

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



AUTHORIZED SIGNATURE

Dave Dutra Elliott, Executive Director

PRINT NAME AND TITLE

January 23, 2026

DATE



*Agriculture Stewardship Hawai'i is a DBA of
O'ahu Resource Conservation and Development Council, 1 501c3 Nonprofit Corporation*

PO Box 4, Kunia, Hawaii, 96759 || 808-622-9026 || www.agstewardshiphawaii.org

Subject: HCE Waiver Explanation

VALID THROUGH OCTOBER 2026

The waiver attached in the page below was issued by the State of Hawai'i Department of Taxation on 10/22/2025 and is valid for 12 months. The waiver indicates that O'ahu Resource Conservation and Development Council (Doing Business As [DBA]: "Agriculture Stewardship Hawai'i") **is waived of the IRS Tax Clearance Requirements (TCR) and deemed to be compliant with its Hawai'i Tax Requirements, even if our current certificate shows IRS non-compliance. That is the purpose of the waiver.**

This waiver (attached) in conjunction with our most recently issued Hawai'i Compliance Express (HCE) Certificate (attached) will temporarily act as an equivalent of a Compliant HCE certification until (a) the IRS performs system upgrades that enable 501c3 nonprofit organizations to complete TCR online and (b) the company managing the HCE Portal is able to perform system upgrades that enable the portal to recognize an approved waiver and determining the overall status compliant.

If you have question regarding this less common replacement submission for a HCE certification, don't hesitate to reach out to Jackson Hart, Grants Manager at O'ahu Resource Conservation and Development Council, at jackson.hart@agstewardshiphawaii.org

If you have questions regarding the legitimacy of this waiver, we recommend reaching out to the Director of the Hawaii Department of Taxation at tax.directors.office@hawaii.gov

Kindly,
Jackson Hart
Grants Manager
O'ahu Resource Conservation and Development Council, DBA Agriculture Stewardship Hawai'i
jackson.hart@agstewardshiphawaii.org

DEV COUNCIL for HRS §
clearance Requirement

Below this line for State of Hawaii Department of Taxation Use Only

Select One:

By authority of HRS § 103-53, I approve the waiver of the Internal Revenue Service tax clearance requirements as a condition of the above Agreement and final payment.

The waiver of the Internal Revenue Service tax clearance requirement is disapproved.

Select One:

The vendor named in the above Agreement is deemed to be compliant with its Hawaii tax requirements for purposes of the above Agreement and final payment.

The vendor named in the above Agreement is **not** deemed to be compliant with its Hawaii tax requirements. Reason:

Nic i Ann Thompson, Taxation Services Administrator
State of Hawaii Department of Taxation

1-22-25

Reason

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

The undersigned authorized representative of the applicant certifies the following:

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

O'ahu Resource Conservation and Development Council DBA: Agriculture Stewardship Hawai'i
(Typed Name of Individual or Organization)



Dave Dutra Elliott
(Typed Name)

January 21, 2026

(Date)
Executive Director
(Title)

Application for Grants

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

I. Certification – Please attach immediately after cover page

1. Hawaii Compliance Express Certificate (If the Applicant is an Organization)

If the applicant is an organization, the applicant shall submit one (1) copy of a Hawaii Compliance Express Certificate from the Comptroller of the Department of Accounting and General Services that is dated no earlier than December 1, 2025.

HCE Waiver Explanation attached.

2. Declaration Statement

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

Declaration Statement attached.

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](#).

O’ahu Resource Conservation and Development Council (ORCD) confirms that the requested grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Status.

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;

Agriculture Stewardship Hawai'i (ASH) (a DBA of O’ahu Resource Conservation and Development Council or ORCD) is a non-profit organization empowering Hawai'i's agricultural communities to nourish land and people with 25 years of on-the-ground service to farms, ranches and rural communities. Based in Kunia, O’ahu, ASH connects farmers, ranchers and food producers statewide with the resources they need to thrive. We provide one-to-one support to help producers

address their operational needs and maintain the vitality of their land. We also support statewide policy initiatives to address broader food and agriculture systems needs and priorities.

In 2024, ASH emerged from the unification of longtime partners, the O‘ahu Resource Conservation and Development Council (ORCD) and the O‘ahu Agriculture and Conservation Association (OACA). This strategic merger was designed to better serve farmers, ranchers and food systems practitioners across Hawai‘i and to amplify the impact of programs within the food and farming sector. ASH is part of a national network of Resource Conservation & Development Councils created in partnership with the USDA starting in 1964.

Over the past year, our board and staff have aligned operations, developed a shared strategic vision, and established a new “Kunia Farmer Service Center” to enhance services to clients, partners and agrifood system stakeholders. In September 2025, we officially adopted the name Agriculture Stewardship Hawai‘i (ASH), reflecting our commitment to advancing agricultural resilience in Hawai‘i through collaboration and service.

Each year, we assist hundreds of farmers and ranchers in accessing capital to scale, upgrade and operate their farms, developing NRCS-approved conservation plans to manage natural resources, connecting with technical specialists and partner service providers, and obtaining essential agricultural and business education.

Since 2024, we have provided direct services to more than 500 farmers, ranchers, and food system stakeholders, and secured nearly \$10 million in grant funding for producers and agricultural organizations in Hawai‘i. Through this work, we provided conservation planning for producers working on over 7,700 acres.

ASH offers responsive programming aimed at addressing the critical challenges faced by Hawai‘i’s producers, farmers, ranchers, and agri-food businesses:

- **Farmer Funding Help Desk (FFHD):** Delivering free funding consultations, grant application preparation and submission assistance, alerts for funding opportunities, referrals to local lenders and partner business service providers, and financial literacy resources.
- **Grant and Funding Database:** Conducting comprehensive grant research and maintaining an active public database of current funding opportunities.
- **Technical and Financial Assistance:** Providing education, hands-on assistance and direct funding to promote the stewardship of working lands.
- **Statewide Coordination:** Facilitating networks of agricultural service providers, lenders and funders throughout Hawai‘i, such as the HI Agricultural Finance Network, HI Agricultural Training Network and Funder Hui Food Systems

Working Group. These coordinated networks strengthen collaboration among organizations supporting farm, ranch, and small business success.

- **Cost-Share Programs:** Leveraging funding secured independently and in partnership with agricultural organizations, educational institutions, and other technical service providers to co-finance conservation practices and farm management investments that enhance farm productivity and resilience.
- **Business and Technical Education:** Offering workforce-aligned training resources and learning opportunities through the Hawai'i Women Farmers Network and other producer groups on topics such as Agribusiness, Agritourism, Agroforestry, Cover Cropping, Organic Farming and Soil Health, Pest Management, Feral Pig Fencing and Conservation Planning.
- **On-Farm Conservation Planning:** Assisting farmers and land stewards in developing SWCD-approved conservation plans to effectively manage natural resources and address resource concerns.
- **Farmer-to-Farmer Training:** Promoting and coordinating peer learning and outreach within the agricultural sector.
- **Stakeholder Engagement:** Facilitating outreach to engage stakeholders and enhance collaboration and support across the agricultural sector.
- **Market Opportunities:** Identifying and promoting access to new markets for producers by fostering connections that empower farmers to improve profitability.

2. The goals and objectives related to the request;

The primary goal of Agriculture Stewardship Hawai'i's (ASH) "Thriving Farms" program is to **strengthen statewide food security in Hawai'i** by supporting the economic vitality and financial viability of farms, ranches, and agribusinesses. The proposed activities will focus on expanding access to capital, technical assistance, and market opportunities for producers, empowering them to enhance financial capacity and scale food production operations. This program directly supports the State's goal of doubling local food production by 2030 by addressing critical challenges faced by producers.

The following objectives reflect the primary service components of ASH's "Thriving Farms" program:

Objective 1: Operate the statewide **Farmer Funding Help Desk (FFHD)** to assist farmers in navigating federal funding disruptions, identify and pursue alternative funding sources, and connect with relevant service providers to address broader economic and technical challenges.

Objective 2: Deliver targeted, **comprehensive grant writing technical assistance** to increase successful funding applications for producers. Through expanded access to grant capital, we can enable producers to strengthen their ability to maintain and scale food production operations.

Objective 3: Develop the Statewide **Hawai'i Agricultural Referral and Vetting System (HARVest)** to streamline linkages between producers and ASH's technical services, funding programs, and partner providers, promoting efficient, timely, and impactful delivery of technical assistance, ensuring producers receive quality service within and beyond what ASH provides.

Objective 4: Continue the facilitation of the statewide HI Ag Finance Network and HI Ag Training and Technical Assistance Network to strengthen networking and referrals that connect producers with lenders, service providers, and training partners throughout the state, reducing barriers related to time, geography, and access to information.

3. The public purpose and need to be served;

The "Thriving Farms" program serves a clear public purpose by strengthening Hawai'i's farm and food system and addressing urgent gaps in agricultural capacity, food security, and economic resilience. The program supports statewide priorities to expand local food production and increase the use of Hawai'i-grown food in public institutions, directly advancing the Hawai'i 2050 Sustainability Plan's goal of doubling local food production and the Hawai'i Department of Education's objective of sourcing 30% of school meal ingredients locally by 2030.

The public purpose and need to be served include the following:

1. Strengthening Local Food Production

Hawai'i remains highly dependent on imported food, creating vulnerability to supply chain disruptions. Thriving Farms increases the number of producers able to grow, aggregate, and distribute food at scale, enabling public institutions such as schools to reliably procure locally grown food and improving statewide food security.

2. Stabilizing Agricultural Production Amid Federal Funding Reductions

Local producers are attempting to meet growing public demand amid mounting structural constraints. Limited land access, rising labor and input costs, and intense competition from imported food already restrict farm expansion. These challenges have been intensified by recent reductions in federal agricultural funding, with an estimated \$175 million in funding terminated, paused, or at risk—putting potentially 25% of Hawai'i's agricultural economy (based on GDP) in jeopardy. Compounded with reduced capacity at the United States Department of Agriculture (USDA) to provide individual producers with technical and financial assistance, the need for direct and targeted support is of eminent importance. Thriving Farms addresses this need by replacing lost capacity with targeted support that keeps farms operating and food moving into local markets.

3. Helping to Coordinate Multiple Agricultural Services

Farmers often navigate a fragmented network of service providers without a clear point of entry. The Farmer Funding Help Desk (FFHD) and the related networks we facilitate help better coordinate and connect producers to a range of services that support their businesses. This coordination strengthens the effectiveness of existing public and nonprofit investments, reduces duplication, and ensures producers receive timely and appropriate support.

ASH co-facilitates bi-monthly convenings of the HI Agricultural Finance Network, which brings together agricultural lenders and funders to develop strategies to address the financial needs and expand access to capital for businesses operating across Hawai'i's food and agricultural sector. In parallel, ASH co-facilitates the HI Agricultural Training and Technical Assistance Network, a collaborative of public and nonprofit service providers that deliver agricultural education, technical assistance, and workforce skill development for farms, ranches, nurseries, value-added businesses, and cooperatives. These networks provide a structured platform for sharing information, aligning resources, and ensuring producers receive timely, coordinated support across multiple programs.

4. Expanding Access to Capital

Through the Farmer Funding Help Desk (FFHD) and grant-writing assistance, the program enables producers to secure capital for equipment, infrastructure, and operational improvements necessary to meet to operate and scale their farms. In short, the "Thriving Farms" program helps replace lost capacity with targeted, on-the-ground support that keeps farms operating and food moving into local markets. Program funding enables ASH to deliver direct, individualized assistance to farmers and agribusinesses, ensuring they can access capital, navigate complex funding systems, and stabilize their operations. By leveraging ASH's established funding expertise, the program converts public investment into practical tools that producers use to remain in business, expand production, and serve local consumers. In addition to providing direct support, Thriving Farms functions as a coordination and referral hub within Hawai'i's agricultural training and technical assistance ecosystem. By addressing these needs, the "Thriving Farms" program delivers broad public benefit by increasing food security, supporting rural economies, preserving agricultural lands, and ensuring that public investments translate into a resilient and coordinated local food system.

4. Describe the target population to be served; and

This project's primary target population for the "Thriving Farms" program includes new and established farmers, ranchers, and agrifood businesses across Hawai'i. During the project period, we anticipate providing direct assistance to 200 individuals and businesses. These coordinated systems are particularly critical for O'ahu-based producers seeking to access capital and scale production to

participate in institutional markets, including HIDOE, where timely coordination, compliance readiness, and access to technical support are essential.

One of the primary components of the program is the Farmer Funding Help Desk (FFHD), which uses an intake process where clients undergo a triage assessment to prioritize urgent cases and address immediate needs. This systematic approach ensures that those facing the most pressing challenges receive the necessary support in a timely manner. Due to recent changes in federal administration priorities, historically underserved producers, who make up a large portion of Hawai'i's farming population, are experiencing disproportionate disadvantages, including financial instability, deferred investments, and uncertainty in long-term planning. The FFHD and the broader "Thriving Farms" program are strategically designed to promptly provide critical support to these producers.

This project also strengthens direct assistance to producers through the development of the Hawai'i Agricultural Referral and Vetting System (HARVest). HARVest is a CRM-based client management system designed to streamline intake, improve coordination across technical assistance teams, and expand producers' access to funding and support opportunities.

Developed through extensive planning in 2025 with ASH staff and partners, HARVest represents the first phase of a broader effort to build a shared agricultural referral system in Hawai'i. In this initial phase, HARVest simplifies producer intake and reengagement, allowing information collected by one assistance provider to be used across ASH programs to accelerate referrals, improve eligibility screening, and connect producers to additional resources more efficiently.

By reducing administrative burden and improving coordination, HARVest increases the effectiveness of existing technical assistance and lays the groundwork for future integration with a wider network of agricultural service providers. This phased approach strengthens producer access to essential resources while supporting the long-term resilience and growth of Hawai'i's agricultural communities.

5. Describe the geographic coverage.

ASH's "Thriving Farms" program will offer comprehensive services to farmers, ranchers, and agri-food businesses across Hawai'i, with staff on the ground on O'ahu and Hawai'i Island (of clients receiving grant writing technical assistance in 2025, 45% were on Hawai'i Island, 45% on O'ahu, and 13% on Maui). The Kunia Farm Service Center facilitates in-person consultations for producers on O'ahu, as well as those visiting from neighboring islands. The program has allocated a dedicated budget for staff travel to ensure that technical assistance is delivered

to producers on neighbor islands when needed. Additionally, ASH’s team of technical support staff and grant writers is equipped with the necessary tools to provide virtual support and services, ensuring consistent and continuous support to producers throughout Hawai‘i.

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;

Farmer Funding Help Desk (FFHD)

ASH staff will operate the Farmer Funding Help Desk (FFHD) to provide free funding consultations, funding alerts, application preparation and submission assistance for funding opportunities including cost-share programs, and inter-agency referrals based on clients’ needs.

The FFHD is staffed by a full-time Client Intake Coordinator and supported by the Grant Writing Technical Assistance Specialist, Farm Economic Development Specialist and Community Engagement Specialist.

Role	Tasks
Client Intake Coordinator	Process requests for assistance; conduct funding consultations; share grant-readiness and financial literacy tools; conduct client needs assessments; create and manage client case files; refer clients to internal or inter-agency service providers based on needs and opportunities; develop and share customized action plans for producers to access capital; and conduct client follow-up at intervals of 3, 6, and 12 months to assess ongoing needs, evaluate the impact of services provided, and monitor referral outcomes.
Grant Writing Technical Assistance Specialist	Share grant-readiness and financial literacy tools.
Farm Economic Development Specialist	Share grant-readiness and financial literacy tools.
Community Engagement Specialist	Attend statewide agri-food events to engage producers and promote the

	FFHD; conduct client site visits to deliver in-person technical assistance and needs assessments.
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“Thriving Farms” Grant Writing

ASH grant writers will deliver targeted, grant writing technical assistance to increase successful funding applications for producers and agri-food businesses. Services include collaborative and comprehensive grant writing, proposal review, grant readiness education, funding research, and opportunity matchmaking.

Role	Tasks
Grant Writing Technical Assistance Specialist, Farm Economic Development Specialist	Process inbound referrals for clients seeking grant funding; conduct grant readiness and funding needs assessments; assist producers in obtaining certifications and credentials required for grant funding; conduct general and specifically targeted funding opportunities research on behalf of clients; distribute monthly funding e-newsletters to highlight new agricultural grant opportunities; provide comprehensive grant writing services to grant-ready clients; maintain client folders; and deliver grant readiness workshops in collaboration with partners.
Community Engagement Specialist	Conduct targeted grant research on behalf of clients to identify funding opportunities based on clients’ needs; conduct weekly funding research and add relevant opportunities to ASH’s public online funding database; distribute monthly funding e-newsletters to highlight new agricultural grant opportunities; and share funding alerts and opportunity announcements on ASH social media.

HARVest Network CRM

ASH will develop the Hawai’i Agricultural Referral and Vetting System (HARVest) Client Relationship Management (CRM) system and implement the CRM into workflows for Farmer Funding Help Desk (FFHD), Thriving Farms TA services, and Regenerative Agroecosystems TA services. Post-development, ASH will migrate our existing client data into the HARVest system, centralizing the

organization’s client management data. Staff will be trained on how to manage the system and utilize it to maximize internal referrals and service delivery for producers.

Role	Tasks
CRM Product Manager	Contract and oversee CRM developers to develop the HARVest client management system; integrate HARVest into existing workflows; provide CRM education opportunities to ASH staff; and continually monitor effectiveness of HARVest and implement any needed changes.
CRM Developers (contract, short-term position)	Develop the HARVest CRM system according to the specified requirements, incorporating features to optimize ASH technical assistance workflows and data management; and identify and resolve bugs before full implementation.
Client Intake Coordinator	Transfer client folder details to HARVest system; create new client profiles in HARVest moving forward.

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

Quarter 1 (7/1/26 - 9/30/2026)

Farmer Funding Help Desk (FFHD):

- Recruit, hire and onboard Thriving Farms Program Manager.
- Continue uninterrupted intake of producers via phone, email, and the online portal.
- Conduct in-person consultations at the Kunia Farmer Service Center.
- Assess client needs and prepare individualized capital access plans.
- Conduct targeted outreach at producer-focused events (Hawaii Farmers Union United (HFUU), Hawaii Farm Bureau (HFB), Hawaii Tropical Fruit Growers (HTFG)).
- Provide grant writing technical assistance to grant-ready clients.
- Track and report: producers served, applications submitted, capital requested

HARVest Network CRM:

- Hold final design workshops with staff to confirm CRM requirements.
- CRM Product Manager will secure contracts with CRM Developers

- CRM Product Manager and CRM Developers finalize systems architecture plan
CRM Product Manager works with staff to prepare existing producer data for data migration.

Quarter 2 (10/1/2026 - 12/31/2026)

Farmer Funding Help Desk (FFHD):

- Continue consultations, technical assistance, and connections to grantwriters, lenders, and financial literacy resources.
- Monitor and document client outcomes for program improvement.

HARVest Network:

- CRM Product Manager oversees CRM Developers in the initial development of the CRM.
- Product Manager conducts user testing with staff to verify functionality of CRM tools.
- CRM Product Manager/CRM Developers develop data intake and referral workflows
- CRM Product Manager develops training materials for staff.
- CRM Product Manager and staff begin data migration of existing producer (client) profiles.

Quarter 3 (1/1/2027 - 3/31/2027)

Farmer Funding Help Desk (FFHD):

- Expand statewide outreach through regional agricultural events.
- Continue tailored consultations and follow-up support.
- Use data insights to identify and reach underserved producers.

HARVest Network:

- Complete CRM development and launch CRM in programs
- Train staff on CRM use and maintenance protocols.
- Staff uses CRM for client intake moving forward.
- Staff uses CRM to document client progress, services accessed
- Staff uses CRM to conduct client eligibility determination for additional internal services/opportunities
- Staff adopts CRM for sending internal referrals.
- Migrate remaining preexisting user profiles in CRM
- Collect feedback and bug reports from staff.
- CRM Product Manager/CRM Developers improve systems based on feedback.

Quarter 4 (4/1/2027 - 6/30/2027)

Farmer Funding Help Desk (FFHD):

- Conduct year-end evaluation of outcomes (applications, funding, referrals).
- Update protocols and maintain ongoing intake and response services.

HARVest Network:

- Continue incorporating CRM into program workflows across the organization.
- Continue staff training and support as needed.
- Staff uses CRM for client intake.
- Staff uses CRM to document client progress, services accessed
- Staff uses CRM to conduct client eligibility determination for additional internal services/opportunities
- Staff adopts CRM for sending internal referrals.

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

ASH continually monitors and evaluates program performance by tracking the number of producers served, the types of assistance provided, and key outcomes related to producer capacity and access to funding. Client engagement and services delivered will be documented through ASH's client management systems, including the Hawai'i Agricultural Referral and Vetting System (HARVest), enabling consistent data collection and follow-up.

Program data will be reviewed regularly to assess effectiveness, identify service gaps, and refine technical assistance and referral strategies. Client feedback and staff insights will inform ongoing improvements to outreach, coordination with partner organizations, and service delivery. This approach ensures accountability for requested funds while supporting continuous improvement and meaningful impact for Hawai'i's agricultural producers.

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.

- 120 producers complete client intake process
- 80 producers referred for internal grant writing technical assistance or cost-share program support
- 20 producers participate in ASH cost-share programs
- 25 grant funding applications submitted by or on behalf of producers receiving grant writing technical assistance, representing \$600K in requested funding
- \$1.1 million obligated to producers through ASH managed cost-share programs or awarded through grant applications

- 300 grant funding opportunities identified and shared via monthly funding newsletters and ASH’s online funding database
- 100 new producer profiles generated in the CRM
- 25 internal referrals generated for pre-existing clients

IV. Financial

Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
 - a. Budget request by source of funds ([Link](#))
 - b. Personnel salaries and wages ([Link](#))
 - c. Equipment and motor vehicles ([Link](#))
 - d. Capital project details ([Link](#))
 - e. Government contracts, grants, and grants in aid ([Link](#))
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2027.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$75,000	\$75,000	\$75,000	\$75,000	\$300,000

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2027.

Secured

Healy Foundation - \$100,000
 Hawaii Community Foundation - \$50,000 (FY2027)
 Ulupono Initiative (Food System Policy) - \$50,000
 Pacific Gateway Center (USDA-FSA subaward) - \$51,000
 USDA-NRCS PIA - \$125,000
 West Oahu SWCD - \$33,000

Pending

USDA-WSARE PDP - \$100,000
 National Association of Conservation Districts - \$200,000
 USDA-WERME - \$75,000
 USDA-AMP - \$185,000

Planned

Atherton Family Foundation - \$25,000
 Nuestro Futuro Foundation - \$36,000

Ulupono Initiative (Thriving Farms) - \$100,000
Earned income (fee for service) - \$30,000
Individual donations - \$25,000

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 2027 for program funding.

Government Contracts, Grants and/or Grants In Aid attachment.

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2025.

\$274,142

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.

Agriculture Stewardship Hawai'i (ASH) has successfully executed both small and large-scale projects statewide, demonstrating expertise in complex inter-agency collaboration, technical team coordination, subaward management, culturally sensitive community engagement, capital development, and advanced compliance management. Since 2023, we have successfully managed 16 State and federal grants.

ASH's 15-member team brings a wealth of expertise in agricultural development, on-farm conservation planning, grant and project management, and financial strategy. With decades of collective experience, our team is dedicated to supporting vulnerable producer communities through effective technical assistance and capital access management.

Our organizational leadership includes:

- **Dave Dutra Elliott, Executive Director:** With over 25 years of experience in agricultural and rural development as well as natural resource management, Dave has contributed to the agricultural sector as an entrepreneur, researcher, and nonprofit leader. Since taking on the role of Executive Director, he has successfully tripled ASH's operations, budget, and staff, significantly enhancing the organization's impact and reach.
- **Dr. Amanda Shaw, Director of Food Systems:** Amanda leads ASH's efforts in developing statewide inter-agency food systems partnerships. With 18 years of experience in economic development and social equity within international development, trade, and agriculture, she previously served as the Executive Director of O'ahu Agriculture and Conservation Association (OACA) before the successful merger with ORCD to establish ASH.
- **Ramsey Brown, Board President:** Vice President of Diversified Agriculture at Pono Pacific Land Management, LLC and Kuilima Farms; former energy engineer at Hawai'i Energy; B.S. in Mechanical Engineering, California State University Maritime Academy.
- **Trisha Yamato, Board Treasurer & Secretary:** Senior Associate at Ulupono Initiative supporting investments, research, analytics, and policy; Executive MBA, Shidler College of Business; board member, Shidler College of Business Alumni Association.
- **Nicole Galase, Director:** Managing Director of Hawai'i Rangeland Stewardship Foundation, Hawai'i Cattlemen's Council, and Hawai'i Beef Industry Council; B.B.A. in Management, UH Mānoa; M.M.C., Victoria University of Wellington.
- **John McHugh, Director:** Experienced in agriculture and entomology through roles at Hawai'i Department of Agriculture, DuPont Pioneer, and other farms; Ph.D. in Entomology, Purdue University.
- **Michelle Gorham Dasic, Director:** Founder of O'ahu Agriculture and Conservation Association; B.S. in Environmental Science with botany and adult education, Connecticut College; seventh-generation Vermont farm background.
- **Danny Rubenstein, Director:** Strategic advisor and regenerative agriculture expert with 40 years of experience supporting farms and companies like Odwalla and Naked Juice in sustainable food systems.

Recent Relevant Projects (2023-2025)

Thriving Farms Initiative: Between 2023 and 2025, we secured more than \$27.9M for Hawaii's agricultural sector through grant writing technical assistance services.

- 2023: 41 grants, value of submitted grants \$48,228,123, value of awarded grants: \$18,083,869, funding secured for farms and farm businesses: \$170,904
- 2024: 44 grants, value of submitted grants: \$7,304,318, value of awarded grants: \$8,497,269, funding secured for farms and farm businesses: \$524,432
- 2025: 31 grants, value of submitted grants: \$7,148,279, value of awarded grants: \$1,379,295, funding secured for farms and farm businesses: \$85,000

Agroecosystems Initiative: Hawai'i Department of Health awarded ASH a \$476,794 US-EPA 319 grant (10/2022-10/2025). ASH partnered with 11 producers across 210 acres in the Kaukonahua watershed to implement 50+ conservation management practices,

providing conservation planning, 67% cost-share, technical assistance, and environmental monitoring.

Annually, ASH serves over 250 producers, providing vital support and resources. From 2020 to 2024, we oversaw conservation technical assistance on 20,639 acres across five islands, facilitated through more than 20 established partnerships and vendors.

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.

ASH maintains permanent administrative offices and operates the Kunia Farmer Service Center (KFSC) in Kunia, Hawai'i. Our centrally located hub is strategically located to ensure that producers can readily access specialized services and expertise in the heart of O'ahu farmlands. All ASH staff are equipped with technology to facilitate remote solutions and virtual consultations to producers statewide. Unlike many regions on the continent, Hawai'i lacks a comprehensive network of federally or state-supported agricultural service centers integrated within its primary farming communities. The KFSC fills this gap by providing a dedicated space for producers to receive in-person guidance, business planning support, education and training. It also operates as a technical assistance gateway to producers seeking access to State and federal programs. For those facing accessibility challenges such as language barriers or technical limitations, such as unreliable internet access or lack of personal computers, ASH often partners with translators at in-person events, provides translated materials for key resources and can work with producers utilizing staff computers to complete applications, proposals, and other online registrations.

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.

Agriculture Stewardship Hawai'i's (ASH) staffing structure supports this project through two coordinated service teams operating under executive leadership. The **Executive Director (ED)** will provide high level project oversight and strategic direction of the project. The **Grants and Contracts Manager (GM)**, reporting directly to the ED, oversees project implementation, quality assurance, and data management related to

the award. The **Office Administrator** provides administrative support to the project, processes invoices and staff time sheets, and manages financial records.

The **Thriving Farms Program Manager (TFPM)**, a new hire, will report directly to the ED and provide comprehensive management of the “Thriving Farms” program. They will oversee operations of the Farmer Funding Help Desk (FFHD) and “Thriving Farms” grant writing services, and facilitate monthly convenings of the HI Agricultural Finance Network, HI Agricultural Training Network and Funder Hui Food Systems Working Group.

The Farmer Funding Help Desk (FFHD) is staffed by three technical assistance staff and one outreach specialist to manage client intake and needs assessments, funding consultations, grant writing assistance, and referrals to partner service providers. Staff work collaboratively on complex cases and have specialized expertise in the areas of grant writing, case management, and community outreach. The FFHD team is comprised of the following individuals:

Rachel Fukumoto, Thriving Farms Grant Writing & Loan Readiness

Technical Assistance Specialist: Assists producers in securing public and private grant funding. In addition to on-the-ground farming experience, Rachel has demonstrated expertise in project management, grant writing, conservation and entrepreneurship.

Bri Littlefield, Farm Economic Development Specialist: Provides comprehensive grant writing and funding assistance to producers. She brings more than 15 years of experience in nonprofit management, fund development, and grant writing.

Kaliko High, Farmer Funding Help Desk Client Intake Coordinator:

Coordinates on-farm stewardship initiatives and conservation planning, and has over a decade of experience in community-based environmental protection and producer consultations.

Andreanna Kaluhiokalani, Community Engagement Specialist: Leads outreach through in-person events and digital platforms. She is an experienced farmer and possesses a degree in Sustainable Community Food Systems and Political Science from the University of Hawai'i West O'ahu.

The Hawai'i Agricultural Referral and Vetting System (HARVest) will be developed with support from contracted Senior CRM developers. The **CRM Product Manager** role will be filled by Jackson Hart, ASH's contracted Grants and Contract's Manager, who will oversee the development and implementation of the HARVest Network.

Jackson Hart, Grants and Contracts Manager: Oversees ASH's grant portfolio and project implementation. He has more than 10 years of experience in community development with an M.P.S. in International Agriculture & Rural

Development from Cornell University. He also possesses a robust research background in digital agriculture tool development– including collaborations with the Bill & Melinda Gates Foundation, UN-FAO, and CGIAR– and nonprofit system architecture.

Contractors

HARVest Network Senior CRM Developers

2. Organization Chart

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

Organization Chart Attached

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.

Executive Director, \$115,000
Director of Food Systems, \$158,000
Program Specialist, \$67,000

VII. Other

1. Litigation

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

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.

It will not.

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2027 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2027, but
- (b) Not received by the applicant thereafter.

[Organizational Sustainability Plan attached.](#)

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: Oahu Resource Conservation and Development Council; DBA: Agriculture Stewardship Hawaii

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	180,195	35,606	0	56,500
2. Payroll Taxes & Assessments	21,623	4,273	0	6,780
3. Fringe Benefits	36,039	7,121	0	11,300
TOTAL PERSONNEL COST	237,857	47,000		74,580
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island / Travel Lodging	8,343	0	0	0
2. Insurance	1,700			3,000
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	7,500			
5. Staff Training				
6. Supplies				
7. Telecommunication	1,000			
8. Utilities	1,600			
9. Contractual: CRM Developers	10,000	0	0	0
10. Contractual: CRM Product Manager	15,000	0	0	5,000
11. Software Subscription/License: CRM Seats for 1 Year (Quantity: 15)	5,000	0	0	0
12. External Financial Controller	9,000			3,000
13. Annual Audit	3,000	4,700		1,000
14.				
TOTAL OTHER CURRENT EXPENSES	62,143	4,700	0	12,000
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	300,000	51,700	0	86,580
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	300,000	Dave Dutra Elliott 808-404-8052		
(b) Total Federal Funds Requested	51,700	Name (Please type or print) Phone		
(c) Total County Funds Requested	0	01/21/2026		
(d) Total Private/Other Funds Requested	86,580	Signature of Authorized Official Date		
TOTAL BUDGET	438,280	Dave Dutra Elliott, Executive Director		
	300,000	Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2026 to June 30, 2027

Applicant: Oahu Resource Conservation & Development Council
; DBA: Agriculture Stewardship Hawaii

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Thriving Farms Program Manager	100	\$72,660.00	50.00%	\$ 36,330.00
Thriving Farms - Grant Writing & Loan Readiness Technical Assistance Specialist	100	\$69,846.00	100.00%	\$ 69,846.00
Farmer Help Desk: Client Intake Coordinator	100	\$64,875.00	100.00%	\$ 64,875.00
Office Administrator	100	\$60,963.88	5.00%	\$ 3,049.00
ASH Executive Director	100	\$121,913.05	5.00%	\$ 6,095.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				180,195.00
JUSTIFICATION/COMMENTS: Salaries listed do not include Fringe (20%) or Payroll & Tax (12%). Total Fringe is \$36,039 and Total Payroll & Tax is \$21,623.				

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Oahu Resource Conservation and Development Council;
DBA: Agriculture Stewardship Hawaii (ASH)

Contracts Total: 5,066,686

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
	Grants in Aid 2026 *This funding is not for ASH programming. This was awarded to ASH's fiscally sponsored program - Pop Up Labs for STEM. ASH is the fiscal sponsor.	07/01/25-06/30/26	HDOE	State	\$ 100,000.00
1	Grant In Aid FY25 *This funding is not for ASH programming. This was awarded to ASH's fiscally sponsored program - Pop Up Labs for STEM. ASH is the fiscal sponsor.	10/01/24-03/31/26	City & County of Honolulu	Honolulu County	\$ 150,000.00
2	Grant In Aid FY24 *This funding is not for ASH programming. This was awarded to ASH's fiscally sponsored program - Pop Up Labs for STEM. ASH is the fiscal sponsor.	10/01/23-09/30/24	City & County of Honolulu	Honolulu County	\$ 199,413.00
4	Farm Planning Tool	06/01/23-10/20/23	City & County of Honolulu	Honolulu County	\$ 24,977.00
13	Climate Smart Commodities	05/24/23-04/13/25	USDA-NRCS	U.S.	\$ 2,359,328.35
16	Ka Meau Kanu - Increasing Land, Capital, and Market Access Program	04/22/25-11/30/28	USDA-FSA	U.S.	\$ 254,977.00
14	FY23 Strategic Partnerships in the Pacific Islands Area	09/14/23-09/01/28	USDA-NRCS	U.S.	\$ 651,351.00
15	Working Wetlands on Oahu's North Shore	01/29/24-03/31/28	USDA-NRCS	U.S.	\$ 298,264.00
18	Supporting Native Hawaiian and Pacific Islander Mahi'ai Farmers	09/29/23-09/28/26	USDA-OPPE	U.S.	\$ 750,000.00
17	Supporting Renewable Energy and Energy Efficiency on Hawai'i Farms	10/01/23-10/01/26	USDA-RD	U.S.	\$ 234,030.00
20	Rural Business Development Grant	09/27/24-09/26/26	USDA-RD	U.S.	\$ 144,346.00
21					
23					
24					
25					
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28					
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30					

Program Key

- Regenerative Agroecosystems
- Thriving Farms
- Outreach & Engagement
- Core Services
- Leadership

**Program
Lead**

Sophie Moser
Agroecosystem Program
Manager



Taylor Ka'ili McKenzie
Indigenous Agriculture Conservation
Specialist

Megan Gonsalves
Conservation Planner



Kaliko High
Climate Smart
Specialist

Becca Hueckel
Conservation Planner



Logan Motas
West O'ahu District Manager and
Community Navigator

**Program
Lead**

Jackson Hart
Grants & Contracts
Manager



Coming Soon
Thriving Farms Program Manager

**Program
Lead**

John Russel
Financial Controller



Coming Soon
Intake Coordinator

Harmony Shelton
Office Administrator



Bri Littlefield
Economic Development Specialist

Augusto Decastro
Digital Communications



Rachel Fukumoto
Farmer Grant Writer



Andreanna Kaluhiokalani
Community Engagement Specialist



Dave Dutra Elliott
Executive Director



Amanda Shaw
Director of Food Systems

Future Sustainability Plan (2028-2030)

O‘ahu Resource Conservation and Development Council, DBA Agriculture Stewardship Hawai‘i (ASH)

Executive Summary

ASH is a nonprofit organization dedicated to supporting the long-term resilience and viability of agricultural producers—particularly small and mid-sized farms and ranches—through technical assistance, financial planning, and resource coordination..

This Future Sustainability Plan outlines a proactive, strategic response to sustain the Farmer Funding Help Desk and HARVest Network CRM beyond FY27, in the event that additional State GIA funding is received after that year.. Its primary objectives are to:

1. **Stabilize** operations and maintain continuity of essential programs and staff.
2. **Diversify** revenue sources to reduce dependency on federal funding.
3. **Build** long-term financial resilience through improved reserves, efficiency, and partnership growth.

The plan combines short-term stabilization measures with medium- and long-term strategies to ensure that ASH remains a trusted and effective resource for Hawai‘i’s agricultural communities well into the future.

Current Situation and Impact

Financial Overview

- **Anticipated CY2027 Operating Budget:** \$2 million (before federal cuts)
- **Operating Reserves:** Equivalent to approximately 2.5 months of expenses

Strategic Financial Goals

Short-Term Goals (January - December, 2028, 0–12 Months)

- Stabilize cash flow and preserve core services.

- Implement emergency cost control measures.
- Launch fundraising and grant outreach campaigns.
- Communicate transparently with staff, producers, and funders.

Medium-Term Goals (13–24 Months)

- Replace 50–60% of lost revenue through private foundations, state-level programs, and earned income expansion.
- Build internal fundraising infrastructure (CRM system or database, grant writing capacity, donor stewardship tools).
- Establish a six-month operating reserve target.

Long-Term Goals (24+ Months)

- Limit federal funding to no more than 25% of total annual revenue.
 - Develop recurring revenue sources through consulting, and training services.
 - Institutionalize financial risk management and reserve policies for future resilience.
-

Revenue Diversification Strategy

1. Private Foundations and Regional Funders

ASH will prioritize outreach to foundations aligned with sustainable and regenerative farming, rural economic development, and potential partners include the Weinberg Foundation, Clif Family Foundation, Walton Family Foundation, Hearst Foundations, Hawai'i Community Foundation and other regional foundations. Efforts will focus on multi-year proposals supporting critical services for farm and ranch viability and resilience, spotlighting and leveraging collaborative partnerships for fund development.

2. State and Local Government Programs

With the reduction in federal funds, state and county-level agricultural development and conservation programs will be a key focus. The organization will pursue cost-share agreements and joint initiatives with agricultural extension offices, soil and water conservation districts, and state conservation and agriculture agencies.

3. Corporate and Cooperative Partnerships

Corporate partnerships will emphasize shared goals and values around sustainability, local food sourcing, and climate adaptation. ASH will seek sponsorships, training collaborations, and data-sharing opportunities with agribusinesses, food processors, and cooperatives. Potential revenue opportunities may also emerge from partnerships on soil carbon and ecosystem service markets.

4. Individual Giving and Community Engagement

An individual giving program—**Together We Farm**—will engage local donors and agricultural stakeholders. The campaign will highlight the direct impact of contributions on family farm survival, technical support continuity, and rural economic health. Digital storytelling, producer testimonials, and social media campaigns will help cultivate new donors and recurring supporters.

5. Earned Income Opportunities

The organization will expand its fee-for-service model, offering paid consulting, training workshops, and potential certification programs for larger operations and agribusiness partners. Potential areas include:

- Farm business planning
- Soil health and regenerative agriculture practices
- Farm succession and land transfer planning

A membership or subscription-based access model for technical resources and digital tools will also be explored.

Cost Containment and Efficiency

To ensure financial stability and stewardship, ASH will:

- Conduct a program-by-program impact and cost analysis.
- Implement a temporary hiring freeze and postpone capital expenditures.
- Reduce administrative and travel costs by 5–10%, where feasible.

These measures are designed to preserve mission-critical programming while minimizing staff disruption and service loss.

Reserve and Risk Management

- **Board-Designated Reserve Fund:** Establish and build a reserve equal to six months of operating expenses by FY2028.
- **Liquidity Policy:** Maintain unrestricted cash equivalent to a minimum of three months of operating costs.
- **Risk Assessment:** Conduct annual scenario planning and integrate results into budget development.

- **Emergency Fund and Access to Credit:** Create a dedicated stabilization fund to mitigate short-term funding disruptions in the future. Maintain a LOC and pursue low interest rate bridge loans as necessary to address cash flow needs.

Communication and Stakeholder Engagement

Open communication will be critical to maintaining confidence among funders, producers, and partners.

- **Internal Communication:** Regular briefings for staff and board on financial status and plan progress.
- **External Outreach:** Targeted updates to funders, state agencies, and producer networks outlining the organization’s proactive sustainability strategy.
- **Advocacy:** Engage policymakers to support bridging initiatives and alternative funding mechanisms for agricultural technical assistance programs.

Monitoring and Evaluation

Financial sustainability efforts will be tracked through key performance indicators:

- Percentage of total revenue from non-federal sources
- Number of new grant and corporate partnerships secured
- Months of cash on hand
- Reserve fund growth
- Number of producers served and service satisfaction metrics

Progress will be reviewed quarterly by the Executive Director and Board Finance Committee, with adjustments made as needed.

Implementation Timeline

Phase	Key Actions	Lead Responsibility	Timeline	Success Indicators
Phase 1: Stabilization	Budget revision, cost controls, emergency	Executive Director,	Months 0–12	Maintain at least 2 months of operating

Phase	Key Actions	Lead Responsibility	Timeline	Success Indicators
	fundraising, stakeholder communication	Financial Controller		reserves; no program shutdowns
Phase 2: Diversification	Submit new grant proposals; launch donor campaign; expand fee-for-service programs	Executive Director, Director of Food Systems, Grants & Contracts Manager, Econ Development Specialist	Months 7–18	Replace \$900,000 in lost funding; 10 new donor commitments
Phase 3: Resilience Building	Establish reserve policy; develop partnerships; implement earned income programs	Board Finance Committee & Leadership Team	Months 12=3–24	Six-month reserve target achieved; federal funding ≤25% of total revenue

Conclusion

While the failure to obtain State GIA funding beyond FY27 would present a significant challenge, it also creates an opportunity for ASH to strengthen its financial independence, deepen partnerships, and enhance long-term sustainability.

Through disciplined management, diversified revenue strategies, and unwavering commitment to its mission, ASH will continue to provide critical support to the farms and ranches that form the backbone of our regional food systems and rural economies.