

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

Type of Grant Request:

Operating                       Capital

Legal Name of Requesting Organization or Individual:    Db:

Pacific Gateway Center

Amount of State Funds Requested: \$ 399,994.00

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

Pacific Gateway Center is requesting gap funding to compensate for lost revenue due to the renovation of our revenue producing incubators. These include our 11 commercial kitchen facility in Kalihi, and our 176-acre farm in Kunia. The request will allow over 100 businesses who depend on our operation to maintain operations through the renovation period, and maintain trained staff while our programs are at less than full capacity.

Amount of Other Funds Available:

State:            \$ \_\_\_\_\_

Federal:        \$ \_\_\_\_\_

County:        \$ \_\_\_\_\_

Private/Other: \$ \$105,000

Total amount of State Grants Received in the Past 5 Fiscal Years:

\$ \$312,792

Unrestricted Assets:

\$ \$7,257,164

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:

723C Umi Street

City:

Honolulu

State:

HI

Zip:

96819

Contact Person for Matters Involving this Application

Name:  
En Young

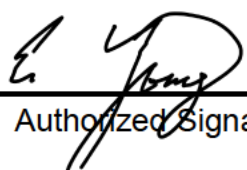
Title:  
Executive Director

Email:  
eyoung@pacificgatewaycenter.org

Phone:  
808-762-5950

Federal Tax ID#:

State Tax ID#

  
Authorized Signature

En Young, Executive Director  
Name and Title

1/19/2023

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) 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



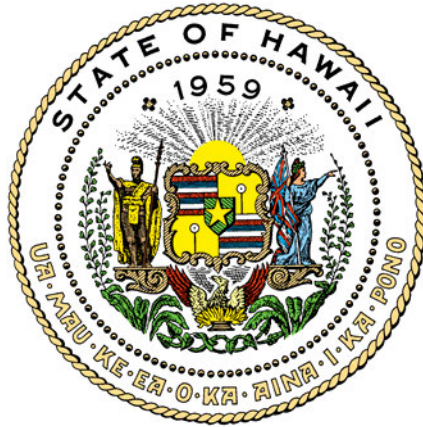
En Young, Executive Director

1/19/23

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

PACIFIC GATEWAY CENTER

was incorporated under the laws of Hawaii on 03/22/1984 ; 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: November 22, 2022

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.

Pacific Gateway Center

(Typed Name of Individual or Organization)

(Signature)

En Young

(Typed Name)

(Date)

Executive Director

(Title)



## Public Purpose

### §42F-102 Applications for grants.

Pacific Gateway Center's request for this Grant in Aid shall be submitted to the House Committee on Finance and the Senate Committee on Ways and Means at the start of each regular session of the legislature.

(1) *The name of the requesting organization:*

Pacific Gateway Center

(2) *The public purpose for the grant:*

Pacific Gateway Center serves a population rarely served by any other agencies statewide which are immigrants, refugees, asylees, victims of human trafficking, and a population greatly in need, those lower on the socioeconomic scale.

(3) *The services to be supported by the grant:*

Pacific Gateway Center seeks fund to renovate and expand its business development and job creation programs through refurbishing its Culinary Business Incubator which has assisted over 800 food-related/value-added businesses in the past 20 years and its Farm Incubator which has supported 70 plus small agricultural businesses in the past 10 years.

With the mandate to double local food production, the support for small businesses on the rise, and record numbers of people looking for flexible employment, the time has come for Pacific Gateway Center to reinvest in our infrastructure and provide another twenty years of business development services to low-income entrepreneurs in the food system.

More specifically, we seek to

- refurbish our Culinary Business Incubator to continue our provision of services to the next generation of food entrepreneurs:
  - Leasing 12 certified kitchens and dry/refrigerated storages,
  - Providing business technical assistance in a broad spectrum of business development: business start-up, compliance, business planning and marketing, micro-lending,

- Providing support to access government funding, contracts, and other additional financial services.
- expand our Farm Incubator to assist more small farm businesses through increasing total land holdings, and
  - Secure additional farmland to accommodate further access to land, and
  - Provide technical support in areas such as access to market, capital and agricultural production, crop management,

*(4) The target group:*

Food-related business and value-added entrepreneurs  
Socially disadvantaged farmers

*(5) The cost of the grant and the budget. [L 1997, c 190, pt of §3; am L 2014, c 96, §6]*  
The total requested amount is \$399,994

## 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.

Please see the attachment

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

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

Please see the attachment

#### **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.

Please see the attachment

## **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**

Pacific Gateway Center (PGC) was formed as a coalition of three Kalihi churches in 1973 in response to the refugee crisis associated with the Vietnam War. During that time, refugees from Southeast Asia often came to Hawaii to begin their journey in America, with our State serving as a gateway from the war-torn countries they left to the promise of opportunity in the United States. In 1984, a stand-alone nonprofit 501(c)3 was spun off, commemorating PGC's role in being a gateway to a new life, and the organization was officially designated by the Internal Revenue Service.

Originally serving immigrants, refugees, asylees, and victims of human trafficking, our services began with assisting in basic services such as documentation and resettlement. Over time, the political climate and immigrant needs changed, with many immigrants headed straight to the mainland for processing, changes in Federal funding structure, and a renewed focus on work and assimilation. Pacific Gateway Center continued documentation services, and began to provide workforce development services, including job training and placement, as well as acculturation for immigrant populations now here for a decade or more to assist its clients to gain economic self-sufficiency and gradually to integrate in the U.S.

Pacific Gateway Center is now a business development organization with a specialization in immigrant/migrant and low-income clientele, leveraging our infrastructure and community trust to create business and other life opportunities for the disadvantaged.

Pacific Gateway Center's mission has evolved over time to meet the emerging needs of our populations. Currently, our mission is to empower low-income residents, immigrants, refugees and other vulnerable populations to achieve self-sufficiency through skill-building and access to opportunities while respecting cultural heritages.

Through our services, PGC has directly served over 5,000 clients annually during the COVID period, with a conservative estimate of twice that number indirectly.

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

Over twenty years ago, Pacific Gateway Center worked with clients to conceptualize a facility that would support the entrepreneurial spirit of our clients and accommodate their need for economic empowerment. A new model of business development called



incubation was being developed across the country, and Pacific Gateway Center opened one of the first and largest of its kind kitchen incubator facilities in the United States, with twelve certified commercial kitchens, rendered available to our clients to reduce entry barriers and allow experimentation for small food-based businesses. We call it our Culinary Business Incubator, located at 723C Umi Street in the Kalihi neighborhood.

Similarly, our Farm incubator program, built on a 176-acre property in Kunia, combines resettlement with business development strategies to assist victims of human trafficking, low-income and other socially disadvantaged farmers, in this case primarily immigrants, with starting small farm businesses.

Using a social entrepreneurship model, Pacific Gateway Center has created win-win situations: lowering barriers to entry for small businesses and creating a revenue stream for the agency to invest in the longevity of the program. The model has been successful in incubating over 800 food based businesses in this twenty year period, as well as over 75 small farms in our decade of operation in our Farm incubator program.

While the revenue model sustains operations, the low-cost subsidy provided through discounted rent to our clients in the mentioned programs does not allow us to reserve enough funding to reinvest. With the mandate to double local food production, the support for small businesses on the rise, and record numbers of people looking for flexible employment, the time has come for PGC to reinvest in our infrastructure and provide another twenty years of business development services to low-income and other disadvantaged entrepreneurs in the food system.

Our goals are simple:

- Refurbish our Culinary Business Incubator to serve the next generation of food entrepreneurs,
- Expand our Farm Incubator to assist more small farmers in operating an agri-business of themselves through increasing total land holdings. This expansion will contribute to an increase in locally grown produce for the demand of local food hub hui and local consumers, and
- Retain staff expertise and replace revenue loss through the renovation and expansion

Pacific Gateway Center is asking for the State of Hawaii to provide funding for the staff retention and basic utilities for the operation during the period of revenue loss through the renovation and expansion of its two incubation programs. Unlike other nonprofits, PGC funds these projects from earned revenue, meaning that we do not apply year after year for funding for these programs. However, because we subsidize the rents of our small businesses, PGC has not built up enough reserves to cover our operating expenses while our rent is not received.

This project requires fundraising for: 1) the construction process for the Culinary Business Incubator, 2) the acquisition and/or initial infrastructure for our new farm projects, and 3) coverage of basic costs during the loss of revenue period. Our total revenue each year totals about \$926,000, and we are asking for half that to be covered by the GIA because of its flexible nature, while PGC and our team will raise the other half of the operating costs as well as all the Design, Planning, and Construction costs through other means.

Because PGC has a considerable amount of earned revenue, our organization is able to access financial products not available to nonprofits who are solely grant funded.

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

Pacific Gateway Center serves a population rarely served by any other agencies statewide which are immigrants, refugees, asylees, victims of human trafficking, and a population greatly in need, those lower on the socioeconomic scale.

Pacific Gateway Center is the only organization in the State with programs for the entire food supply chain. With the state mandated to double local food production, PGC is poised to be a key player in this discussion. PGC incubates farmers and value-added producers in our farm and CBI facilities, and has successfully incubated an award-winning local restaurant, The Pig and the Lady, in our Chinatown facility.

The renovation serves multiple needs, for which low-income and immigrant populations are overrepresented. At present, Hawai'i imports much of its food, making our State vulnerable to cataclysmic weather events, disruptions in supply chain, and general food insecurity. Further, Agriculture is a small part of the overall economy, with tourism being the primary economic driver.

Small business needs have remained relatively the same; access to infrastructure, access to capital, access to market, and access to technical assistance are all key factors determining if a business would survive. In a study conducted by U.S. Bank, 82% of small businesses fail due to cash flow issues. Cash flow is affected by monthly expenses and revenues, which are driven largely by access to cash and bridge financial products, their ground rents or mortgage payments, business savvy and the ability to plan, and general operational knowledge and experience.

Statewide, DBEDT reports 2019 tourism estimated dollars spent as about \$17B, versus Agriculture at \$66M. As the pandemic showed, reliance on a single industry for revenue puts the State at extreme risk for global events that shut down travel.

Regardless of whether or not we consume our own food, restaurants, and the hospitality industry are likewise dependent on tourism, and immigrants are notoriously overrepresented in both the hospitality and agriculture industries, with a May 2021

study by the New American Economy finding that though immigrants make up 20% of the population, they make up 33% and 40% of the agriculture and hospitality industries, respectively. Our incubator programs work with the population representing the highest impact in these sectors of the local economy.

Over twenty years in Kalihi, PGC's Culinary Business Incubator has served over 800 small businesses. While many were not successful, we have numerous examples of restaurants and food trucks that have achieved great success and have created true economic impact in the State. These include The Pig and the Lady, Istanbul, Dagon, Rangoon Kitchen, Thai Kitchen, Maria Bonita and others, some of whom are household names in the competitive Honolulu restaurant market. This model works, and can work for the next generation of food business entrepreneurs if properly supported.

#### **4. Describe the target population to be served**

Our target population is disadvantaged individuals, especially the immigrant population who are looking to start small businesses in Hawaii's food system.

Hawai'i's immigrant population makes up about one-fifth of the population according to the most recent census data. While this group of people are 20% of the population, according to a 2021 study by the New American Economy, immigrants in Hawai'i are overrepresented in certain key economic indicators, including the percentage of workforce in Agriculture and Hospitality at 40% and 33%, and in the creation and start-up of small businesses. Also of note, immigrants to the country are overrepresented in those of working age, compared to residents.

Low-income residents, our other key target demographic, make up approximately 10% of the population of the City and County of Honolulu. In relation to the prior paragraph, low-income residents are classified as such because their wages are low, meaning they work in industries with low wages. While hospitality may pay well, the work is often seasonal and sporadic, making the overall annual income low. Agriculture also exhibits seasonality as well as lower wages.

While both hospitality and agriculture exhibit lower wages for entry level workers and seasonal harvest help, agriculture can be profitable for sole proprietors with the proper skills, while hospitality and restaurant skills can be transferred to viable small businesses in the food service industry.

#### **5. Describe the geographic coverage**

Pacific Gateway Center provides some services statewide; however, our two incubator facilities are located in the City and County of Honolulu. Commercial kitchen rental services are few and far between, and affordable options for this service even less so.

While other organizations, both for-profit and nonprofit offer these services, PGC has the largest such facility in the State. This means unlike single or double kitchen operations, the businesses usually do not compete for space, making our facility more attractive. Moreover, the organization also offers to its clients technical assistance services, i.e., business development, marketing, tax, business legal structure, etc., (free of charge) through its partnership with many other partner agencies in business development and management, e.g. Small Business Administration, SCORE Hawaii, the Entrepreneurship Foundation of Hawaii, Hawaii Small Business Development Center,

The result is, although our facility is in Kalihi, we serve caterers, bakers, food trucks, popsicle makers, and other food-based businesses from all over the island. Our food trucks are found in Kapahulu, Kapolei, the Kailua Night Market, and the North Shore, while our bento providers, popsicles and cookie producers are in schools and stores island-wide.

### **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**

Pacific Gateway Center, through this proposal, seeks to sustain regular operations and client service as well as lay the foundation for future operations of its two business incubator programs: Culinary Business Incubator and Farm. The gap funding for this period will cover our costs of maintaining staff while the renovations occur as well as cover tasks to outreach and inform new clients of the updated services offered.

The Culinary Business Incubator is open from 5 am to 9 pm, seven days a week (closed only on Thanksgiving, Christmas, and New Year), serving between 60-90 small food businesses a month. The program is managed by the Program Coordinator and three maintenance staff. The scope of work for our staff is as follows:

- 1) Scheduling and coordination of kitchen use appointments
- 2) Maintenance and cleaning of kitchens
- 3) Scheduled maintenance to comply with the Hawaii State Department of Health (DOH) regulations
- 4) Scheduled inspections for the DOH inspectors to meet with the CBI clients
- 5) Tracking and invoicing for kitchen use
- 6) Maintenance and cleaning of dry and cold storage areas
- 7) Coordinate technical assistance activities offer by PGC's partners agencies and volunteers,
- 8) Giving tours to prospective clients and spectators

Our Farm incubator is managed by the Farm Manager. In addition, there are two other on-site farm operations assistants who will daily work directly with farmers. The basic scope of work of this program is as follows:

- 1) Road and irrigation maintenance for farm tenants
- 2) Toilet facility maintenance coordination in compliance with food safety regulations
- 3) Lease coordination and billing, tenant dispute management
- 4) Security and monitoring of illegal activity (theft, illegal dumping, etc)
- 5) Organize All Farm meetings with tenants
- 6) Coordinate with extension agents from the University of Hawaii at Manoa's College of Tropical Agriculture and Human Resources and experts from GoFarms Hawaii training center to offer technical assistance services to tenants

In our Culinary Business Incubator, responsibility for these tasks falls on our Accounting Department, our Program Coordinator, and our three (3) maintenance personnel. Daily tasks for this program include:

- Greeting and situating clients
- Checking clients in/out of kitchens
- Interfacing with the Department of Health to coordinate inspections
- Introducing clients to Pacific Gateway Center and its programs and possible referral to business development services, as needed
- Inventory control for supplies
- General cleaning of common areas, including hallways, walls, cold and dry storage, windows, four (4) bathrooms etc, in compliance with Department of Health standards for commercial kitchens serving food to the public
- Sanitizing of kitchens after client use
- Tabulation of total hours used per month and generation of reports for invoicing
- Generation of statements and accompanying invoices for clients using the facility
- Receipt of cash and credit card payments for amounts due
- General maintenance of grounds including weeding, minor repair, parking lot maintenance, bird amelioration, and other minor maintenance

In our Farm Incubator, responsibilities fall on a part-time farm manager and two part-time on-farm maintenance personnel. For this program, tasks include:

- General farm check, including condition of roadways, berms, fencing, water infrastructure, and other hard assets
- Regulating water pressure through turning on and off valves at appointed times
- Communication with farmers on daily and emergency matters such as billing, technical assistance, available grants, wind/rain damage and repair, tenant and/or neighbor disputes
- Landlord interface including external maintenance issues, coordination of tenants, site visits, billing, etc
- Coordinating technical assistance activities including communication
- Assisting with technical assistance and training support, including setting up tables and chairs, coordinating parking, etc
- Minor maintenance tasks such as irrigation and valve repair, clearing ditches and culverts, minor fence repair
- Coordination of major repair and maintenance tasks
- Contract monitoring for vendors
- Tabulating total lease rents for land and services used
- Issuing reports for statements and invoicing
- Invoicing and collection of rents

In addition to the usual maintenance tasks, we anticipate further tasks associated with shutting down and restarting programs such as:

- Relocation of inventory and supplies

- Relocation of equipment and infrastructure
- Land preparation, including small irrigation set up, minor digging and fencing tasks
- Installation, set up, and testing of equipment
- Client marketing and outreach for potential clients for the program expansion
- Collateral design to market new program offerings
- Social media and dissemination assistance
- Client assistance for alternative options when facilities are unavailable

All these tasks are performed by front-line, client-facing staff. While they will be incurred, Pacific Gateway Center in this proposal is not asking for any administrative costs, only those directly involved in the program.

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

The request in this proposal is not to support an ongoing program, it is gap funding to cover staff while operations are reduced to make way for renovation. This funding is expected to be needed only during the renovation period. Because the Culinary Business Incubator is already built, this is not new construction from scratch, merely a renovation and upgrade to an existing facility. We therefore expect the permitting process to be shorter than a new build, and the renovation period to be less than that of a new build.

Results and outcomes are separate from regular program outcomes, and success for this program is to maintain hardworking, experienced staff as well as make sure clients are served while our facilities have limited or no capacity.

In concert with our ask per quarter, the bulk of the funds will be used toward the end of the grant as we will need ramp up time. Pacific Gateway Center is realistic about the timelines we and the State can execute this project. We are aware the State Legislature appropriated an unprecedented number of grants in 2022 while at the same time reducing the number of expending agencies to one. The expending agency has thus an exponential growth in total releases needing to be approved and contracted. Thus, PGC expects that, if approved, our release would likely not come until Q3 of State FY2024, or the first quarter of calendar year 2024.

Prior to release, PGC is ramping up fundraising and expects to begin spenddown in the beginning of January 2024 once funds are secured. From there, we will experience various drops in revenue, depending on the construction schedule, and expect the early stages to be demolition and other tasks. During this time, we expect a precipitous drop in revenue as the demo will likely be done all at once. We assume following this will be central infrastructure, such as electrical, gas, and plumbing, and then once we begin finishing we can reopen kitchens one by one. During this time we will begin to recover revenue as kitchens reopen.

For our farm incubator expansion, we will be incurring rental costs while preparing the land, and we will not be able to experience sublease rents during this prep time. Unlike the Culinary Business Incubator, these costs will be incurred immediately upon executing the lease, and we expect move in to occur near the middle of 2024. However, land preparation will likely be a much shorter period than the construction buildout, barring unforeseen bad weather or natural disasters. Thus, the primary draws will be Q3 and Q4 of the contract, assuming an execution date of 1/1/2024.

In accordance with this estimated schedule, we anticipate the largest draws in Q3 and Q4 of the contract, as shown in Section 4, Item 2. This timeline is achievable as our expenses in terms of payroll and lease rents should not fluctuate.

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

Quality Assurance and Evaluation work hand in hand to ensure the caliber of the client experience is the highest our organization can provide. To that end, everything Pacific Gateway Center does revolves around the client. We are a client-centered agency that meets our prospective clients where they are at, respects and recognizes the talents they wish to contribute, and helps them to reach their fullest potential.

Quality Assurance starts with a specific work plan. The work plan details under what circumstances we accept a client, what services we provide, what expectations the client should have of our agency, and what we can expect of the client. If we receive an award and funding and geographic coverage are clear, Pacific Gateway Center will create our finalized work plan for Immigration services.

Our work plan starts with clear processes to ensure that the agency is aligned from line-level staff to the Board of Directors. If expectations are not set for each level of the agency, from client-facing to administrative, roles may be confused and responsibilities on behalf of the clients may not be fulfilled. Clear expectations are set by position descriptions for each level of service. Position descriptions for the affected staff are included in the appendix.

A good work plan must include realistic outcomes, clear delineation of responsibilities, and communication channels that ensure issues are addressed in a timely manner. During the work planning phase, administration works with our front line staff to evaluate the services we plan to offer, and determine caseloads conservatively, understanding that our populations often present with issues much more complex than the direct assistance they are seeking.

Once these loads are determined, a workflow is created to try and determine the necessary steps for the service and the appropriate person and/or department to handle them. Reviewing position descriptions is helpful in creating work assignments. The



caseload figure then represents the total number of clients served, while each of the necessary steps represent key indicators through the process for the client.

Next, communication channels are initiated to ensure that the right amount of information passes between levels of the organization without creating unnecessary operational drag on the front line staff. For larger programs with multiple employees, Program Directors set their own meetings with staff. Further, every program, no matter what size, has a meeting every two weeks with the Executive staff to review program progress against the mutually defined goals and indicators in the work plan. If operational issues arise, budget modifications need to be made, or progress plans changed, this is the forum for discussion.

Finally, Pacific Gateway Center's Board of Directors meets every other month to review high level metrics and program indicators, and assures they align with the overall mission, strategy, and budget of the organization.

In addition to the work plan, quality includes expressing our values through our work. Each employee upon onboarding is trained in our Employee Handbook to ensure not only that they meet minimum legal requirements such as confidentiality, refraining from harassment, and adhering to safety guidelines, but that they also have a grounding in the values and beliefs of Pacific Gateway Center as a foundation for how they conduct themselves with respect to clients.

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.**

Again, this proposal is asking solely for gap funding, and associated measures of effectiveness of the program are not relevant. However, we can offer the following metrics:

- 65 food-based small businesses maintained through the construction period
- 37 farm businesses maintained, expanded, or transitioned during the farm buildout period
- 7 jobs retained for the program

Pacific Gateway Center uses businesses as our measure of success for our business development programs rather than individual success. Incubating businesses have snowball effects of increased tax revenue, job creation, and increased economic self-sufficiency in many cases, making this the preferable option for our data collection.

## **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 (Form 6)
  - b. Personnel salaries and wages (Form 7)
  - c. Equipment and motor vehicles (Form 8)
  - d. Capital project details (Form 9)
  - e. Government contracts, grants, and grants in aid (Form 10)
  
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2024.

<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Total Grant</b>
\$45,000	\$100,000.00	\$155,000.00	\$99,994.00	\$399,994.00

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

As stated throughout the proposal, fundraising is proceeding in several different areas, namely planning design and construction, additional land for the farm program, as well as operating funds to cover the revenue differential.

Funds from the State of Hawaii are targeted toward revenue replacement. For this function, Pacific Gateway Center has targeted the State of Hawaii, the City and County of Honolulu, and private foundations. To respect the wishes of our foundations Pacific Gateway Center elects not to list them in this document which will become public, and PGC has not submitted all paperwork to our foundation partners as of the date of this request. However, should the funds be awarded and released, we will list any private foundations who do not request anonymity as leverage in the upcoming contract.

The total funding requested from the City and County of Honolulu is \$151,114, while private foundation asks have not been finalized, they are expected to be about \$300,000 for this phase.

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.

Pacific Gateway Center has not received any state or federal tax credits within the prior three years.

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.

A comprehensive listing of contracts from the requested agencies is included in Form 10

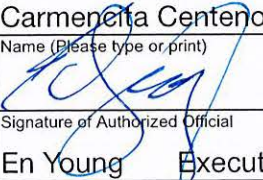
6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2022.

As stated on the cover page, the unrestricted current assets of Pacific Gateway Center as of December 31, 2022 is \$7,257,164.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2023 to June 30, 2024

Applicant: PACIFIC GATEWAY CENTER

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	176,364			
2. Payroll Taxes & Assessments	31,524			
3. Fringe Benefits	27,502			
TOTAL PERSONNEL COST	235,389			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	56,111			
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities	108,494			
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20. Indirect Cost				
TOTAL OTHER CURRENT EXPENSES	164,605			
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
<b>TOTAL (A+B+C+D+E)</b>	<b>399,994</b>			
<b>SOURCES OF FUNDING</b>	Budget Prepared By:			
(a) Total State Funds Requested	Carmenita Centeno		808-762-5954	
(b) Total Federal Funds Requested	Name (Please type or print)		Phone	
(c) Total County Funds Requested			1/19/23	
(d) Total Private/Other Funds Requested	Signature of Authorized Official		Date	
<b>TOTAL BUDGET</b>	En Young      Executive Director			
	Name and Title (Please type or print)			

Applicant: Pacific Gateway Center

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A B)
CBI				
Maintenance 1		\$33,170	100.00%	\$33,170
Maintenance 2		\$31,511	100.00%	\$31,511
Maintenance 3		\$15,756	100.00%	\$15,756
Program Coordinator		\$49,184	100.00%	\$49,184
Farm				
Farm Manager		\$29,269	100.00%	\$29,269
Farm Worker 1		\$8,737	100.00%	\$8,737
Farm Worker 2		\$8,737	100.00%	\$8,737
				\$0
				\$0
				\$0
				\$0
<b>TOTAL</b>				\$176,364
<b>JUSTIFICATION/COMMENTS: See justification</b>				

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

Applicant: PACIFIC GATEWAY CENTER

Contracts Total: 2,193,382

	<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	Grant-in-aid State - Capital Improvement	2019-2021	Dept of Accounting and General Services	State of Hawaii	125,000
2	Grant-In-Aid State - Program	2019-2020	Executive Office of Aging	State of Hawaii	75,000
3	Hawaii State Dept. of Agriculture (Cares Act)	07/20-11/20	Dept. of Agriculture	U.S. Federal	4,000
4	Office of Community Services - (Social Enterprise Program)	2019-2024	Administration of Children and Families	U.S. Federal	1,700,000
5	Small Business Relief & Recovery (The City and County of Honolulu)	2019-2020	City and County	Honolulu	10,000
6	Paycheck Protection Plan 1 (via Central Pacific Bank)	2021	via Central Pacific Bank	U.S. Federal	135,900
7	Paycheck Protection Plan 2 (via Hawaii National Bank)	2021	via Hawaii National Bank	U.S. Federal	128,482
8	United States Department of Agriculture-NRCS	2022-2023	Natural Resources Conservation Services	U.S. Federal	15,000
9					
10					
11					
12					
13					
14					

## **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.

Pacific Gateway Center has been performing Immigrant and related Migrant services continuously for fifty years. PGC has performed related work under the auspices of Federal agencies such as the United States Department of Agriculture, Department of Health and Human Services, and the Department of Justice. Similarly, PGC has performed such work in immigrant workforce development, resettlement, outreach, translation, and acculturation for the State of Hawaii Department of Labor and Industrial Relations, the Department of Human Services, and the Department of Health.

Pacific Gateway Center has on staff an experienced Executive Director with over a decade of facility management experience, including fundraising for and building new projects, as well as repair and maintenance. Our Deputy Director of Operations joins PGC from the private sector in property management, and lends years of experience in complex condominium projects as well as residential properties to the team.

For this request, there are no related contracts for simple operating funds, however we have attached a listing of an array of our contracts for the State to review to demonstrate the breadth of our reach and services.

### **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.

Pacific Gateway Center has either ownership or other long-term interest in several facilities. First, our primary facility and business address is 723c Umi Street in Kalihi. This building, our Culinary Business Incubator, houses 12 commercial kitchens where small, food-based businesses from disadvantaged communities can receive assistance for start-up and business expansion, among other services.

Pacific Gateway Center also leases 176-acres in Kunia for the purpose of assisting small farm businesses with access to land, as well as grant matching and technical assistance.

PGC also runs the Nā Kupuna Makamae Center, a multigenerational service facility in Kaka`ako, as well as a six-unit property near McKinley High School for the purposes of providing affordable housing.

This proposal seeks to cover operational funds for the revenue gap period of the renovation of two facilities, activities will include planning, coordination, and general administrative work. This work requires only generic office space to house the necessary staffing.

Pacific Gateway Center has several facilities and strategies which will meet this requirement, such as temporary relocation staff to the Na Kupuna Makamae Center. Since COVID, PGC has also implemented a work from home program which will allow flexibility in scheduling and reduce the total number of active desk spaces required.



## **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 reflected in the attached Organizational Chart, completing this phase of Pacific Gateway Center's upgrades will be a team effort. However, because of the State's preference to not fund administrative costs, these will be fundraised elsewhere. The requested funds will be used solely to cover line-level staff.

Please see Job Descriptions of all the positions of the Culinary Business Incubator and Farm Program in the appendix

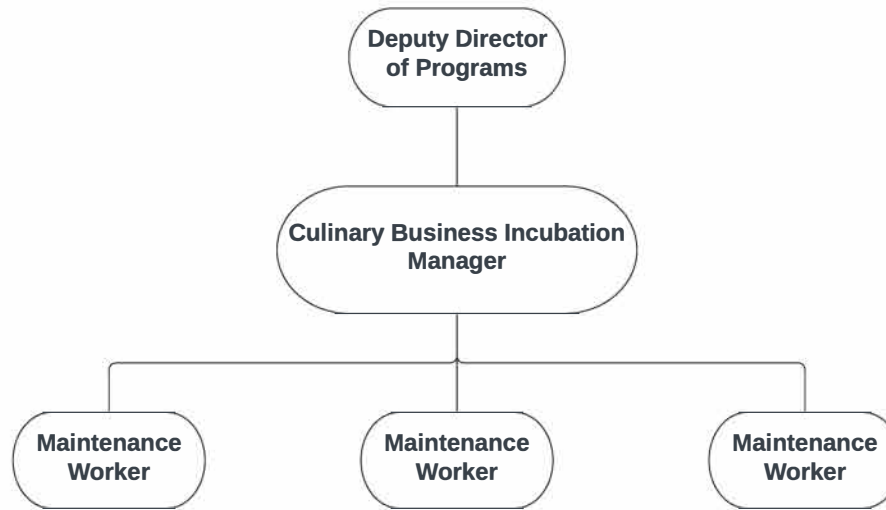
### **2. Organization Chart**

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.

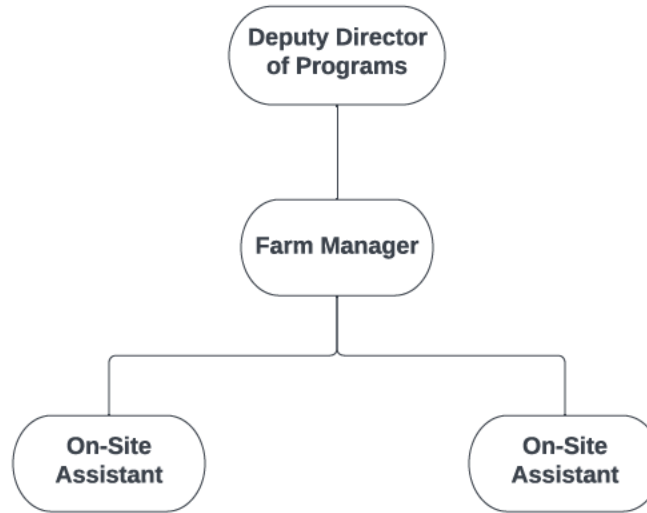
Please see below

(i) Culinary Business Incubator the Pacific Gateway Center's Organizational Chart, (ii) Farm Program Chart, and (iii) Pacific Gateway Center's Organizational Chart.

Pacific Gateway Center Culinary Business Incubator Organizational Chart  
October 19, 2022

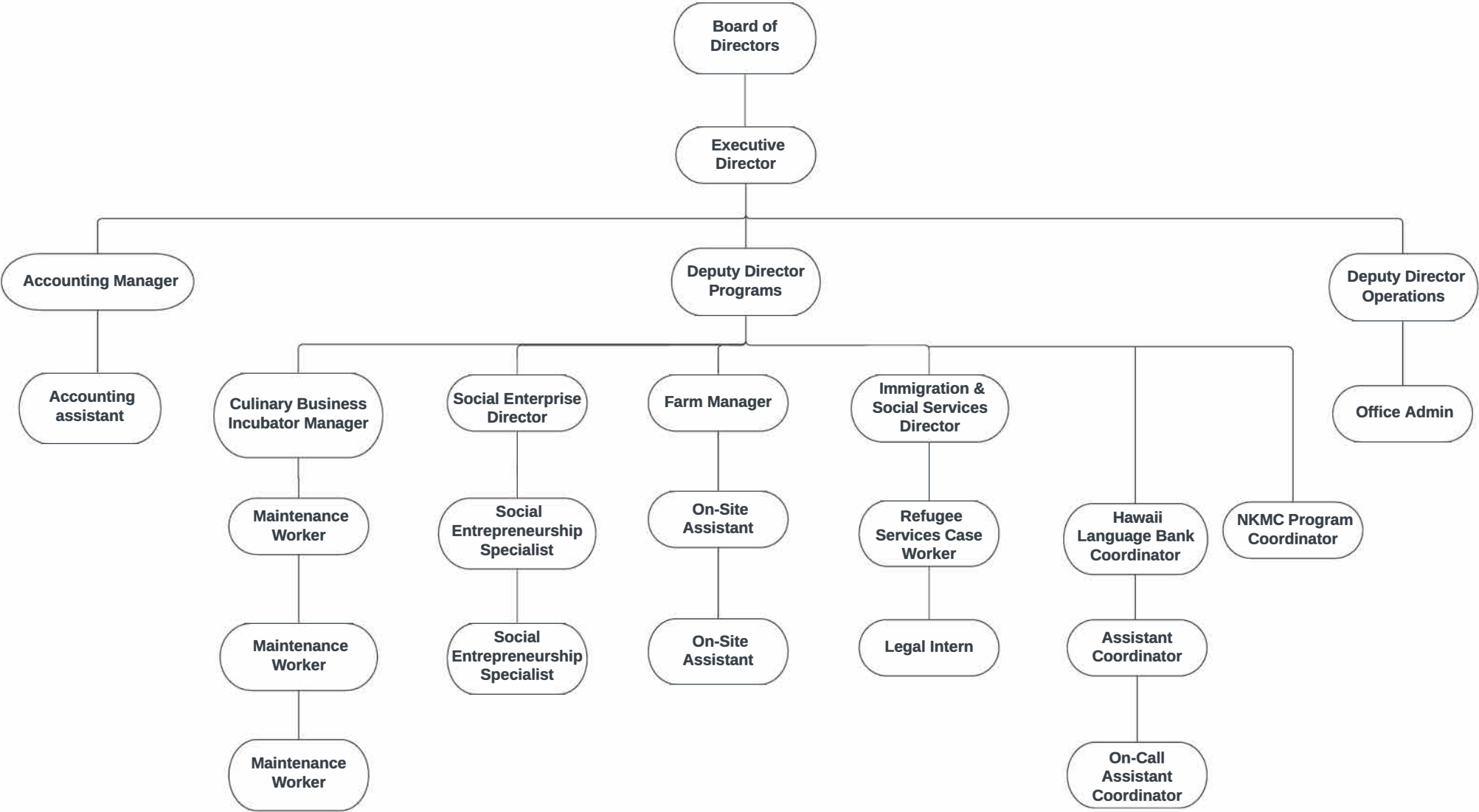


Pacific Gateway Center Farm Organizational Chart  
October 19, 2022



Pacific Gateway Center Organizational Chart

October 19, 2022



**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.

<b><u>Position</u></b>	<b><u>Salary Range</u></b>
Executive Director	\$110,000-\$130,000
Deputy Director, Operations	\$65,000-\$80,000
Deputy Director, Programs	\$65,000-\$80,000

## **VII. Other:**

### **1. Litigation**

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

Pacific Gateway Center is not a party to any 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.

This proposal requires no special licensing.

### **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.

This proposal will not support any or benefit a private educational institution, sectarian or non-sectarian.

### **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 2023-2024, but
- (b) Not received by the applicant thereafter.

As indicated in the proposal, the funds proposed are to fund a gap year revenue loss as we do construction preparation. If this Grant-in-Aid is secured, Pacific Gateway Center is not interested in an additional year of funds for the same program.



PACIFIC GATEWAY CENTER

## APPENDICES

1. Job descriptions of key positions
  - a. Culinary Business Incubator Program
    - i. Program Coordinator
    - ii. Maintenance staff
  - b. Farm Program
    - i. Farm Manager
    - ii. Farm on-site assistant
2. List of Agreement/Contracts of Federal, State, and City & County Government Grants



PACIFIC GATEWAY CENTER

**Job Title:** Culinary Business Incubation Manager  
**Department:** Culinary Business Incubator  
**Report To:** Deputy Director of Programs

## Responsibilities and Duties:

### Core Responsibilities:

- Support PGC's income generating operations:
- Create new economic development programs and projects, eg., social enterprises, real estate related activities, loan fund and technical business assistance.
- Interface closely and effectively with other program managers and staff.
- Be part of the management team working in coordination with the Deputy Director.
- Develop growth strategies and plans.
- Write and evaluate business plans.
- Research business opportunities and viable income streams.
- Draft and review contracts.
- Report on success and areas needing improvements.
- Manage and retain relationships with existing clients.

## Qualification and Skills:

### Minimum Qualifications

- Bachelor's Degree from an accredited college/university.
- Extensive experience in community development, finance or real estate will be considered in lieu of a graduate degree.
- Competencies with Excel, Word and Powerpoint, and G-suites.
- Experience in project planning, development, marketing and management.

### Preferred Qualifications

- Work with nonprofit community-based organizations involved with complex comprehensive community development programs and services.
- Development and management of income-generating business activity and/or experience.
- Interface with communities, foundations, businesses and governmental agencies.
- Negotiations with public and private sector finance and related sources.
- Presentation of programs and projects to various funding resources.

723-C Umi Street, Honolulu, Hawaii 96819 • P: (808) 851-7010 • F: (808) 851-7007

info@pacificgatewaycenter.org • www.pacificgatewaycenter.org



- Strong oral and written communication skills.
- Understanding of low-income communities, socially disadvantaged populations and immigrant communities in Hawaii.
- Competency in a second language an asset.
- Master's Degree in Business Administration, Business Development, or Community Development, Economics or Finance related fields highly preferred.

#### **COMPENSATION, WORK LOCATION, HOURS:**

- Monday – Friday; 8:00am – 5:00pm
- 723 C Umi Street, Honolulu 96819.

- **Benefits:**

- Medical
- Dental
- Vision
- Sick Leave
- Vacation
- Holidays
- Flexible Spending Program



**Job Title:** Maintenance Worker  
**Department:** Facilities  
**Reports to:** Culinary Business Incubator Program Coordinator

**SUMMARY:** Perform cleaning and custodial duties that impact the health and safety of employees, clients, and visitors at Pacific Gateway Center.

**JOB RESPONSIBILITIES:**

- Perform cleaning activities for the kitchens, offices, restrooms, and storage areas. This includes but is not limited to cleaning, wiping, disinfecting, sanitizing, mopping, floor polishing, vacuuming, replenishing supplies, and collecting trash.
- Interface with clients to make sure kitchen needs are met.
- Perform minor fixes that may be related to plumbing or other simple tasks.
- Assists with installation of appliances and equipment as needed.
- Performs minor garden/yard maintenance.
- Inspect and troubleshoot equipment and systems.
- Other duties as assigned.

**REQUIREMENTS AND SKILLS:**

High school diploma or GED equivalent.

- 1 year maintenance and/or custodial experience.
- Experience working with large appliances, cleaning equipment, hand and electrical tools preferred.
- Capable communication and interpersonal skills.
- Ability to lift 50 pounds.

**WORK SCHEDULE AND LOCATION:**

Pacific Gateway Center is open daily, 5am – 9pm

Location: 723 C Umi St. Honolulu, HI. 96819



**JOB TITLE:** Farm Manager  
**DEPARTMENT:** Farm  
**REPORTS TO:** Deputy Director of Programs

**SUMMARY:** Pacific Gateway Center (PGC) is seeking a Farm Manager for its Kunia Farm. The Farm Manager has oversight of the farm, including but not limited to the common areas/elements, equipment, repair, and farm sublessees. The Farm Manager will work with other PGC wraparound programs to assist farmers in utilizing their farms. The Farm Manager will coordinate activities with outside organizations and vendors to maintain farm integrity and provide farm education to sublessees.

## ESSENTIAL DUTIES AND RESPONSIBILITIES

### CASE MANAGEMENT:

- Provide case management and training related to agricultural production and promotion of marketing.
- Maintain case files and monitor for violations of the lease contracts.
- Submit written reports as required.
- Provide cross-cultural information.
- Orient refugee clients to community resources and provide various farming opportunities.
- Work to connect clients with supportive community networks and support systems to ensure their long-term integration in the community.
- Attend partner meetings and work with community stakeholders to learn about resources for refugees and make referrals when needed.
- Ensure that refugees are being served in a linguistically and culturally appropriate manner and provide education and advocacy when necessary.
- Secure the farm from theft and contact 911 for emergencies.
- Perform other job-related duties as assigned.

## **FARM OPERATION:**

- Supervise two on-site farm assistants to operate daily water pump station and record monthly water meter readings.
- Supervise irrigation repair work as needed.
- Connect electromotor service vendors for maintenance and repair work if necessary.
- Enforce farm contract violations.
- Ensure the farm is secure for farmers and PGC Staff.
- Work with farmers and/or vendors to keep the farm well maintained.
- Organize and facilitate monthly All Farm meeting, farm training and educational workshops.
- Collaborate with government agencies and other stakeholders in disseminating government program information to farmers.
- Serve as a navigator to assist the farmers to access various government programs, including funding sources.

## **QUALIFICATIONS:**

- Farming experience with irrigated acres.
- Proven ability to work with the team.
- Mechanic ability to assist with maintenance.
- Ability to work extended hours under certain circumstances in responses to the farmers' concerns and requests.

## **LOCATION:**

PGC Farms Kunia  
94-405 Kunia Road, Kunia, HI 96759

## **BENEFITS:**

- Competitive Benefits including:
  - Generous Vacation/Sick Pay
  - Twelve (12) yearly holidays
  - Tuition Reimbursement Program
  - Continuing Education Program
  - 401(k) available



PACIFIC GATEWAY CENTER

**JOB TITLE:** Farm Operations Assistant  
**DEPARTMENT:** Farm  
**REPORTS TO:** Farm Manager

**SUMMARY:**

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

- Assist the Farm Manager in the day-to-day operations of the pumping and farm irrigation systems (morning and afternoon shifts), and general farm maintenance.
- Troubleshoot and repair the PGC's irrigation systems and pump station under the Farm Manager's instructions.
- Check and detect possible water leaks of the entire irrigation system during the pump is in operation.
- Provide immediate responses to the feedback of farmers regarding issues related to water supplies and irrigation systems at the farm.
- Assist new farmers in installing and connecting their farm's irrigation system to Pacific Gateway Center Farms' system.
- Maintain the cleanliness of the farm's common areas.
- Assist the Farm Manager in reading and recording water meters of each lot monthly.
- Assist in preparing for and conducting the whole farm meetings and training activities.
- Other tasks assigned by the Farm Manager.

**QUALIFICATIONS:**

- Farming experience with irrigated acres,
- Proven ability to work with the team,
- Mechanic ability to assist with maintenance,
- Ability to work extended hours under certain circumstances in responses to the farmers' concerns and requests.

**WORK SCHEDULE AND LOCATION:**

Monday – Friday from 8:00 – 4:30pm  
PGC Farm Kunia



PACIFIC GATEWAY CENTER

## List of Agreement/Contracts of Federal, State, and City & County Government Grants

1. Grant-in-Aid State - Capital Improvement
2. Grant-In-Aid State - Program
3. Hawaii State Dept. of Agriculture (Cares Act)
4. Office of Community Services - (Social Enterprise Program)
5. Small Business Relief & Recovery (The City and County of Honolulu)
6. Paycheck Protection Plan 1 (via Central Pacific Bank)
7. Paycheck Protection Plan 2 (via Hawaii National Bank)
8. United States Department of Agriculture-NRCS