

## 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

Jornal K. K. Maunakea-Forth

PRINT NAME AND TITLE

January 14, 2026

DATE



## Department of Commerce and Consumer Affairs

### CERTIFICATE OF GOOD STANDING

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

WAI'ANAE COMMUNITY RE-DEVELOPMENT CORPORATION

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



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

Dated: January 15, 2026

Director of Commerce and Consumer Affairs

JOSH GREEN, M.D.  
GOVERNOR

SYLVIA LUKE  
LT GOVERNOR



GARY S. SUGANUMA  
DIRECTOR OF TAXATION

KRISTEN M.R. SAKAMOTO  
DEPUTY DIRECTOR

STATE OF HAWAII  
DEPARTMENT OF TAXATION

*Ka 'Oihana 'Auhau*

P.O. BOX 259  
HONOLULU, HAWAII 96809  
PHONE NO: (808) 587-4242  
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November 26, 2025

**Agreement with WAI'ANAE COMMUNITY RE-DEVELOPMENT CORP for  
HRS § 103-53 Waiver of the Internal Revenue Service Tax Clearance Requirement**

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

Select One:

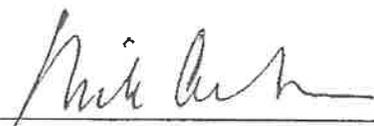
By authority of HRS § 103-53, I approve the waiver of the Internal Revenue Service tax clearance requirements as a condition of the above Agreement and final payment.

The waiver of the Internal Revenue Service tax clearance requirement is disapproved.  
Reason: \_\_\_\_\_

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: \_\_\_\_\_

  
\_\_\_\_\_  
Nicki Ann Thompson, Taxation Services Administrator  
State of Hawaii Department of Taxation

Date: 11-26-25



# MA'O ORGANIC FARMS

*an 'aina-based project of the Wai'anae Community Re-development Corporation*

P.O BOX 441 • WAI'ANA'E HI 96792 • TEL/FAX 808.696.5569 • SALES ORDERS 696-FARM  
WEBSITE: [www.maoorganicfarms.org](http://www.maoorganicfarms.org) • TWITTER: [maoorganicfarms](https://twitter.com/maoorganicfarms) • E-MAIL: [info@maoorganicfarms.org](mailto:info@maoorganicfarms.org)

January 14, 2026

Re: Declaration Statement and Public Purpose - Compliance with Hawaii Revised Statutes 42F-102 and 42F-103

Aloha,

On behalf of the Wai'anae Community Re-Development Corporation (WCRC), dba MA'O Organic Farms, this letter is to affirm the following in support of our Grant-In-Aid application:

### **Declaration Statement – Compliance with HRS §42F-103**

Wai'anae Community Re-Development Corporation affirms that it is in compliance with **Section 42F-103, Hawai'i Revised Statutes**. The organization is a nonprofit corporation organized and operating in the State of Hawai'i and is in good standing. WCRC further affirms that it meets all eligibility requirements for a Grant-in-Aid and will comply with all applicable laws, rules, and reporting requirements associated with the award of public funds.

### **Public Purpose – Pursuant to HRS §42F-102**

The requested Grant-in-Aid funds will be used **exclusively for a public purpose** pursuant to **Section 42F-102, Hawai'i Revised Statutes**. The proposed project supports the public interest by strengthening local food security, advancing workforce development for Hawai'i youth, and expanding community-based agricultural infrastructure on the Wai'anae Coast. These activities provide direct and tangible benefits to the people of the State of Hawai'i and are consistent with the purposes for which Grant-in-Aid funds may be awarded.

Me ka mahalo nui,

Jornal Ku'ualoha Kukuiolamekana'auao Maunakea-Forth  
Executive & Program Director

## 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)**  
Please see attached
2. **Declaration Statement**  
Please see attached signed declaration and purpose statement dated January 14, 2026
3. **Public Purpose**  
Please see attached signed declaration and purpose statement dated January 14, 2026

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

1. **Brief Description of the Applicant's Background;**  
MA'O Organic Farms is a Native Hawaiian-led, community-based nonprofit social enterprise rooted in Wai'anae on the west coast of O'ahu. MA'O is a project of the Wai'anae Community Re-Development Corporation (WCRC) and has over two decades of experience operating integrated food systems, workforce development, and 'āina-based education initiatives that deliver measurable public benefit.

MA'O's core work centers on producing, processing, and distributing Hawai'i-grown food while training and employing youth and emerging mahi'ai through structured, supervised workforce pathways. The organization has a demonstrated record of operating food-safety-certified processing facilities, implementing rigorous standard operating procedures, and maintaining compliance with local, state, and federal requirements. These operational systems support both enterprise production and hands-on workforce training within real-world agricultural and food system environments.

MA'O has successfully stewarded public and philanthropic investments by pairing infrastructure with strong operational oversight, staff supervision, and accountability systems. Its facilities function not only as production assets, but also as training sites where participants gain skills in food safety, quality control, aggregation, logistics, and enterprise operations. This dual focus on operations and workforce development has positioned MA'O as a trusted food system hub serving the Wai'anae Coast and broader O'ahu community.

While MA'O has submitted a companion FY 2026-2027 Capital GIA application focused on equipping its post-harvest processing and aggregation facility, the

applicant background provided here is intentionally framed to highlight MA'O's operational capacity to activate, supervise, and steward public infrastructure. This Operating GIA request builds on MA'O's proven ability to translate capital investment into sustained public benefit through effective facility operations, workforce supervision, and long-term asset stewardship.

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

The primary goal of this Operating GIA request is to activate, operate, and steward MA'O Organic Farms' post-harvest processing and aggregation facility so that the State's capital investment delivers immediate and sustained public benefit. This proposal supports the operational systems, workforce supervision, and facility stewardship required to ensure the facility functions safely, efficiently, and as intended.

The specific goals and objectives of this request are as follows:

**Goal 1: Activate State-Funded Post-Harvest Infrastructure**

- Bring newly equipped post-harvest processing and aggregation infrastructure into full operational use.
- Establish consistent daily operations that maximize utilization of capital-funded equipment.
- Ensure safe, efficient, and compliant facility performance.

**Goal 2: Provide Workforce Supervision and Job Training Tied to Facility Operations**

- Support dedicated supervision for staff, interns, and emerging mahi'ai working in the facility.
- Deliver hands-on workforce training in food safety, processing, quality control, aggregation, inventory management, and logistics.
- Build transferable, job-ready skills aligned with Hawai'i's agricultural and food system workforce needs.

**Goal 3: Steward and Protect the State's Capital Investment**

- Implement ongoing operational oversight, food safety compliance, and preventive maintenance coordination.
- Reduce risk of equipment misuse, underutilization, or premature deterioration.
- Ensure the long-term functionality and value of publicly funded infrastructure.

#### **Goal 4: Strengthen Local Food System Capacity and Public Benefit**

- Support aggregation and distribution of Hawai'i-grown food to community markets, institutions, and partners.
- Improve consistency, reliability, and efficiency within local food supply chains serving the Wai'anae Coast and beyond.
- Ensure the facility operates as a public-serving food system asset that contributes to food security, workforce development, and economic resilience.

Together, these goals and objectives ensure that the Operating GIA functions as a direct companion to the Capital GIA by funding the human systems and operational capacity necessary to translate infrastructure investment into measurable outcomes for Hawai'i's people, communities, and food system.

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

The public purpose of this Operating GIA request is to ensure that the State's investment in post-harvest processing and aggregation infrastructure at MA'O Organic Farms is fully activated, responsibly operated, and delivers sustained public benefit to Hawai'i's people, workforce, and local food system.

Hawai'i continues to face critical challenges related to food security, workforce development, and overreliance on imported food. While investments in agricultural infrastructure are essential, infrastructure alone does not guarantee impact. Without dedicated operational support, processing and aggregation facilities risk underutilization, safety and compliance challenges, and premature deterioration, limiting their ability to serve the public interest.

This Operating GIA addresses that need by funding the human capacity required to make public infrastructure functional. The request supports workforce supervision, food safety compliance, daily operations, and stewardship of the post-harvest facility, ensuring that capital-funded equipment is used safely, efficiently, and as intended. These operating supports are essential to protecting the State's investment and translating it into measurable outcomes.

The request also serves a clear workforce development purpose. MA'O's post-harvest facility functions as a hands-on training site where youth and emerging agricultural workers gain job-ready skills in food safety, processing, aggregation, inventory management, and logistics. These skills are directly aligned with Hawai'i's agricultural and food system workforce needs and prepare participants for long-term employment in critical local industries.

In addition, this Operating GIA strengthens Hawai'i's local food system by enabling reliable aggregation and distribution of Hawai'i-grown food to community markets, institutions, and partners. By supporting consistent facility

operations, the request improves supply chain reliability, reduces post-harvest loss, and increases access to locally produced food, particularly for communities on the Wai'anae Coast.

In summary, the public need served by this request is threefold:

1. Protection and stewardship of State-funded infrastructure through proper operation and oversight;
2. Development of Hawai'i's agricultural workforce through supervised, hands-on training; and
3. Strengthening of local food system capacity and food security through effective processing and aggregation.

By funding operations that directly activate and sustain capital investment, this Operating GIA ensures that public resources generate long-term public benefit rather than stand-alone infrastructure.

#### **4. Target Population To Be Served**

The primary target population served by this Operating GIA request includes youth and emerging agricultural workers, as well as the Wai'anae community and Hawai'i's broader local food system, who directly benefit from the activation and daily operation of MA'O Organic Farms' post-harvest processing and aggregation facility.

First, the request serves youth and emerging farmers participating in MA'O's workforce development pathways. Through supervised, hands-on work in the post-harvest facility, participants gain job-ready skills in food safety, processing, quality control, aggregation, inventory management, and logistics. These experiences prepare participants for long-term employment in Hawai'i's agricultural and food system sectors while strengthening local workforce capacity.

Second, the request serves local farmers and food system partners by ensuring that critical post-harvest processing and aggregation infrastructure is operational, compliant, and capable of supporting collaborative supply chains for Hawai'i-grown food. By maintaining consistent facility operations, this Operating GIA helps reduce post-harvest bottlenecks, improve efficiency, and strengthen the overall reliability of local food distribution systems.

Third, the request serves the Wai'anae Coast community and broader O'ahu population, particularly residents who benefit from increased access to locally grown food. Reliable operation of the post-harvest facility enables consistent aggregation and distribution to community markets, institutions, and partners, strengthening food security and local economic resilience.

Finally, the State of Hawai'i and the general public are beneficiaries of this request. By supporting workforce supervision and facility stewardship, the

Operating GIA ensures that publicly funded infrastructure is actively used, responsibly maintained, and protected over time, maximizing the return on the State's capital investment.

In sum, the target population includes:

- Youth and emerging agricultural workers are gaining workforce skills through supervised facility operations;
- Local producers and food system partners utilizing aggregation infrastructure;
- Community members accessing Hawai'i-grown food; and
- The broader public interest through effective stewardship of State-funded assets.

**5. Describe the geographic coverage.**

The geographic coverage of this Operating GIA request is centered on the Wai'anae Coast of O'ahu, with broader benefits extending across O'ahu and contributing to statewide food system and workforce development goals.

The post-harvest processing and aggregation facility operated by MA'O Organic Farms is located on the Wai'anae Coast and serves as a critical hub for the region's food system and workforce development. Primary geographic beneficiaries include the communities of Wai'anae, Nānākuli, Mā'ili, and Mākaha, where MA'O's youth workforce programs, agricultural operations, and food distribution activities are based.

At the regional level, consistent facility operations support the aggregation and distribution of Hawai'i-grown food to markets, institutions, and partners across O'ahu, strengthening local supply chains and improving access to locally produced food beyond the Wai'anae Coast.

At the statewide level, this Operating GIA supports Hawai'i's broader public interest by:

- Strengthening agricultural workforce capacity through hands-on training applicable across the state;
- Supporting infrastructure that advances food security and reduces reliance on imported food; and
- Ensuring responsible stewardship of State-funded assets that contribute to Hawai'i's long-term food system resilience.

While the facility is physically located on O'ahu, the benefits of this request extend beyond a single community by supporting workforce development, food

system capacity, and public infrastructure stewardship aligned with statewide priorities.

### **III. Service Summary and Outcomes**

This Operating GIA request supports the activation, operation, and stewardship of the post-harvest processing and aggregation facility operated by MA'O Organic Farms. The service provided through this request ensures that State-funded capital infrastructure is fully operational, safely managed, and utilized to deliver workforce development and local food system benefits.

Operating GIA funds will support the personnel, systems, and oversight required to operate the facility on a daily basis, supervise workforce participants, maintain food safety and quality standards, and protect the long-term value of the State's capital investment.

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

The scope of work for this request is limited to activities directly related to operating and stewarding the post-harvest processing and aggregation facility. Key tasks and responsibilities include:

##### **Facility Operations**

- Conduct daily post-harvest processing, wash-pack, aggregation, and cold storage activities.
- Coordinate facility scheduling, workflow, and equipment use to ensure efficient operations.
- Manage utilities, sanitation, and operating supplies required for facility use.

##### **Workforce Supervision and Training**

- Provide direct supervision for staff, youth interns, and emerging mahi'ai working in the facility.
- Deliver hands-on training in food safety, processing procedures, quality control, aggregation, inventory management, and logistics.
- Ensure safe operation of all capital-funded equipment.

##### **Food Safety, Compliance, and Quality Control**

- Implement and maintain Standard Operating Procedures (SOPs) for post-harvest operations.
- Monitor compliance with applicable food safety requirements.
- Maintain required documentation and records related to processing and aggregation activities.

##### **Facility Stewardship and Asset Protection**

- Conduct routine equipment monitoring and coordinate preventive maintenance.

- Identify operational issues and address them promptly to reduce downtime.
- Protect the long-term functionality and value of State-funded infrastructure through responsible use and oversight.

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

The services supported by this Operating GIA will be carried out on a continuous, year-round basis, aligned with the FY 2026-2027 grant period.

**Quarter 1**

- Activate facility operations following completion of capital-funded improvements.
- Onboard and train staff and workforce participants on SOPs and safety protocols.
- Establish baseline operational and workforce metrics.

**Quarter 2**

- Maintain full facility operations and workforce supervision.
- Conduct routine compliance checks and operational reviews.
- Refine workflows to improve efficiency and training outcomes.

**Quarter 3**

- Continue daily operations and training activities.
- Monitor equipment performance and coordinate preventive maintenance.
- Review interim performance data and adjust practices as needed.

**Quarter 4**

- Sustain full operational capacity.
- Conduct year-end evaluation of outputs and outcomes.
- Prepare required reports for the expending agency and identify opportunities for continuous improvement.

**3. Quality Assurance and Evaluation Plans**

MA'Ō will ensure service quality and continuous improvement through established operational and evaluation systems.

**Monitoring**

- Daily oversight by facility supervisors to ensure adherence to SOPs and safety standards.
- Regular review of production, processing, and aggregation data.

- Ongoing supervision and performance feedback for workforce participants.

### **Evaluation**

- Tracking of workforce participation, training hours, and skill development.
- Review of facility utilization, throughput, and operational consistency.
- Assessment of compliance, equipment functionality, and downtime incidents.

### **Continuous Improvement**

- Use of operational data to identify inefficiencies or gaps.
- Adjustments to training, workflows, or supervision as needed.
- Documentation of lessons learned to strengthen long-term facility operations.

## **4. Measure(s) of Effectiveness**

The following measures of effectiveness will be reported to the State agency through which grant funds are appropriated. These measures provide objective, verifiable indicators of program performance and stewardship of public funds:

- The number of days the post-harvest processing and aggregation facility is operational during the grant year.
- Number of staff, youth interns, and emerging farmers supervised and trained in post-harvest operations.
- Total workforce training hours completed within the facility.
- Volume of Hawai'i-grown food processed and aggregated through the facility.
- Compliance with food safety and operational standards, including implementation of SOPs.
- Completion of routine equipment monitoring and preventive maintenance activities.

If the final appropriation amount differs from the amount requested in this application, MA'O will work with the expending agency to update and align measures of effectiveness accordingly.

## **IV. Financial**

### **1. Budget**

Please see attached budget forms, submitted in accordance with the GIA application requirements, which detail the costs associated with this request.

The following budget forms are included:

- Budget Request by Source of Funds - attached
- Personnel Salaries and Wages - attached
- Equipment and Motor Vehicles - Not Applicable
- Capital Project Details - Not Applicable
- Government Contracts, Grants, and Grants-in-Aid - Not Applicable

**2. Anticipated Quarterly Funding Requests for the Fiscal Year 2027.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$49,204	\$49,204	\$49,204	\$49,203	\$196,815

**3. Source of Funding Seeking for Fiscal Year 2027.**

- Lawrence H. Dorcy Hawaiian Foundation \$25,000
- First Hawaiian Bank Foundation \$175,000
- Bank of Hawaii Foundation \$50,000
- Cooke Foundation \$25,000
- Marisla Foundation \$20,000
- Atherton Foundation \$100,000
- Hawaii Community Assets \$175,000

**4. State and Federal Tax Credits**

Wai'anae Community Re-Development Corporation (WCRC), dba MA'O Organic Farms, has not been granted any state or federal tax credits within the prior three years and has not applied for, nor does it anticipate applying for, any state or federal tax credits related to this capital project.

**5. Prior Three Years and Fiscal Year 2027 Program Funding**

- USDA Natural Resource and Conservation Service 2022 - 2024 \$693,000
- Kaulunani Grant 2023 - 2024 - \$48,339
- USDA Natural Resource and Conservation Service 2024 - 2025 \$697,0000
- USDA Organic Market Development Grant, 2024 - 2026 - \$1,042,574.88
- State GIA CIP FY24 \$50,000 - land clearing
- National Fish & Wildlife Foundation, America the Beautiful 2025 - 2027, \$1,499,365.91

- Department of Defense, Readiness and Environmental Protection Integration (REPI) Challenge 2025 - 2026, \$1,571,427
- State GIA CIP FY25 \$100,000

## **6. Unrestricted Current Assets as of December 31, 2025.**

As of December 31, 2025, Wai'anae Community Re-Development Corporation (WCRC), dba MA'O Organic Farms, reports unrestricted current assets totaling \$2,190,386.22, based on unaudited internal financial statements. Final audited figures will be provided if required but no sooner than November 30, 2026.

## **V. Experience and Capability**

MA'O Organic Farms, a project of the Wai'anae Community Re-Development Corporation (WCRC), has over two decades of demonstrated experience operating complex agricultural, workforce development, and food system programs that deliver sustained public benefit. The organization possesses the operational expertise, staffing capacity, and accountability systems necessary to successfully implement the services proposed in this Operating GIA request.

### **1. Necessary Skills and Experience**

MA'O has extensive experience managing the day-to-day operations of agricultural and food system facilities, including food safety-certified post-harvest processing environments. The organization has developed and implemented Standard Operating Procedures (SOPs), safety protocols, and workflow systems that ensure consistent, compliant, and efficient operations.

In addition, MA'O has a proven track record of workforce supervision and training, particularly with youth and emerging farmers. Staff are experienced in balancing production requirements with hands-on instruction, ensuring participants receive meaningful, supervised training while maintaining operational standards. Within post-harvest and aggregation settings, MA'O regularly trains participants in food safety, quality control, inventory management, logistics, and compliance practices.

MA'O also maintains strong compliance, quality assurance, and accountability systems, with experience meeting local, state, and federal requirements related to food safety, labor practices, and grant reporting. These systems ensure the responsible use of public funds and enable continuous monitoring and improvement of program outcomes.

### **2. Facilities**

MA'O operates and manages food safety-certified post-harvest processing and aggregation facilities located on the Wai'anae Coast of O'ahu. These facilities are

actively used for daily processing, aggregation, cold storage, and workforce training activities.

The facilities provide the physical site for the services proposed in this Operating GIA request and are equipped to support safe operations, supervised workforce training, and compliance with applicable food safety standards. MA'O has established systems for facility oversight, equipment monitoring, and preventive maintenance coordination to ensure continued functionality and protection of public investment.

## **VI. Personnel: Project Organization and Staffing**

### **1. Proposed Staffing, Staff Qualifications, Supervision and Training**

This Operating GIA request supports personnel directly responsible for the activation, daily operation, supervision, and stewardship of MA'O Organic Farms' post-harvest processing and aggregation facility. All staffing supported through this request is limited to roles essential to facility operations, workforce supervision, and compliance.

#### **Proposed Staffing**

The project will be implemented by MA'O Organic Farms staff with established experience in agricultural operations, post-harvest processing, and workforce development. Key roles include:

- **Post-Harvest Operations Supervisor** – Responsible for overseeing daily processing and aggregation activities, coordinating workflow, supervising staff and workforce participants, and ensuring safe and efficient use of facility equipment.
- **Processing and Aggregation Staff** – Support daily wash-pack, quality control, inventory management, and aggregation functions under direct supervision.
- **Workforce Participants (Youth and Emerging Mahi'ai)** – Engage in supervised, hands-on training within the facility as part of MA'O's workforce development pathways.

Operating GIA funds will support supervision and operational staffing necessary to run the facility during active processing periods.

#### **Staff Qualifications**

MA'O's operational staff bring demonstrated experience in:

- Food safety–certified post-harvest processing environments;
- Implementation and adherence to Standard Operating Procedures (SOPs);

- Supervision of youth and emerging agricultural workers;
- Quality control, aggregation, and inventory management; and
- Compliance with applicable food safety and labor requirements.

Supervisory staff possess the technical and interpersonal skills required to balance production demands with workforce training and safety, ensuring that facility operations meet both operational and educational objectives.

### **Supervision Structure**

The post-harvest facility operates under a clear supervisory structure to ensure accountability, safety, and quality. The Post-Harvest Operations Supervisor provides direct oversight of all facility activities and reports to MA'O's farm and operations leadership. This structure ensures consistent communication, rapid issue resolution, and alignment with organizational standards.

Youth interns and emerging mahi'ai working in the facility receive daily, hands-on supervision with clear expectations for performance, safety, and conduct. This approach protects the integrity of facility operations while providing meaningful workforce training.

### **Training and Professional Development**

Training is embedded into daily facility operations and includes:

- Orientation to food safety protocols and facility SOPs;
- Equipment operation and safety training;
- Quality control and product handling standards;
- Inventory management and aggregation workflows; and
- Ongoing coaching and feedback to reinforce best practices.

This structured approach ensures that all staff and workforce participants are properly trained to operate within a food safety-certified environment while continuously improving their skills and performance.

### **Alignment with Operating GIA Objectives**

The proposed staffing model ensures that State-funded infrastructure is:

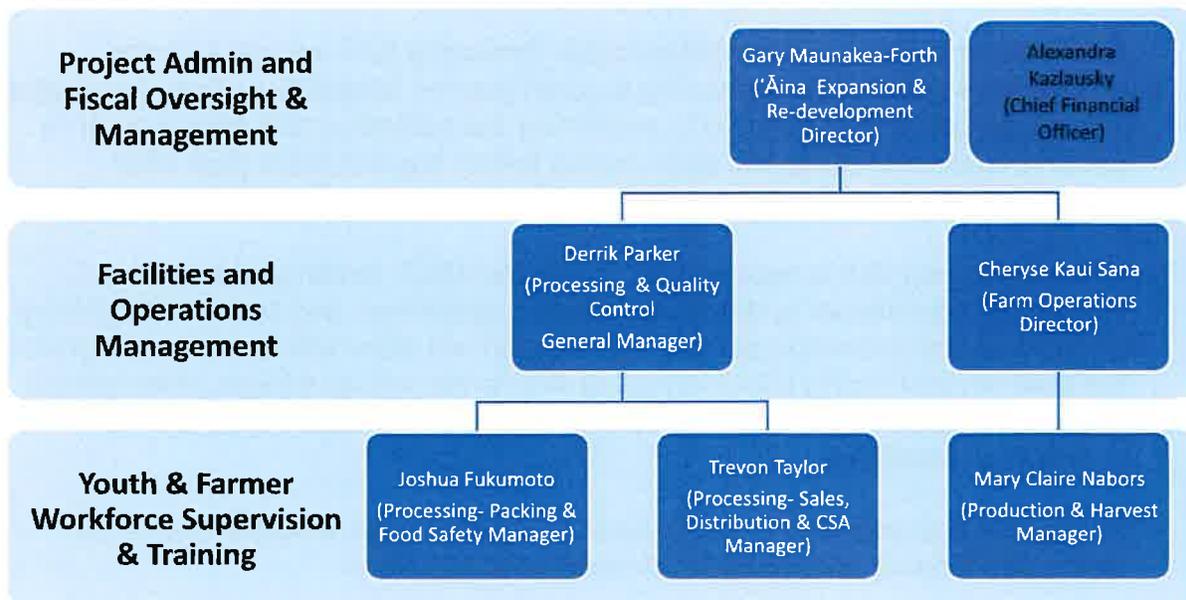
- Actively and safely operated;
- Supervised by qualified personnel;
- Used as a workforce training site; and
- Responsibly stewarded over time.

By supporting staffing directly tied to facility operations, this Operating GIA strengthens the State's capital investment and ensures delivery of measurable public benefit.

## 2. Organization Chart

The organizational chart below illustrates the facility operations and workforce supervision structure for the post-harvest processing and aggregation facility supported by this Operating GIA request, within the broader organizational structure of MA'O Organic Farms. It shows the positions responsible for daily operations, safety, quality control, and the direct supervision of youth and emerging farmers.

While 'Auwai program staff are included in the operating budget because they recruit, coordinate, and support workforce participation in the post-harvest facility, their primary role is to facilitate workforce engagement and training pathways rather than to oversee daily facility operations. Accordingly, they do not serve as line supervisors and are therefore not reflected in the facility operations organizational chart.



## 3. Compensation

WCRC offers competitive salaries aligned with the responsibilities and experience required for key leadership positions. The Executive Director, Chief

Financial Officer, and Farm Operations Director are paid between \$105,000 - \$116,000.

The Board of Directors reviews compensation regularly to ensure fiscal responsibility and alignment with nonprofit standards.

## **VII. Other**

### **1. Litigation**

Wai'anae Community Re-Development Corporation dba MA'O Organic Farms is not a party to any pending litigation and has no outstanding judgments.

### **2. Licensure or Accreditation**

Not applicable. No additional licensure or accreditation is required for the activities proposed in this application beyond standard regulatory compliance.

### **3. Private Educational Institutions**

Not applicable. This grant will not be used to support or benefit a sectarian or non-sectarian private educational institution.

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

MA'O Organic Farms has developed this Operating GIA request with the understanding that State operating support may be limited to a single fiscal year. The organization is committed to sustaining the activation and operation of its post-harvest processing and aggregation facility beyond fiscal year 2027, regardless of future GIA funding availability.

If this Operating GIA is received for fiscal year 2027, funds will be used to strengthen operational systems, workforce supervision, and facility stewardship during a critical activation period. This support will allow MA'O to fully integrate the post-harvest facility into its ongoing enterprise and workforce development operations, establish efficient workflows, and reinforce staff capacity and compliance practices.

Following fiscal year 2027, MA'O plans to sustain these activities through a diversified funding and operational model that includes:

- **Enterprise Revenue:** Income generated through the sale, aggregation, and distribution of Hawai'i-grown food will continue to support post-harvest facility operations as production and throughput increase.
- **Workforce and Programmatic Funding:** MA'O will leverage private philanthropy, foundation grants, and federal workforce and food system funding to support supervised training and workforce development activities conducted within the facility.

- **Operational Efficiencies:** Investments made during the GIA-funded period will result in more efficient workflows, reduced post-harvest loss, and improved facility utilization, lowering per-unit operating costs over time.
- **Organizational Capacity:** MA'O's experienced operational leadership and established compliance systems will enable the organization to absorb ongoing facility operations into its core activities without reliance on continued State operating appropriations.

Importantly, MA'O will operate and steward the post-harvest processing and aggregation facility regardless of whether additional Operating GIA funds are awarded after fiscal year 2027. Approval of this request enhances and accelerates the activation of State-funded infrastructure, but is not required for the continued use or maintenance of the facility.

Through this approach, MA'O ensures that the State's capital investment delivers lasting public benefit beyond the GIA funding period, while maintaining fiscal responsibility and long-term operational sustainability.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: Wai'anāe Community Re-Development Corporation

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<b>A. PERSONNEL COST</b>				
1. Salaries	60,125	191,017		380,900
2. Payroll Taxes & Assessments				
3. Fringe Benefits	9,019			95,225
<b>TOTAL PERSONNEL COST</b>	<b>69,144</b>	<b>191,017</b>		<b>476,125</b>
<b>B. OTHER CURRENT EXPENSES</b>				
1. Internship Stipends	77,000	138,983		255,000
2. Internship Supplies - Boots, Aprons, T-Shirts	25,000			27,155
3. Internship Tuition Support				137,606
4. In-Direct Expense (15%)	25,672			175,699
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20.				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>127,672</b>	<b>138,983</b>		<b>595,460</b>
<b>C. EQUIPMENT PURCHASES</b>				<b>0</b>
<b>D. MOTOR VEHICLE PURCHASES</b>				<b>0</b>
<b>E. CAPITAL</b>	<b>0</b>			<b>0</b>
<b>TOTAL (A+B+C+D+E)</b>	<b>196,816</b>	<b>330,000</b>		<b>1,071,585</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	196,816	Alexandra Kazlauskys (808) 696-5569		
(b) Total Federal Funds Requested	330,000	Name (Please type or print) Phone		
(c) Total County Funds Requested	0			
(d) Total Private/Other Funds Requested	1,071,585			
<b>TOTAL BUDGET</b>	<b>1,598,401</b>	Alexandra Kazlauskys, Chief Financial Officer		
		Name and Title (Please type or print)		

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2026 to June 30, 2027

Applicant: Wai'anae Community Re-Development Corporation

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Program Manager	1	\$65,000.00	25.00%	\$ 16,250.00
'Auwai Outreach and Farm Mentor	1	\$52,500.00	50.00%	\$ 26,250.00
Produce Receiving Manager	1	\$58,000.00	25.00%	\$ 14,500.00
Production Manager	1	\$65,000.00	25.00%	\$ 16,250.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>\$ 73,250.00</b>

**JUSTIFICATION/COMMENTS:** Program Manager .25 FTE - Oversee and coordinate all 'Auwai Internship Programs. Leads the program team to drive recruitment and retention for programs and collaborates with farm leadership team to schedule and plan a holistic experience for internship participants. Facilitates workforce conversations to place interns in full-time employment roles at MA'O.

'Auwai Outreach and Farm Mentor .25 FTE - Leads recruitment efforts in community spaces and on-boards new interns into MA'O spaces. Works closely with the Youth Empowerment Specialist to develop internship curriculum, incorporating community and food systems.

Produce Receiving Manager .25 FTE - Manages the workflow in the Processing Facility on production days. Direct communication between the Harvest Crews and the Processing Crews to ensure a steady workflow. Provides direct mentorship to youth in the processing and farmers market spaces.

Production Manager .25 FTE - Manages the Production crews responsible for field prep, planting, field maintenance, irrigation, and field turnover. Provides direct mentorship to youth in the fields.