

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

Type of Grant Request:

Operating Capital

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

Amount of State Funds Requested: \$ 200,000.00

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

Harvesting Growth: An initiative for expanding farm operations and production to amplify food security and resilience. The main objective of this request is to support clearing of 30 more acres of arable land. This clearing will increase the throughput of high-quality, nutritious, and certified organic local produce for families and communities of the Wai'anae coast and Hawai'i nei.

Amount of Other Funds Available:

State: \$ 0.00
Federal: \$ 350,000.00
County: \$ 0.00
Private/Other: \$ 650,000.00

Total amount of State Grants Received in the Past 5

Fiscal Years: \$ 573,339.00

Unrestricted Assets:

\$ 2,456,260.00

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

Type of Business Entity:

- 501(C)(3) Non Profit Corporation
 Other Non Profit
 Other

Mailing Address:

PO BOX 441
City: Wai'anae State: HI Zip: 96792

Contact Person for Matters Involving this Application

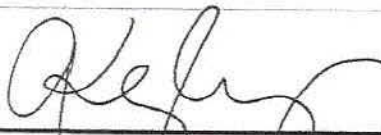
Name: Alexandra Kazlauskay	Title: Chief Financial Officer
Email: alexandra@maoorganicfarms.org	Phone: (808) 696-5569

Federal Tax ID#:

██████████

State Tax ID#

██████████


Authorized Signature

Alexandra Kazlauskay, Chief Financial Officer

Name and Title

01/19/2024

Date Signed

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



J. Kukui Maunakea-Forth Executive Director

1/17/2024

AUTHORIZED SIGNATURE

PRINT NAME AND TITLE

DATE



STATE OF HAWAII
STATE PROCUREMENT OFFICE

CERTIFICATE OF VENDOR COMPLIANCE

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

Vendor Name: WAI' ANAE COMMUNITY RE-DEVELOPMENT CORPORATION

DBA/Trade Name: WAI' ANAE COMMUNITY RE-DEVELOPMENT CORPORATION

Issue Date: 01/09/2024

Status: **Compliant**

Hawaii Tax#: [REDACTED]

New Hawaii Tax#:

FEIN/SSN#: XX-XXX0803

UI#: XXXXXX3675

DCCA FILE#: 119748

Status of Compliance for this Vendor on issue date:

Form	Department(s)	Status
A-6	Hawaii Department of Taxation	Compliant
8821	Internal Revenue Service	Compliant
COGS	Hawaii Department of Commerce & Consumer Affairs	Exempt
LIR27	Hawaii Department of Labor & Industrial Relations	Compliant

Status Legend:

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

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

The undersigned authorized representative of the applicant certifies the following:

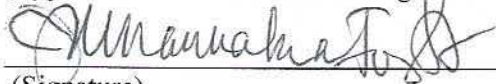
- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide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

11/17/2024

(Date)

J. Kukui Maunakea-Forth

Executive Director

(Typed Name)

(Title)

Application for Grants

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

I. Certification – Please attach immediately after cover page

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

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2018.

Enclosed.

2. Declaration Statement

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

Enclosed.

3. Public Purpose

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

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

II. Background and Summary

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

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

In 2000, 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 24 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).

To date, MA'O has served 1,685 Wai'anae youth; 159 participants have graduated with an Associate's Degree, 57 have secured a Bachelor's degree, 3 have received his/her Master's degree, and 34 are enrolled and progressing towards their degrees. Graduates enter the workforce with the knowledge and skills necessary to grow Hawai'i's diverse community-based economy, with particular emphasis on the emergent sustainable community food systems sector.

The organic produce these young farmers grow contributes to the overall health, well-being and resilience of the community in Wai'anae and across O'ahu. 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.

The farm has grown over the years, from an initial 5 acre plot leased in 2001, to 24 acres in 2011, and in 2019 MA'O expanded operations from 24 to 281 acres, thereby building our capacity to grow more food and empower more youth. In 2023 MA'O sold about 170 tons of fresh organic fruits and vegetables, supplying area markets, as well as grocers, institutions, food hubs and restaurants island-wide. We grow more than 50 different varieties of fruits and vegetables, including salad greens, root crops, cooking greens, herbs and seasonal tropical fruits. We also increased our diversity and scale of plantings and nurturing of trees that included avocados, mangoes, 'ulu, and various citrus trees. This diversified production is vital and necessary to ensure food security for our community and our state.

2. The goals and objectives related to the request;

Harvesting Growth: An initiative for expanding farm operations and production to amplify food security and resilience. The main objective of this request is to support clearing of 30 more acres of arable land. This clearing will increase the throughput of high-quality, nutritious, and certified organic local produce for families and communities of the Wai'anae coast and Hawai'i nei. Additionally, by bringing fallow acreage overgrown with scrub brush and invasive plants into active management with large portions in indigenous agroforestry, we are decreasing fire risk on the dry Leeward coast and working towards a healthier watershed overall.

3. The public purpose and need to be served;

This farm expansion improvement project will enable MA'O to aggressively maximize community benefit through agricultural production, workforce training, and environmental stewardship. MA'O's college and workforce training programs will be embedded in this work, ensuring that the capital improvements also yield training and education outcomes. The project will thus serve a public purpose in three primary areas:

1. food production & resiliency
2. workforce training & employment opportunities
3. fire prevention & active watershed management

Food production and resiliency

The impacts of climate change, global conflicts, and supply disruptions from Covid-19 have highlighted Hawai'i's need for urgency in addressing food security for our State. Hawai'i continues to import at least 85% of our food and the need for growing food locally reiterates the need to increase farming and local food production as a viable and thriving industry.

Currently, MA'O now produces 8,500 lbs of produce weekly, and we are on track to increase that to 25,000 lbs weekly over the next 5 years. While much of that volume goes to Oahu's urban core, roughly 20% of our production is absorbed by vendors, grocers and families on the Wai'anae Coast. We are a significant piece of our community's food security. MA'O is committed to building our community's resilience. At full capacity, MA'O will yield a projected \$10,000,000 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 80% 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.

Based on current yields, clearing an additional 30 acres would allow MA'O's young farmers to increase their contribution to our food system by roughly 250,000 lbs more per year. This is a small but critical step to our collective need for greater food production and resilience. We aim to bridge the gap in access to nutritious food and to elevate our production capacity, ensuring an abundant supply of local, organic, fresh food to our community and partners.

Workforce training & employment opportunities

While academic success is integral to career success and income, so too is a young person's ability to flourish as a leader in the working environment. The farm expansion work creates an opportunity to broaden our existing on-farm training program to include new skills, including the use of equipment to clear and prepare land for cultivation.

MA'O graduates emerge ready to thrive in the workforce, armed with practical experience in organic agriculture and essential life skills. As leaders of households, active citizens, and pillars of their communities, they possess the empowerment to uplift their families and communities from the challenging realities of generational poverty to a state of abundance and prosperity.

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

Fire prevention & active watershed management

MA'O stewards over 281 acres in Lualualei Wai'anae and has actively participated in the Wai'anae Mountains Watershed Partnership (WMWP) for over a decade. Invasive trees and grasses predominantly occupy the hillsides of the Lualualei Valley. Many of the farms that thrived in the Valley 50 years ago are now also covered with invasives, and the wooden infrastructure is in disrepair and rotting. If these issues are left unchecked, the valley may face fires similar to the unfortunate tragedy in Lahaina. Therefore, organizations like WMWP and on-the-ground farming groups like MA'O play a crucial role in addressing these challenges at this time.

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

Research demonstrates a clear correlation between educational attainment and improved income levels.⁴ An individual in Wai'anae without a high school diploma earns an average annual salary of \$21,731, which rises to \$29,182 with a high school diploma, and \$40,179 with a Bachelor's degree.⁵ Interventions that bolster college enrollment, retention and attainment are thus critical to building community wealth on the Leeward Coast.

The inverse of Wai'anae's deficits is a tremendous opportunity: to empower and educate Wai'anae youth to lead the community to a healthy and prosperous future by creating a culturally rooted sustainable food system. Over the past 24 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.

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

⁵ *Ibid.*

5. Describe the geographic coverage.

WCRC and MA'O Organic Farm operates in Lualualei Valley, Wai'anae, O'ahu, City & County of Honolulu, State of Hawai'i. The majority of our youth participants primarily come from the Wai'anae moku, encompassing Nānākuli, Mā'ili, Wai'anae, Mākaha, and Kapolei. Wai'anae has an overall population of 47,260, with 39% under 24 years old. The region boasts the highest concentrations of Native Hawaiians and Pacific Islanders in the State (41% across the CDPs vs. 10% statewide), with exceptionally high concentrations of Native Hawaiians living on Homesteads in Nānākuli, Ma'ili, and Wai'anae CDP (Census Designated Places). The per capita income across the CDPs averages \$21,300 vs \$35,600 statewide. Nationally, 20.5% of Native Hawaiians and other Pacific Islanders face low food security, and in specific communities like the Wai'anae Coast, food insecurity levels exceed 30% of the population (Healthy Hawai'i Initiative).

Within our community, MA'O's focus is on serving Native Hawaiian youth. Overall, youth in Wai'anae exhibit "at-risk" socio-economic behaviors, including teenage onset of diabetes, high rates of school absenteeism, and incarceration. The community residents face significant challenges due to intergenerational poverty, leading to preventable diseases, homelessness, and hunger. The population of Wai'anae is home to 48,519 residents. The current graduation rate in Wai'anae is 80%, but only some attend or succeed in college. For those 25 years and older, an average of 13% of Wai'anae youth vs. 33% statewide possess a Bachelor's degree.

This endeavor aims to enhance our mission to create equitable and sustainable educational and employment opportunities in the region, contributing to improved holistic health and well-being and a better quality of life. MA'O serves the broader O'ahu community by selling fresh, organic local produce at various market outlets, including the Kaka'ako, Pearlridge, and Wai'anae farmer's markets. Co-producers who actively support purchasing local organic food from us include supermarkets such as Foodland and Foodland Farms, Whole Foods Market, and Down to Earth. These Co-producers stretch from Wai'anae to Kapolei, Pearl City, metro Honolulu, Aina Haina, and Kailua. Nearly two dozen restaurants across O'ahu also incorporate MA'O produce into their menus.

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;

In Fall 2024 Gary Maunakea-Forth and Executive Director Kukui Maunakea-Forth will co-lead the hiring of an Equipment Specialist, who will serve as both primary equipment operator and trainer.

Field preparation work will commence in the 4th Quarter of 2024. This work will be overseen by Operations Director, Gary Maunakea-Forth and Farm Manager, Cheryse Kauai Sana, conducted by the Land Clearing Subcontractor Equipment Operator, and assisted by farm staff and youth interns and apprentices.

This work will include:

- clearing large kiawe trees (8' - 20') from the areas intended for cultivation
- aggregating kiawe into large piles
- chipping the kiawe into reusable mulch using an industrial mobile tub grinder.

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

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

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

MA'O Organic Farms Expansion Project Timeline - State GIA FY24-25											
2024						2025					
First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
July	August	September	October	November	December	January	February	March	April	May	June
Refine scope of work, publish RFP			Clearing work completed			Initial planting by MA'O					
responses to RFP and Select contractor/vendor/issue notice			MA'O procuring saplings and/or ground cover								
						Irrigation and site prep by MA'O					

1. Month 1: Refine scope of work, publish RFP according to State procurement standards.
 2. Month 2: Receive and evaluate responses to RFP, select and contract vendors.
 3. Month 3: Issue notice to proceed and mobilize vendor(s).
 4. Month 4 - 5: Clearing work completed by vendor, who clears large kiawe trees (10-24') from the areas for cultivation
 5. Month 6 - 8: Vendor aggregates kiawe into large piles
 6. Month 8 - 11: chipping the kiawe into reusable mulch using an industrial mobile tub grinder.
 7. Mahi'ai (farm) staff will spread mulch onto trees
3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and

Farm enterprise management conducts weekly meetings at which progress is reviewed and needs are communicated (maintenance, tools, training, etc.). Farm staff, including farm apprentices, attend these weekly meetings to share their insights, request

assistance as needed, and provide feedback on farm operations and their work/educational experience. Management reviews this input and integrates changes as needed for continuous improvement of the operations and on-farm training. Weekly and quarterly review of farm sales ensure regular review of the farm business.

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 milestones corresponding with the timeline in Section III (2), and objective measures for each.

- By the end of 1 Quarter 2024 - Contractor for clearing selected through competitive procurement process
- By the end of 2nd Quarter 2024 - Clearing 30 acres completed
- 3rd - 4th quarter 2024 - MA'O youth interns and farm staff have prepared the newly cleared areas and are beginning to plant row crops, sapling trees and ground cover.

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 - attached*
 - b. *Personnel salaries and wages - not applicable*
 - c. *Equipment and motor vehicles - not applicable*
 - d. *Capital project details - attached*
 - e. *Government contracts, grants, and grants in aid - not applicable*

Budget request by source of funds and Capital project details are both attached.

2. *The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2025.*

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$0	\$200,000	\$0	\$0	\$200,000

3. *The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2025.*

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

National Philanthropic Foundation	\$350,000	Palikea Land Improvements (clearing, field prep, storage/facilities)
Private Foundations	\$300,000	Machinery & Equipment (farm development)
Total Other Funds	\$650,000	

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

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 2025 for program funding.

- City GIA FY20 \$125,000 – Facility, Cold Storage
- State GIA FY21 \$325,000 - for automated washlines and training facility
- Economic Development Administration \$2.9M - Facility Construction
- Federal Appropriations Bill 2021 \$898K - Facility Construction
- DHHS - Administration for Native Americans (ANA) 2021-2023 \$1,112,277
- USDA Natural Resource and Conservation Service 2022 - 2024 \$693K
- Kaulunani Grant 2023 - 2024 - \$48,339
- USDA Natural Resource and Conservation Service (Awarded, not yet in Contract) 2024 - 2025 \$697K
- USDA Organic Market Development Grant (Proposed) 2024 - 2026 - \$1.6M
- US Department of Interior Kapapahuliau Climate Resilient Program (Proposed) 2024 - 2026 \$1.05M

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2023.

\$2,456,260 (unaudited)

V. Experience and Capability

1. Necessary Skills and Experience

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

MA'O's capacity is grounded in our deep experience in educational program design and implementation, our organic farming expertise, and our partnerships with key allies. Over the course of our 24 year history, we have successfully navigated several earlier chapters of substantial expansion, during which we have grown educational programming and improved intern retention rates, while using additional acreage to scale up organic food production.

As mentioned previously, to date MA'O has served 1,685 Wai'anae youth through the YLT internship and High School programs; of these participants, 159 have graduated with an Associate's Degree, 57 have secured a Bachelor's degree, 3 have received his/her Master's degree, and 34 are enrolled and progressing towards their educational goals. This success is grounded in the unique strategies to engage, retain, and graduate interns that successfully counter the structural impediments facing Wai'anae youth. The organization's approach includes acculturating students to college attainment and lifelong learning by maximizing peer-to-peer engagement, balancing providing support with giving kuleana (farm work that requires responsibility), empowering youth to generate action-oriented goals, and providing individualized mentorship.

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

MA'O also has a strong track record as a production-oriented organic farm. MA'O is 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. In 2023 MA'O produced 170 tons of fresh organic fruits and vegetables per year at area markets, as well as grocers, institutions, food hubs and restaurants island-wide.

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

New Post-harvest Processing Facility

- 11,600 square feet new, ground-up construction
- Funded through multiple sources including 2 different federal agencies, city funds and private philanthropic grants and low-interest loans
- Design, Engineering and procurement all done to federal standards

- Construction completion estimated at March 2024.

Initial Land Clearing at Palikea

- Funded through FY 2020 State GIA
- Supported clearing of 40 acres of fallow, scrub brush
- Competitive Procurement, Contract Award and clearing all completed within 9 months

2. Facilities

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

In 2001, MA'O started farm operations and educational programming on five leased acres with rudimentary facilities. In 2008 the organization purchased the next-door 11-acre property, and an additional, adjacent 8 acres in 2011, bringing MA'O's Puhawai campus to a total of 24 acres. The property includes

- three 7,500 square foot steel truss farm structures, which have been repurposed and improved to serve as office, classroom/meeting and kitchen/break areas, as well as farm equipment storage and maintenance workshop,
- Additional office space is found in a modular office trailer. Wi-fi service enables both farm management and online training.
- A newly constructed 11,500 sq ft post-harvest processing and training facility where each week MA'O processes over 10,000lbs of certified organic fresh fruits and vegetables.

In 2019 MA'O acquired 257-acres roughly 5 miles from the core farm/campus referred to as "Palikea". Since then our team has put roughly 40 acres of those lands into active crop production and constructed a very simple baseyard and pair of shade cloth nurseries for seedlings.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

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

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

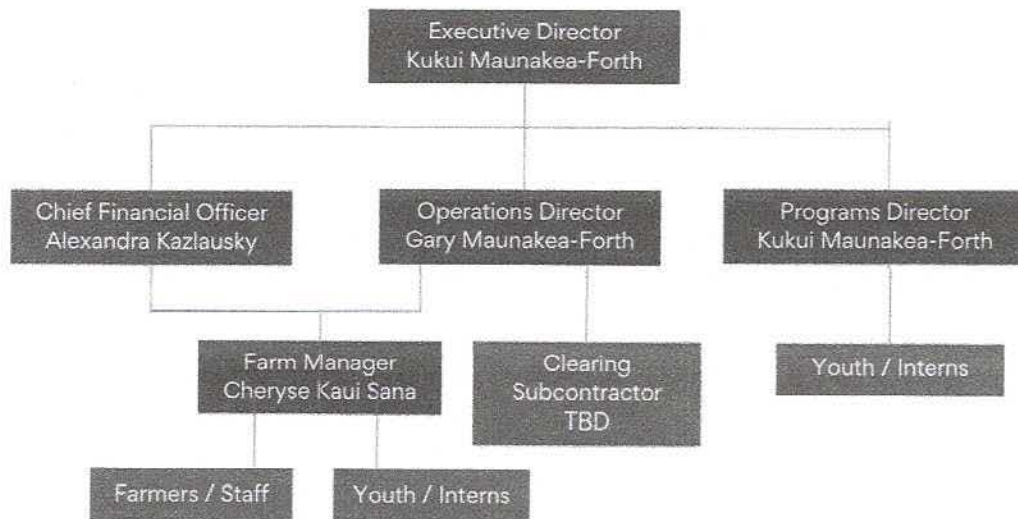
WCRC Executive and Program Director J. Kukui Maunakea-Forth holds a BA in Pacific Island & Hawaiian Studies and a BSc in Cultural Anthropology. She has over 20 years of experience teaching and managing non-profits and has raised and managed over \$15 million in private, State and Federal grants. She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

Operations 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 Operations Director, he oversees agricultural production, the farm expansion project, and the training of staff, apprentices and interns. Gary will serve as the project lead on the Master Plan and Farm Development elements of this expansion.

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

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, Farm Operations Director, & Chief Financial Officer are paid between \$98,000 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.

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.

Not applicable.

3. Private Educational Institutions

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

Not applicable.

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2024-25 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2024-25, but*
- (b) Not received by the applicant thereafter.*

The GIA grant period and project fall in years 6-7 of MA'O's ten-year strategic plan (2018-2027), which encompasses the expansion and scaling of our farming operations. The plan builds on the organization's 24 year history of robust operations and successful incremental expansion of acreage cultivated and youth served. It reflects our core strengths: a proven theory of change, experienced and dedicated staff, committed co-producers (customers), and mutually-enriching partnerships with community institutions.

We are confident of our ability to persist in this work. As a social enterprise, our operating budget includes both earned revenue and funds from philanthropic and civic partners. We have a history of successful fundraising, with over \$44 million secured in the past 24 years. Meanwhile, the percentage of MA'O's operating budget contributed by earned revenue has grown steadily from 20% in 2008 to 36% in 2023, driven by the farm's expansion.

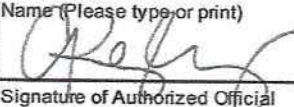
Growth of MA'O's earned revenue and farm sales requires strong partnerships with our co-producers. To this end, we are in constant dialogue with our grocery partners at Foodland, Whole Foods Market and Down To Earth, and with our key restaurant partners. Sales projections, planting schedules and crop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

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

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2024 to June 30, 2025

Applicant: Wai'anae Community Re-Development Corporation - MA'O Organic Farms

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST				
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9. Equipment				\$650,000.00
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES				\$650,000.00
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	\$200,000.00			
TOTAL (A+B+C+D+E)	\$200,000.00			\$650,000.00
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	\$200,000.00	Alexandra Kazlauskys (808) 696-5569		
(b) Total Federal Funds Requested		Name (Please type or print)		
(c) Total County Funds Requested				
(d) Total Private/Other Funds Requested	\$650,000.00	Date: 1/18/2024		
TOTAL BUDGET	\$850,000.00	Signature of Authorized Official: Alexandra Kazlauskys		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2024 to June 30, 2025

Applicant: Wai'anae Community Re-Development Corporation - MA'O Organic Farms

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2022-2023	FY: 2023-2024	FY: 2024-2025	FY: 2024-2025	FY: 2025-2026	FY: 2026-2027
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION			\$200,000.00			
EQUIPMENT				\$650,000.00		
TOTAL:			\$200,000.00	\$650,000.00		
JUSTIFICATION/COMMENTS:						
\$200,000.00 requested in this proposal matched with \$650,000.00 in private foundation funds						