



## Application Submittal Checklist

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

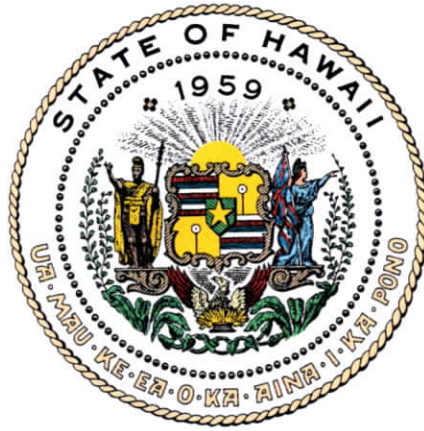
- 1) Certificate of Good Standing (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
  - a) Budget request by source of funds ([Link](#))
  - b) Personnel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



AUTHORIZED SIGNATURE

DENNIS FLEMMING,  
EXECUTIVE DIRECTOR  
PRINT NAME AND TITLE

1/20/2023  
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

HAMAKUA INSTITUTE

was incorporated under the laws of Hawaii on 12/05/2014 ; 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, 2023

Director of Commerce and Consumer Affairs

**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, Hawaii 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, Hawaii 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; and
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii 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.
- 4) The use of grant-in-aid funding complies with all provisions of the Constitution of the State of Hawaii (for example, pursuant to Article X, section 1, of the Constitution, the State cannot provide "... public funds ... for the support or benefit of any sectarian or nonsectarian private educational institution...").

Pursuant to Section 42F-103, Hawaii 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.

Hāmākua Institute

\_\_\_\_\_  
(Typed Name of Individual or Organization)

\_\_\_\_\_  
(Signature)

Dennis Flemming

\_\_\_\_\_  
(Typed Name)

\_\_\_\_\_  
(Date)

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)**

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, 2022.

See attached Certificate of Good Standing.

#### **2. Declaration Statement**

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

See attached Declaration statement.

#### **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](#).

Funding awarded to the Hāmākua Institute through State Grant in Aid will be used for a public purpose. As outlined below in Item 3 of Section II Background and Summary, the public purpose of the proposed grant is to increase the strength and resilience of the agricultural system on Hawai'i Island, making it more viable and inclusive for the diverse small farms that are becoming an increasing part of the island's agricultural economy.

### **II. Background and Summary**

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

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

Established in 2014, the Hāmākua Institute's mission is to serve as a catalyst for systemic social and economic change, particularly within the agriculture and food sectors. The Institute's goal is to support rural communities throughout the state, but prioritizes serving communities throughout Hawai'i Island and the Hāmākua region

where the institute is located. Since 2019, the Institute has focused on serving the agricultural and food sectors on Hawai'i Island, working closely with community partners and agribusinesses throughout the island. The Hāmākua Institute believes collaboration is key for enabling progress within the agricultural sector, which is why it has been proud to serve as the facilitators and conveners of the Hawai'i Island Agriculture Partnership (HIAP) for the past three years. HIAP represents a broad coalition of more than 80 farmers, government agencies, agribusinesses, nonprofits, and academic institutions committed to improving Hawai'i Island agriculture. HIAP's strength is in its approaches and processes to mobilize effective public-private partnership that enables small efforts and projects to aggregate into larger strategies that address the systemic constraints holding back the full potential of this crucial cluster for our local economy and our shared food security.

2. The goals and objectives related to the request;

The **goal** of this funding request is to **strengthen the capacity of HIAP to serve as an effective platform for joint public-private action that improves agricultural growth and increases food resiliency on Hawai'i Island.** In support of this goal, the following strategic objectives have been established from the extensive consultation carried out with HIAP members:

**Objective 1:** Public and private stakeholders improve their shared capacity to collaboratively transform Hawai'i County's agricultural economy.

**Objective 2:** Agricultural and food producers access improved levels of support and services to add value to their products and connect to larger markets.

**Objective 3:** Local agricultural producers identify and develop their collective, competitive market advantages.

HIAP started with a shared understanding that the island's agriculture cluster needed to increase collaboration to enable the sector to compete in an increasingly globalized economy. HIAP commenced as a Next Generation Sector Partnership model in 2019 with a set of action teams focused on value added processing capacity, workforce/entrepreneurial development, and shared branding and marketing strategies. In 2020, it commissioned an agriculture and food system study along with the Hawai'i Island Food Alliance (HIFA) to better understand the market systems that underpin the island's agriculture and food market systems, and to determine how a value added processing facility can enable more profitable growth for the island's producers.

The study was completed shortly before the US Economic Development Administration (EDA) released a notice for its Build Back Better Regional Challenge (BBBRC) grants and was used to guide an application submitted by the County of Hawai'i Department of Research and Development on behalf of a broad coalition of partners on the island.

The EDA gave the County-led coalition a \$500,000 Phase 1 award and the opportunity to apply for a Phase 2 award up to a maximum of \$100 million over a four-year period. This was a significant achievement in itself as the coalition was one of 60 finalists out of a total of 529 applications submitted nationwide for this highly competitive grant.

Over the period from August 2021 to May 2022, the Hāmākua Institute worked with the County, the Food Basket and all of the BBBRC coalition partners working out the finer details of how HIAP's strategies could be translated into a set of interconnected projects that could be funded by a single EDA grant. Sadly, the coalition was not successful in securing a Phase 2 award from the EDA. However, the EDA has expressed support for the Coalition, and all 60 Phase 1 finalists will be receiving technical assistance over the next four years to support the success of their projects. The extent of the existing strategic plans that have been developed provide sufficient encouragement to all of the coalition partners to continue our efforts in securing funding for these important projects.

HIAP's role is to be the connective tissue between projects, service providers, producer groups, government agencies and others. It is the platform upon which individual projects and efforts combine to form synergistic strategies that lead to long term system change. Rather than focusing on project implementation itself, HIAP is focused on building the capacity of the island's stakeholders across its diverse agricultural landscape to find their common ground where shared interests can be combined and developed into new opportunities and more inclusive growth.

HIAP's capacity to identify and facilitate connections throughout the island's agriculture system is not something that will evolve automatically. It will need to be nurtured and cultivated to leverage the true potential of the partnership. There is a need for stakeholders to invest in building the capacity of HIAP to serve as the neutral platform for collective effort that it was designed to become. Through this proposal, the Hāmākua Institute seeks to continue its efforts to build HIAP's capacity to strengthen its membership and mechanisms for facilitating collective action for transforming our agricultural economy.

3. The public purpose and need to be served;

For decades there has been a recognized need for Hawai'i to increase its capacity for food self-sufficiency. While some value chain and supporting resources in the food and agriculture system have been available and developing, the system lacks the cohesion to function effectively as an ecosystem and continues to rely on imports to feed the public. The lack of resources, services and other supports in the sector, as well as a lack of communication across domains within the sector, has led to an inability for the island's agriculture cluster to collectively flourish.

HIAP's efforts to facilitate dialogue and sharing of resources among its members and across the Hawai'i Island agriculture sector is intended to increase cohesion and to build strategic alignments among people currently working in the system. In the model of the Next Generation Sector Partnership, the organization encourages public-private

partnerships that facilitate economic growth, and has been structured so that members who share visions for the sector can work together towards those ends. The hope is that the increased collaboration, strategic alignment, and agency ultimately increases the strength and resilience of the agricultural system on Hawai'i Island.

4. Describe the target population to be served; and

HIAP aims to serve all members of the partnership to find increased support and services toward collective transformation of the food system on Hawai'i Island. Membership consists of individuals and groups involved in food and non-food agriculture across the island of Hawai'i. This includes small, medium and large businesses, small and medium-sized farms, food processors, distributors, non-profit professionals, students, and other service providers in the sector.

As HIAP gains traction and moves forward collectively in its current focus areas—Value Chain, Market, and Workforce Development—the hope is that those working in the sector will enjoy increased economic freedom and a steady workforce, and that the people of Hawai'i Island will benefit in the form of local, affordable produce and products. As well, the crosscutting committees within HIAP that are collecting and maintaining data on the food and agriculture system, monitoring policy and legislation surrounding agriculture, and consistently researching funding and investment opportunities have the potential narrow the gap between government and the sector, build shared understanding of the history and present of the sector, and sustain ongoing projects in the sector. This will support the longevity of agricultural development on the island.

5. Describe the geographic coverage.

HIAP serves the Hawai'i Island community. The partnership is host to individuals and group members seated in all districts on Hawai'i Island—Hilo, Hāmākua, Kohala, Kona, Ka'ū, and Puna.

The hope is that HIAP will be a model that can be used to build food resilience across the island chain.

### **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;

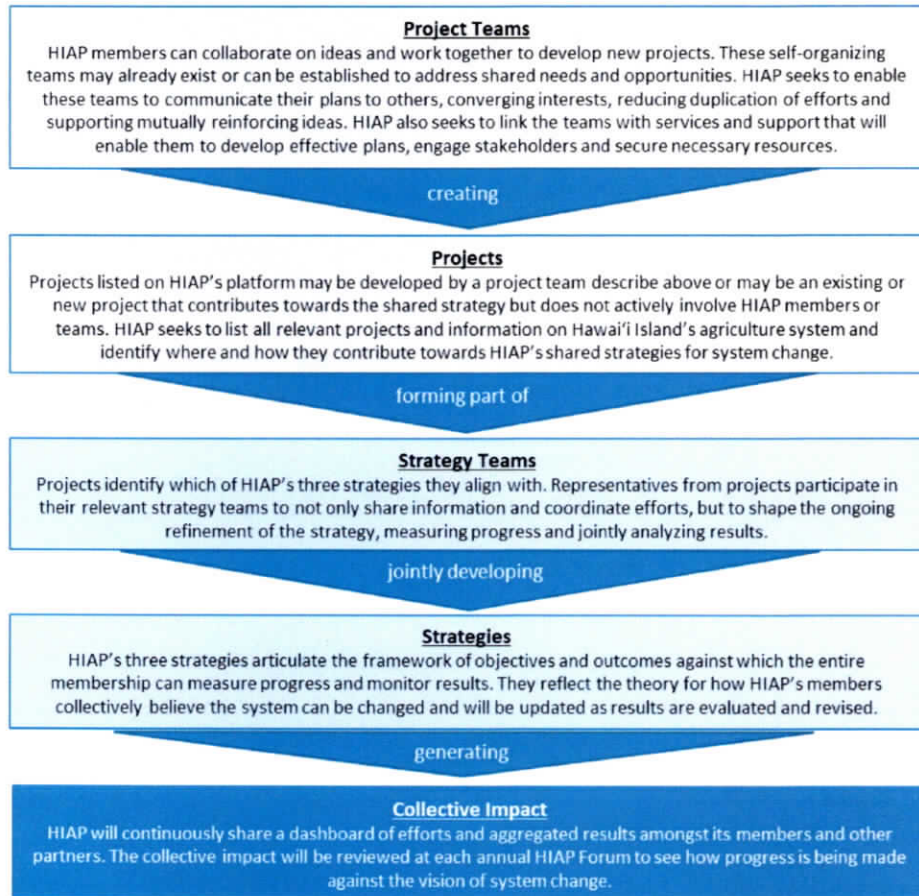
The Hāmākua Institute will serve as the backbone organization for HIAP as it gradually gets established as an independent legal entity representing a diverse collection of



members. The Institute serves as HIAP's fiscal agent, administrative office, and organizer of its meetings, records, and plans. It provides analysis, facilitation, planning and communication support for HIAP teams and committees to align their strategic outcomes, targets and indicators for measuring shared progress. The Institute's team integrates HIAP's plans with those of the BBBRC coalition partners in Hawai'i County to help sustain the progress towards the shared projects they developed while identifying new projects that can enhance and expand the impacts of those shared strategies.

Under the proposed Objective 1 for public and private stakeholders to improve their shared capacity to collaboratively transform Hawai'i County's agricultural economy, the Institute proposes to use the requested resources to facilitate shared analysis, dialogue and planning through the teams and committees HIAP has established to mobilize effort throughout the partnership.

HIAP's teams are focused on aggregating and aligning the efforts of individual projects and partners already working on system improvements in the agriculture cluster. Coalition projects and other projects identified by HIAP members align with three broad strategies shaped by the needs identified in the Hawai'i Island Agriculture and Food System Study in 2021. These strategies include:



- A **value chain development strategy** intended to increase opportunities to add value to local products, as well as increase local production through the establishment of a coordinated network of aggregation, storage and processing facilities intended to improve the capacity and efficiency of the island's agricultural value chains.
- A **market development strategy** intended to identify and build market demand for local products, improve the linkages between supply and demand within agricultural

market systems, and identify new opportunities for growing domestic and export sales.

- An agriculture **workforce development strategy** intended to improve agricultural training and education using a public-private collaboration with educators, training service providers and local agribusinesses to ensure training meets local needs. The strategy also seeks to facilitate entrepreneurship development and the establishment of more effective mechanisms for farms to recruit quality labor.

HIAP has established three committees to help facilitate dialogue and the sharing of information and resources amongst its members. Each of these committees serves a different purpose, but all of them provide additional opportunities for HIAP members to engage and collaborate on shared interests beyond the project and strategy teams.

Committee	Purpose	Activities
<b>Data &amp; Analysis Committee</b>	Improve availability of and access to useful agricultural data, facilitate shared analysis of data, and inform policy and strategy decisions for both public and private sector decision-makers.	Identify a dashboard of key agriculture and food sector data to share on a common platform accessible to all stakeholders. Convene regular meetings to review and jointly analyze data, identify trends and understand systemic constraints.
<b>Policy &amp; Legislation Committee</b>	Facilitate constructive public-private dialogue and change on policy, legislative and regulatory issues affecting the agriculture and food sector.	Review potential key policy, legislative and regulatory issues to jointly review, discuss and identify shared interests in introducing improvements.
<b>Funding &amp; Investment Committee</b>	Identify and secure financial resources needed for agriculture sector projects and strategies.	Identify and prioritize a running list of potential grant funds and investment opportunities to jointly pursue. Coordinate efforts by members to jointly apply for large grants, secure letters of support and identify matching funds.

The Hāmākua Institute supports each of these committees to: identify, organize and share information; schedule, convene and facilitate meetings; and to record input and circulate meeting notes. The Institute's team will provide regular updates to HIAP's website to reflect the information, issues and resources identified and discussed in the committee meetings. Each of the committees will also identify information to share and issues to discuss during each year's annual HIAP forum.

In support of objective 2 to enable agricultural and food producers access to improved levels of support and services to add value to their products and connect to larger markets, the Hāmākua Institute team will upgrade HIAP's website to provide more

detailed information, updates and data to HIAP's members. This includes more detailed information on projects, strategies, studies and members. It also includes establishing and maintaining an updated on-line reference of available resources, organizations, services, training, value added facilities, funding opportunities and market research.

The Institute's team will gather data across the system and make it widely available to stakeholders. establishing a level of transparency and synergy across the entire agricultural cluster never attained before. HIAP's website will enable easier sharing of information, coordination of efforts and improved connectivity amongst partners. Funding requested from the State in support of this objective would enable the Institute to:

- Coordinate development of HIAP database to enable easy reference of agriculture and food data for stakeholders in Hawai'i County.
- Gather member information, identifying shared interests and recording input on shared project plans and strategies.
- Develop guidelines and support for HIAP members to establish shared assets, facilities and projects.

In support of objective 3 for local agricultural producers to identify and develop their collective, competitive market advantages, the Hāmākua Institute team will coordinate and facilitate meetings of HIAP's multi-stakeholder Market Development Strategy Team, working in collaboration with market specialists, to identify and document competitive market advantages that will be translated into a shared market development strategy and marketing plan.

Market data gathered by the team will be collated, organized and made accessible for producers and decision-makers throughout the cluster using HIAP's website. The Hāmākua Institute will guide the team in designing and developing a shared branding and marketing campaign aimed at building demand for local agricultural crops and value added products, both locally within Hawai'i County, and for state-wide/export growth as well. A market analysis report for Hawai'i County will be prepared and shared with HIAP's members.

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

The Hāmākua Institute's projected annual timeline and key results for this funding request are outlined below.

**Quarter 1:**

*Milestone 1:* HIAP members have identified and updated all current project plans in support of the three shared strategies.

*Milestone 2:* Strategic outcomes, indicators, targets and monitoring/evaluation plans are agreed upon by all three HIAP strategy teams.

*Milestone 3:* Shared fundraising strategy is developed by HIAP Funding and Investment Committee.

**Quarter 2:**

*Milestone 4:* HIAP website is updated to include comprehensive monitoring and evaluation plan.

*Milestone 5:* Process guidance and tools for partnership development made available to members on HIAP website.

**Quarter 3:**

*Milestone 6:* On-line marketplace of agricultural services established on HIAP website.

*Milestone 7:* Dashboard of policy issues and legislative changes to discuss and track is agreed upon by Policy & Legislation Committee and posted on the HIAP website.

**Quarter 4:**

*Milestone 8:* Dashboard of agriculture cluster data for Hawai'i County is established and mapped by HIAP's Data and Analysis Committee and posted on the HIAP website.

*Milestone 9:* Outreach and awareness efforts generate at least a 10% increase in membership.

*Milestone 10:* Annual forum of HIAP members is held to review progress from each team and committee and elect people to fill vacant HIAP Director positions.

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

The Hāmākua Institute has created a database of indicators to help monitor, evaluate, and improve HIAP's project results, including those results generated by the Institute's own projects. The Institute's team will guide HIAP members in reviewing, revising and agreeing upon a common set of indicators that will be used to measure progress against each project, outcome and objective described in the partnership's three strategies. A dashboard of these indicators will be displayed on HIAP's website for members to follow. Targets will also be set for each indicator and reviewed regularly by the teams as they coordinate plans and explore synergies.

Building upon this database, HIAP will maintain a Monitoring & Evaluation (M&E) framework and plan that aggregates the reported measurement of indicators from each project and strategy. The plan will track the full set of agreed indicators and identify the following details associated with each indicator:

- Which strategy, objective, outcome or output it will be measuring
- A description of the indicator with its unit of measure
- A baseline measurement of the indicator and the date the baseline was measured
- Intended target of change in the indicator from the project or strategy

- How the indicator will be measured, how frequently and by whom
- How will measurement be reported and where HIAP members can find it

In addition to regular monitoring and reporting of indicators, HIAP's M&E plan will include plans to carry out a participatory stakeholder evaluation of impacts and strategies at least once every five years. The results of each evaluation should facilitate a strategic review of plans and projects and identify gaps that need to be addressed in updated strategies.

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

The Hāmākua Institute will provide quarterly reports to the State which report measures monitoring the stated expenditures and activities of the project. Measures of progress that will be reports on a quarterly basis include:

- Number of HIAP members and projects
- Number of HIAP meetings and participants
- Number of strategic outcomes and indicators included in HIAP's monitoring and evaluation plans
- Number of views of HIAP website pages
- Number of service providers listed on HIAP agriculture marketplace
- Amount of funding raised for shared projects and strategies

## **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 2024.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$87,072	\$81,070	\$81,070	\$81,070	\$330,282

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2024.

Other sources of funding currently being sought by the Hāmākua Institute for fiscal year 2024 include the following:

Project Title	Funding Source	Amount
Economic Clusters of Opportunity Analysis and Planning	County of Hawai'i Dept of Research & Development	\$75,000
Training of Market Systems Facilitators	USDA Western SARE Grant	\$89,983
Facilitate Agricultural Value Chain Analysis	Kamehameha Schools	\$85,000
	<b>Total</b>	<b>\$249,983</b>

Funding proposals are currently under review and the Hāmākua Institute expects to receive responses by the end of February 2023.

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

Not applicable.

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2024 for program funding.

The only government contracts received by Hāmākua Institute over the past three years have been from the County of Hawai'i Department of Research and Development. These contracts are listed in the following table.

Contract Scope of Services	Date Issued	Amount
Preparation of Emergency Feeding Plan	August 2021	\$50,000
Planning and facilitation for Phase 2 BBBRC coalition grant applications	January 2022	\$90,000
Develop and facilitate HIAP's mechanisms for collaboration		
Gather and summarize data for Agriculture Innovation Center Project Stakeholders	July 2022	\$25,000
	<b>Total</b>	<b>\$165,000</b>

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2022.

The balance of unrestricted net assets at the end of 2022 was \$70,584.18.

## **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.

The Hāmākua Institute has been conducting market analysis and coordinating collective action initiatives for socio-economic development in several locations around the world since 2016. Since inception, the Institute has developed public-private partnerships, completed value chain analysis, and supported community development initiatives in a number of locations in West Africa, the South Pacific, and Latin America. In 2018, the Institute started focusing more of its efforts locally, starting with a participatory community assessment of the Hāmākua region and continuing with a forestry value chain study for Kamehameha Schools. In late 2019, the Institute was asked to serve as conveners and facilitators for HIAP and to analyze the opportunities for agricultural market system growth. Since 2020, the Institute has focused its work on building a shared understanding of Hawai'i Island's agricultural market system and growing HIAP's capacity to generate collective action for greater farmer success throughout the island.

## **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.

The Hāmākua Institute operates from its office at 34-4370 Pali Nana Rd in Papa'aloa on the Hāmākua Coast of Hawai'i Island. Its office is easily inaccessible along Highway 19 with access to electricity and high speed internet. In addition to two offices with space for 5 workstations, the building includes a 24 person meeting room well suited to support the training and meeting plans included in this proposal. The proposal includes resources for upgrading the Hāmākua Institute's meeting/training room with new audio-visual equipment to more effectively integrate remote and in-person participation in meetings and training.

## **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.

The Hāmākua Institute has a diverse, experienced team to support the proposed work. The team has been providing support to HIAP and engaging with its members for more than three years, enabling them to build strong relationships and networks within the cluster. The experience and qualifications of the team members is outlined below.

#### **Executive Director, Dennis Flemming**

Flemming has been a resident of Hawai'i Island since 1995. He has used the town of Nīnole as his home base while commuting as project manager for a number of international development initiatives in the South Pacific and around the world. Before establishing the Hāmākua Institute, he spent three decades designing and implementing community programs in developing countries, acting as a consultant, trainer and program manager within both the private and public sectors. He has served as a facilitator and architect of numerous multi-stakeholder development partnerships including: the Community Development Initiatives (CDI) Foundation (a set of rural development programs in Papua New Guinea); the Angola Partnership Initiative (pairing private and public sector support for the reconstruction and development of Angola after 27 years of civil war); and the Niger Delta Partnership Initiative (a corporate social enterprise created to bring peace and development to the Niger Delta of Nigeria). Flemming holds an MSc in Sustainable Development from the University of London.



**Development Manager, Andrea Kuch**

With over a decade of experience in corporate social investment and community development, Andrea has spent much of her career on project implementation, communication, and evaluation of social impact initiatives. After more than seven years in the private sector, primarily supporting economic development and peace building work in Nigeria's Niger Delta region, she now serves as Development Manager for the Hāmākua Institute. Her focus is on developing and scaling new ideas, technologies, and platforms for community development and social progress. Andrea holds a Bachelor of Arts in International Relations and Communications from the University of San Diego and a master's certificate in Social Innovation from Stanford's Graduate School of Business.

**Research Coordinator, Adhann Iwashita**

Adhann Iwashita was born and raised in Mānoa on O'ahu, a fourth generation descendant of settlers to Ola'a, Hawai'i, and Mō'ili'ili, O'ahu. He holds a Ph.D. in Applied Anthropology from Teachers College, Columbia University. His dissertation explored the question of what gets sustained through the practices of development, and how lived relationships with place can support human and nonhuman lifeways. He brings his skills in research and writing, along with a deep commitment to the people and places of Hawai'i, to the position of Research Coordinator at the Hāmākua Institute.

**Facilitation Coordinator, Melissa Nagatsuka**

Melissa Nagatsuka has over a decade of experience working with social service programs and on initiatives at nonprofits, academic institutions, and at the county and state level. Melissa's background includes program design, implementation, coordination and research & analysis. She also works in facilitation, cross-sector partnerships, leading collaborative assessments and capacity building efforts, prioritizing culturally-responsive and community-driven approaches to process, and outcome-focused evaluations.

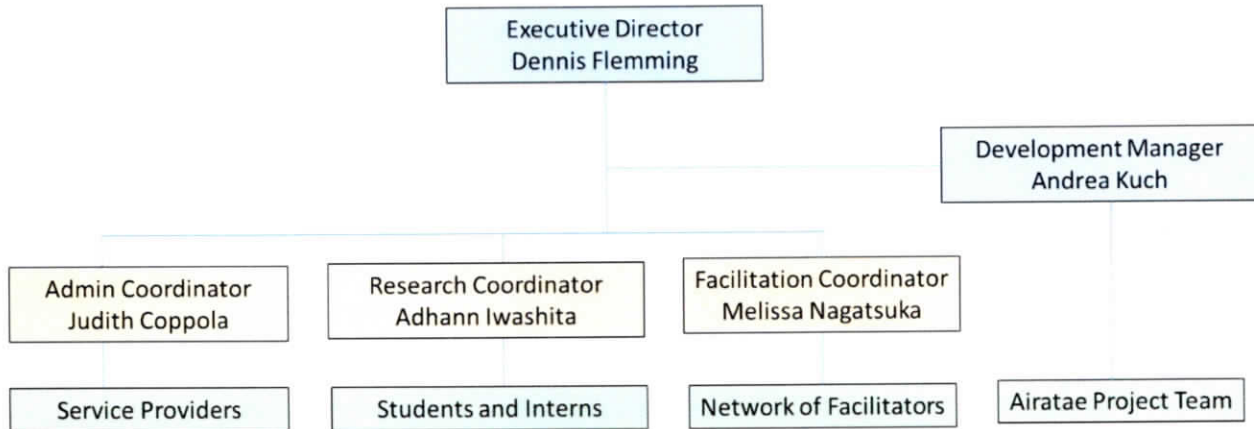
With a passion for food security and agricultural sustainability in the Hawaiian Islands, Melissa's involvement in grant-funded projects include: with The National Institute of Food and Agriculture and The Gus Schumacher Nutrition Incentive Program, Hawai'i Good Food Alliance, The Centers for Disease Control and Prevention, San Diego State University Research Foundation, and The University of Hawai'i at Mānoa. Melissa holds a Masters degree in Public Health from San Diego State University, along with a Bachelor of Arts in Sociology and Anthropology at UCLA.

**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.



## 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.

The three highest paid employees of the organization are included in the proposal, with the Executive Director paid \$72,000 per annum, the Development Manager paid \$66,000 per annum, and the Research Coordinator paid \$56,000 per annum. The Executive Director is the only paid officer of the Institute, the remaining Directors and Officers are all unpaid roles.

## 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.

No pending litigation.

### 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.

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.

No, funding from this grant will NOT be used to support or benefit a sectarian or non-sectarian private educational institution.

### **4. Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2023-24 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2023-24, but
- (b) Not received by the applicant thereafter.

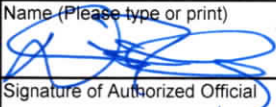
The Hāmākua Institute's plan for sustaining the support needed to continue building HIAP's collective capacity beyond the 2023-24 fiscal year involves a multi-pronged approach of identifying and diversifying HIAP's potential funding and revenue sources. For continued grant funding, the Institute will work closely with the County of Hawai'i and the Food Basket to continue seeking support for HIAP's development from longer term federal USDA and EDA grants. The Institute will draw upon the EDA's continued support to the BBBRC Phase 1 finalists in seeking further federal funding.

Other potential sources of revenue for sustaining HIAP's ongoing operating costs are currently being evaluated by HIAP's Board of Directors. These options include establishing membership fees for institutional members and transaction fees or subscription fees for shared assets and services organized on the HIAP platform. These options will be reviewed and tested with HIAP members during the 2023-24 fiscal year.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2023 to June 30, 2024

Applicant:   Hāmākua Institute  

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<b>A. PERSONNEL COST</b>				
1. Salaries	211,400	64,013	6,000	
2. Payroll Taxes & Assessments	22,200			
3. Fringe Benefits	18,240	5,130	0	
<b>TOTAL PERSONNEL COST</b>	<b>251,840</b>	<b>69,143</b>	<b>6,000</b>	
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island	1,400		1,500	
2. Insurance	3,000			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space			2,000	
5. Staff Training				
6. Supplies	4,242	4,160	2,500	
7. Telecommunication	7,200			
8. Utilities	3,600			
9. Software subscriptions	3,000			
10. Website Design/Development	32,000			
11. Audit	4,000			
12. Consultants	10,000	2,000	60,000	76,500
13. Printing		6,500		
14. Accounting And Admin Services	10,000	8,180	3,000	8,500
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<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>78,442</b>	<b>20,840</b>	<b>69,000</b>	<b>85,000</b>
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>330,282</b>	<b>89,983</b>	<b>75,000</b>	<b>85,000</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	330,282	Dennis Flemming	808-937-7372	
(b) Total Federal Funds Requested	89,983	Name (Please type or print)	Phone	
(c) Total County Funds Requested	75,000		1/20/2023	
(d) Total Private/Other Funds Requested	85,000	Signature of Authorized Official	Date	
<b>TOTAL BUDGET</b>	<b>580,265</b>	Dennis Flemming, Executive Director		
		Name and Title (Please type or print)		





# BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2023 to June 30, 2024

Applicant: \_\_Hāmākua Institute\_\_\_\_\_

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: 2021-2022	FY: 2022-2023	FY: 2023-2024	FY: 2023-2024	FY: 2024-2025	FY: 2025-2026
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS:						
Not applicable						

**GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID**

Applicant:     Hāmākua Institute    

Contracts Total:     165,000    

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)</b>	<b>CONTRACT VALUE</b>
1	Prepare Emergency Food Plan	Aug-Sep, 2021	Dept of Res & Dev	Hawaii County	50,000
2	Facilitate HIAP/BBRC Phase 2 Planning	Jan-Dec, 2022	Dept of Res & Dev	Hawaii County	90,000
3	Data Summary for Stakeholder Planning	Jun-Aug, 2022	Dept of Res & Dev	Hawaii County	25,000
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