-18	Hauoli Mau Loa Foundation	Private	200,000
16	Education- Hooulu (3 Year Contract)	2017-2020	Kamehameha Schools	Private	1,350,000
17	Education- Youth Leadership, Healthy Families.	2018-19	Stupski Foundation	Private	250,000
18	Capital Improvement - processing facility	2018-2022	US Department of Commerce - Economic Development Administration	US	2,600,000
19	Education- Education, Workforce Training	2018, 2018-19	State of Hawai'i Grant In Aid Program	State	150,000
20	Food Safety	2019	Hawaii Department of Agriculture	State	5,000
21	Education- Education, Workforce Training	2020	Office of Hawaiian Affairs	State	17,000
22	Capital Improvement - Land clearing at Palikea	2019-2020	State of Hawai'i Grant In Aid Program	State	200,000
23	Education- Education, Workforce Training	2020-2023	US Department of Health & Human Services, Administration for Native Americans	US	342,710
24	Workforce Training - Ka'ulunani arborist training	2020-2021	State - DLNR	State	5,000
25	Capital Improvement - Equipment purchase	2021-2022	City Grant in Aid	City	121,488

V. Experience and Capability

1. Necessary Skills and Experience

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

MA'O's capacity is grounded in our deep experience in educational program design and implementation, our organic farming expertise, and our partnerships with key allies. MAO has a 21-year track record of success in project management for growth. We started with five-acres of leased farm land, a handful of high school youth and many volunteers. As a production-oriented organic farm, on the organization's original five leased acres, the farm produced 18 tons/year and generated \$145,000 in annual sales. With the acquisition of an additional 19 acres by 2011, production increased to 83 annual tons and \$672,400 in revenue. At the farm's 24-acre scale (2011-18), MA'O was the largest certified organic diversified farm on O'ahu, and has served as a source of expertise and inspiration for organic farmers throughout the state and beyond, as well as the site of numerous training and research projects conducted by University of Hawai'i.

We now own 286-acres, where we are gradually clearing and preparing new fields for production each month. At the close of 2021, our farm team managed nearly 40-acres producing 145 tons and \$1.1 million in revenue, all of which went back into living wages and support services for our staff and youth interns. We service over 150 high school and college-aged youth annually, supported by FT staff of 25 who manage sophisticated equipment, financing mechanisms, and wide-ranging community partnerships.

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

Ulupono Initiative

MA'O Organic Farms for expansion of farm production and acreage in production

3-year Contract - successfully completed

Scope of Work

- Securing long-term financing to support the purchase of 236 acres
- Reaching annual sales of \$1M
- Hiring of a full-time Accounting/Finance management team member
- Quarterly reporting on Revenue Data: crop sales, average price per pound, value-add product sales, sales for top 3 crops, sales to top 5 customers, and grant/donation funding
- Quarterly reporting on Production Data: acres in production, pounds sold, pounds sold for top 3 crops, acres in production for top 3 crops, farm payroll expense, farm staff FTEs, and intern farm staff FTEs

Hau'oli Mau Loa, Hope For Kids 'Elua

5-year Contract + 1-year extension due to COVID

Scope of Work

- Youth Leadership Capacity Building- MA'O youth leaders are supported to expand and transform their community of practice (mahi'ai- farming) into an expanded learning

community to be advocates and champions for a just, healthy, sustainable and resilient maoli community food system.

- 'Aina (Land) Based Program Capacity Building. MA'O youth leaders are facilitated with mentorship and professional development training opportunities to co-research, co-design and co-develop culturally and communally relevant and innovative 'aina-based food systems and knowledge development programming for a just, healthy, sustainable and resilient Wai'anae moku.
- Community Empowerment & Capacity Building. MA'O youth leaders will engage our beloved Wai'anae region (and the larger community) to enlarge, strengthen and amplify a network of stakeholders and partners that will articulate and implement a guiding vision & strategy for our return/restoration to a maoli food/ag and knowledge system.

2. Facilities

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

At the time of this application, MA'O is beginning construction on a food safety certified produce processing and training facility. Design and construction of the facility is fully funded through a \$2.9 million US Department of Commerce Economic Development Administration grant and nearly \$2 million in matching funds (all secured). Construction is projected to conclude in 12-months. The facility was designed with significant future growth in-mind; it will have the capacity to accommodate a total of four automated-washlines and cold store 20 tons of food per week, adequate to accommodate the farm's increased production. As such, it will be pivotal in training and employing a new generation of food systems professionals.

These automated wash lines are major pieces of equipment that are customized for the mix of vegetables that MA'O grows. Gary Maunakea-Forth, our Director of Operations, visited the design and production team at Charles Equipment and Rigo's Manufacturing in Los Angeles in early 2020 to observe similar wash lines being built for farms on the continent at-work and discuss MA'O's specific needs. He has kept this team updated on the status of our construction project. The mechanical, electrical and plumbing systems, flooring and drainage of the new facility were all designed to support all four wash lines. The roof structure of the building was also designed to accommodate photo-voltaic panels in the future as a means of offsetting the amount of power and wash lines and cold storage would require.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

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

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

'Auwai Vocational & Workforce Specialist Brienne Yamada holds a Master's in Social Work from UC Berkeley. Brienne's oversees the Development and implementation of MA'O's HYLTL 3rd and 4th year intern program, as well as Curriculum Development (documenting, articulating, refining, validating

on-farm skills training/learning through assessments and credentialing) for post-baccalaureate Mahi'ai, a program that also includes systems work and engaging employers to create aligned, pono opportunities in the community for MA'O graduates.

Food Processing and Quality Control Manager Derrick Parker is a 2009 graduate of the MA'O internship program and holds a BA in He manages the post-harvest processes at MA'O, from food safety to sales and delivery. At each step of this process, Derrick mentors Mahi'ai and interns who work as a team to deliver the final product from field to table.

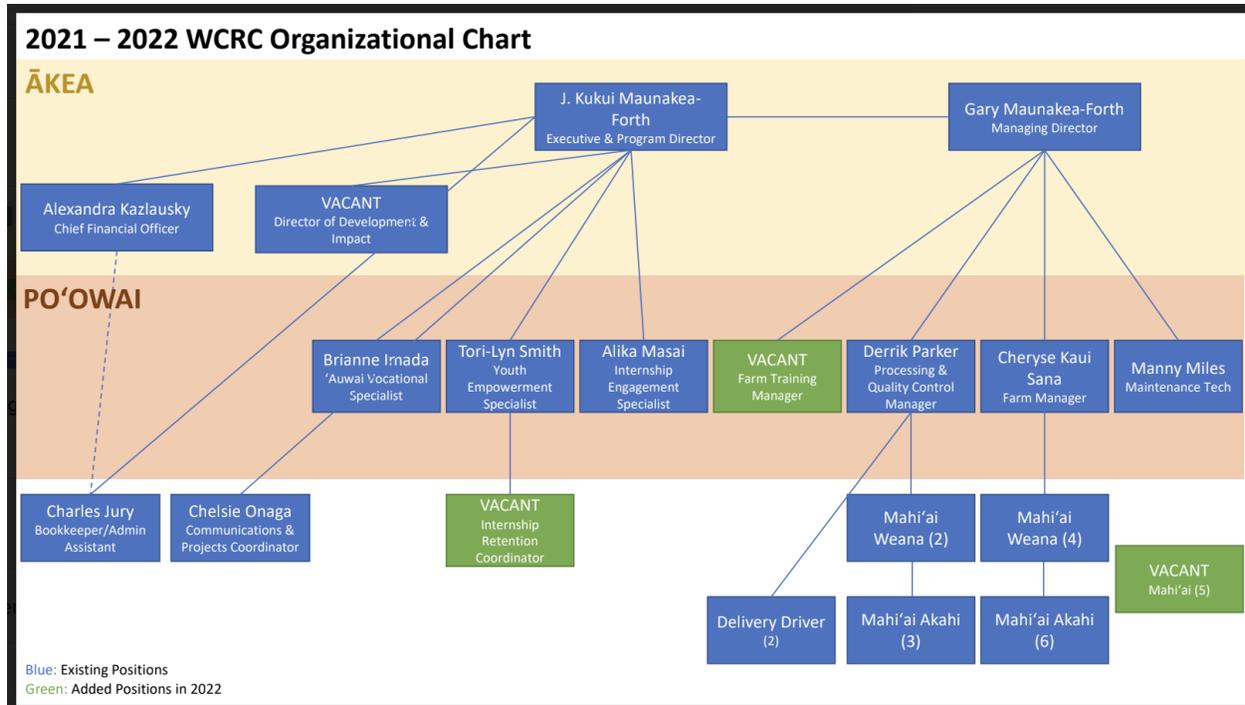
Heavy Equipment Technician Manny Miles is a 2008 graduate of the MA'O internship program and is a certified diesel mechanic with 8 years of experience servicing and repairing heavy equipment around the state for construction, agriculture and other heavy-use industries. Having returned to MA'O last year, Manny not only oversees the smooth operation of all of MA'O's equipment, but also trains interns in their operations and maintenance.

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

Managing Director Gary Maunakea-Forth holds a BA in Environmental Studies and Political Science and an MA in Sustainable Development from UH Mānoa and has twenty years of experience in organic farming, as well as designing, managing and evaluating workforce and entrepreneurial training programs. As Managing Director, he oversees agricultural production, the farm expansion project, and the training of staff, apprentices and interns. Gary will provide guidance and support to facilitate the work of Derrick, and Manny in integrating the wash equipment into the farm production workflow, as well as data collection and maintenance/repair.

2. Organization Chart

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



3. Compensation

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

"The Executive Director, Managing Director and Chief Financial Officer are paid between \$92,500 and \$105,000 annually."

VII. Other

1. Litigation

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

None – not applicable.

2. Licensure or Accreditation

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

None – not applicable.

3. Private Educational Institutions

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

None – not applicable.

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2022-23 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2022-23, but
- (b) Not received by the applicant thereafter.

The GIA grant period and project fall in years 4-5 of MA'O's ten-year strategic plan (2018-2027), which encompasses the expansion of our farming operations and the scaling of workforce training programs. The plan builds on the organization's history of robust operations and successful incremental expansion of acreage cultivated and youth served. It reflects our core strengths: a proven theory of change, experienced and dedicated staff, committed co-producers (customers), and mutually-enriching partnerships with community institutions.

As the grant funds are for a one-time equipment purchase, we anticipate that within a few weeks of installation and commissioning of the wash lines, our farm team will have completed training on the equipment and began its basic integration into the post-harvest washing and packing process. From there, we expect the added wash equipment to contribute significantly to the increases in farm revenue we have projected through to 2027.

If partial funding is received in year 2022-23, but not received thereafter, MA'O will continue with the purchase of just one of the two proposed wash lines and/or work with the fabricator to re-design for partial automation of the post-harvest process.

Growth of MA'O's earned revenue and farm sales requires strong partnerships with our co-producers. To this end, we are in constant dialogue with our grocery partners at Foodland, Whole Foods Market and Down To Earth, and with our key restaurant partners. Demand continues to far outstrip local supply, and the food security and climate change related urgency for locally grown food remains. As one of the largest farms on Oahu, MA'O has an important role to play as a provider of workforce training and green jobs for Wai'anae youth and as a producer of food able to meet the demands and requirements of commercial markets. Automating the post-harvest wash process is a critical piece of this work. And we will continue to devote staff resources to raising adequate funds for this investment and purpose.