

EACP Committee

From: Annie Alvarado <anniemalvarado39@gmail.com>
Sent: Tuesday, December 1, 2020 10:01 AM
To: EACP Committee
Cc: Robert
Subject: Summary Report, Not for Presentation
Attachments: Hawaii Taro Farm LLC_ Summary of Proposed Development and Activities 12_1_20.pdf

This is work in progress. Changing all the time but want to update them on what we are doing and give them a detailed report.

The only report for the presentation today is the Powerpoint presentation I have already provided, Mahalo.



In the foothills of Mauna Kahalawai (West Maui's mountain), rows of kalo cover land on which, until recently, only sugarcane grew. Sudangrass and mai 'a (banana plants) mitigates wind damage. (Maui Magazine, Story by Lehia Apana | Photography by Rodrigo Moraes)

Summary Report for Hawaii Taro Farm, LLC Status Update and Accomplishments

**“A Proposed Model for Agriculture Development”
December, 2020**

Hawaii Taro Farm, LLC, With Fiscal Sponsorship Partner Maui United Way while establishing a separate nonprofit, new name pending

Proposed Nonprofit Executive Management and Board of Directors¹:

- **Robert Pahia, Chief Executive Officer**
- **Juanita C. Pahia, President**

Proposed Board of Directors:

- **Hanalei Colleado, Vice President**
- **Mimi Hu, Treasurer**
- **Steven Walder, Chief Financial Officer**
- **Hugh Starr, (accepted)**
- **Norman Abihai (accepted)**
- **Winsome Williams (accepted)**
- **Annie M. Alvarado,
Executive Director**

¹ The Board of Directors role becomes effective after the development of organizational directives and roles and responsibilities, which is among the purposes of having a Fiscal Sponsor.

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PREFACE

“The land that I’m on has been corporately farmed for 144 years, so I have the chance to do something here that hasn’t been done before,” he says, mapping out his vision for a native forest created through regenerative practices.” (Source: Robert (Bobby) Pahia, Maui Magazine)

“While dryland *kalo* remains Pahia’s most abundant yield, his farm produces other canoe crops, including 1,000 *mai ‘a* (banana plants) that he’s using as seed stock to expand his numbers. Pahia also has 500 *niu* (coconut trees) in cultivation, and plans to expand that at least tenfold in the coming years.” Source: Maui Magazine, Lehia Apana.

STATUS UPDATES FOR HAWAII TARO FARM, LLC

HAWAIIAN ISLANDS LAND TRUST AND ACCESS TO WATER AND SEWER AND OTHER ITEMS

- From the first week of July 2020 through August 2020, a strategic planning process was undertaken with farmers, a professional consultant and County of Maui staff from the Office of Economic Development, workforce related staff. This was a very tenuous process without any promise of moving forward. There were many “Go or No-Go considerations. We are very appreciative of the support from The County of Maui staff participation.
- An easement was placed on the Hawaii Taro Farm, LLC (The Farm) farmland and is transitioning to oversight by the Hawaii Islands Land Trust to ensure the land remains farmland in perpetuity. The land still remains in ownership to Mr. Mike Atherton. It is anticipated to be completed by December 2020.
- Mr. Mike Atherton has offered two important development options to The Farm:
 - First to allow The Farm to access water and sewer from the Waikapu Towne Center Project.
 - And access to The Farm via the main access road which is a part of the Waikapu Towne Center Project.
 - A traffic study for The Farm relating to Mr. Atherton’s offer of ingress and egress from this access road will have to take into consideration of traffic counts for additional activity.

CREATION OF A NONPROFIT/FOUNDATION AND ISSUANCE OF A REQUEST FOR INFORMATION AND OTHER ITEMS

- The Farm has secured a Fiscal Sponsor, Maui United Way to allow preparation/submission of applications to various entities and to immediately gain a footing in service delivery for our community.
- Development of the Board of Directors is a part of the capacity building activities for this newly proposed non-profit, Maui United Way will assist in the development of policies, procedures, by-laws and other essential documents. This Board will need assistance in the development of a management plan for all tenant land leases associated with all activities. The Farm will seek expertise in real estate, land surveying, and lease analysis.

- In preparation for issuing a Request for Information (RFI), strategic planning sessions were held with farmers and representatives of the County of Maui. Business plans for some of farmers were developed and a few remain in progress.
- A Request for Information (RFI) was issued by The Farm on August 20, 2020 and closed on September 17, 2020. Notice of such request was advertised in the Maui News on August 20 and 22, 2020 in the legal section of the paper. The Farm received responses in key sectors of project activity. While no promise of contract was provided for in the RFI, it was clear the professional services sector is very much in need of work activity. Overall, the response to the RFI was extremely positive.
- A Request for Qualifications (RFQ) has been written and will be issued a timely basis and will remain open for 12 months to allow The Farm to start to formulate necessary professional services work to move forward with various funding opportunities. It conforms to State of Hawaii procurement standards but also needs to be verified to be in compliance with federal procurement standards.
- At the request of the Mayor's Office of Economic Development, The Farm is holding off on the issuance of an RFQ to ensure funding availability and coordination and collaboration with other stakeholders and funding entities. Hawaii Taro Farm, LLC was informed by the Mayor's Office of Economic Development that the time period for request for Maui Cares funds Act is too short and all funds have been committed to other activities. (CARES ACT funds are federal funds, not Maui County regular budget funds)

The Farm would like to request assistance with procurement process to ensure compliance with all regulations. We have reviewed the FEDERAL CARES ACT Handbook, however there remains detailed ambiguity that requires explanation to implement projects correctly.

- Robert Pahia and Annie M. Alvarado met via Zoom meetings with representatives of the Water Services, Environmental Services and representatives from the Long-Range Planning Division to share information. The Farm also sought advice from the Zoning and Enforcement Division with preliminary questions. It was discovered that The Farm's Tax Map Keys are not included in any Community Plan. Probably because the land was in use for sugar production, however a zoning confirmation form has not been submitted.
- Robert Pahia and Annie M. Alvarado sent status report to Mayor and County Council Members in October. The County Council requested a presentation to explain the project concept in September 2020. Another presentation is schedule for December 2020.
- The Farm seeks to work with the social service agencies, as such will refrain from making general request for funds from the County of Maui, unless the funds are strictly related to farm program activities. We wish to avert the shell game of moving funds around and adversely affecting other social service agency needs.
- The Farm will undergo pre-project development activities to assess and review the master lease and all subleases and verify metes and boundaries of each sublease. A more detailed description of this activity is described later in this document.

- The Farm is actively submitting applications for assistance as funds become available with Maui United Way as the fiscal sponsor as appropriate. In addition, The Farm is actively meeting with agency representatives to discuss funding opportunities and other strategic decisions
- The Farm is researching the designation of Important Agriculture Lands to receive additional tax benefits and assistance with project activities.

COVID-19 IMPACTS AND THE NEED TO BE UNORTHODOXED

The Pandemic has critically injured our economy and the former relationships which have been the bread basket of doing business, the tried and true formulas for business retention and expansion and delivery of social services are no longer viable.

Robert Pahia has observed three contradictory principals for how to create jobs, expand agriculture and deliver social services to Maui's vulnerable populations in addition to the newly created poor by the Pandemic.

1. While at times it can be most difficult to do, inclusion is key to moving forward. Robert Pahia believes in the basic principal of service in which all resources are pushing the same direction can help to propel our island to success.
2. There is also a tension between affordability and competition for scarce resources, therefore let's reinforce stakeholder's collaboration, leverage every possible opportunity and resources, while also recognizing the limits of cash flow.
3. It is important to decide what is priority and focus on those priorities; food is always a priority but also the need to make agriculture a larger player in the local economy.

Only true ingenuity will assist us in maximizing every resource left in our tool box to employ our residents, feed our community and create a dynamic agriculture business model that can thrive in changing economies.

The Farm is working to consolidate and offer opportunities for the agriculture sector that doesn't exist or exists in a very disjointed factional basis. If focus is directed on effective food production that is synchronized and cooperating in an innovation space to share information, train, have the ability to manufacture value added agriculture, dependence on shipped in food can be diminished.

Farmers would have access to various disciplines of science, agriculturist, and enhance the relationship with locally produced food. The local business and community would be partners in the rebuilding of our local economy, a great outcome on the road to food security and creating new jobs.

Business is the key to dealing with the many hardships the pandemic has dealt us. Weighing the social and business results of actions taken to alleviate these hardships have become equal. What or how we have done business in the past will not adequately address the crisis at hand.

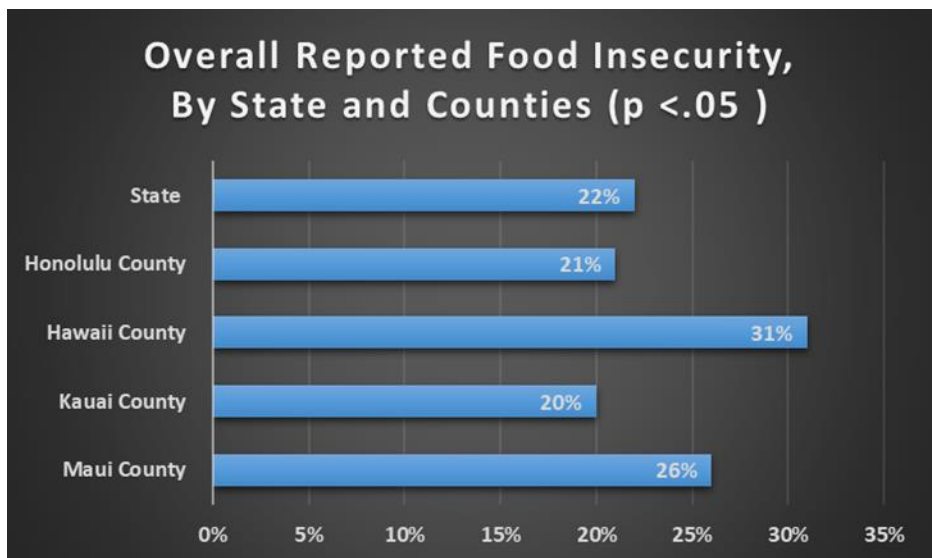
ABOUT FOOD INSECURITY...

The United States Department of Agriculture (USDA) applies a definition of food insecurity that emerged in the 1990s from an expert working group of the American Institute of Nutrition: "Limited or uncertain availability of

nutritionally adequate and safe foods or uncertain ability to acquire acceptable foods in socially acceptable ways” (Bickel et al., 2000).

Food insecurity is a complex, multidimensional phenomenon that exists on a spectrum and can vary in severity from anxiety about having enough food in a household to disrupted eating patterns and reduced intake of food (Bickel et al., 2000). Generally, food insecure households are uncertain about having, or unable to acquire enough food to meet household needs, largely because of not having enough money for food. In 2018, the USDA estimated that 11.1% of households, or about 14.3 million people, had low or very low food security at some point in that year (Coleman-Jensen et al., 2019).

Overall state food insecurity was estimated to be 22%, with statistically significant differences by county ($p < .05$). Kauai County had the lowest overall food insecurity at 20% while Hawaii County had the highest food insecurity at 31%.”



(Source: Food Insecurity in Hawaii Using a Population-Based Sample: A Data Brief University of Hawaii and Manoa, Office of Public Health Studies, Healthy Hawaii Initiative Evaluation Team David A. Supplement, PhD MPH, Michelle Quesnel, MPH, Nicole Kaiulani Pelzer, MPH(c), Catherine McLean Pirkle, PhD, MSc.)

This conventional definition really doesn't apply to how these terms are being used today. It has moved to include most residents in Maui due the anxiety or reality of possible lack of food during serious emergencies.

“The food industry is contending with a massive surge in demand for staple goods, as consumers worry about product shortages, seek to minimize store visits, and anticipate long stretches of time at home. Stock-outs and rationing in some categories in stores are widespread.” (Source: U.S. Food Retail During the Pandemic: March 2020, by Jose B. Alvarez and Natalie Kindred, Harvard Business Review, April 6, 2020.)

And further states “While U.S. officials have asserted that the food system remains reliable, anecdotal news is emerging of problems facing individual players, industry segments, and geographies.” (Ibid)

WORKFORCE TRAINING AND PROJECTED JOBS CREATED

Workforce Development and Training is a key pillar for success at The Farm. By using innovative farm technology an opportunity exists to not only create jobs but create a whole new genre of jobs for the agriculture sector. On the Job Training and work experience related training will be a center piece of activity. Projected new jobs include, butchery, volunteer coordination, technology jobs related to farm management, pastry and savory chefs, line cooks, value added agriculture associated, science, training, soil conservationist, truck drivers, project/program staff, retail relating to farmer's markets, construction jobs, professional services, social service coordination, customer service relating to U Pick events, grant making, development, education, agriculturist, event coordinator, and food hub employees.

Working with Maui Economic Opportunity (MEO), The Farm is interested in worker re-entry training for former inmates to help them to rebuild their ability to earn a living. No conversation has taken place with MEO on this topic.

BACKGROUND- MAUI COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

The Maui business and community leadership process virtually predicted most of the major aspects of what The Farm is trying to accomplish through this effective strategic planning process. Let's honor this work and get it done. The Farm is proposing that some of the key objectives be untaken at The Farm, other objectives still need to be addressed.

AGRICULTURE: GOALS AND STRATEGIES 2016

"The Comprehensive Economic Development Strategy (CEDS), mandated by the Economic Development Administration (EDA) of the US Department of Commerce, is an economic roadmap to diversify and strengthen regional economies – in our case, Maui County. • Usually conducted every 5 years, the purpose of the CEDS is to create a locally-based strategy for economic development and create an environment for economic prosperity and resilience. ***“EDA and other Federal funding for projects, as well as some State and County funding, is informed by the CEDS and uses it as a criterion for decision making.”*** (Source: COUNTY OF MAUI COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY, Released December 2016 page 5, emphasis added)

Agriculture: Goals and Strategies SWOT Opportunities identified focused on development of infrastructure, education and training, and applying knowledge and entrepreneurship to create and market value added products.

Goal 1: Develop and improve agriculture infrastructure Objective: Increase agriculture opportunities

Strategies:

- Develop an Agriculture Value-Added processing facility that meets all government regulations
- Assure reliable, adequate and affordable water sources for all ag ventures
- Support a modern, state-of-the-art slaughterhouse
- Support a commercial composting facility to generate locally produced amendments and reduce waste

Goal 2: Explore and identify opportunities with major stakeholders for public/private partnerships Objective: Create new diversified Ag initiatives

Strategies:

- Support research of alternative crops and diversified agriculture models to utilize available lands
- Improve access to Federal and State farm programs, including the creation of an Ag Clearinghouse and an Ag Business Center to provide technical assistance
- Formalize collaboration of various Ag Advisory Groups to proactively advise government and stakeholders

Goal 3: Increase awareness of programs that develop entrepreneurial Ag skills Objective: Increase participation in programs and reduce the obstacles for new and existing agribusiness

Strategies:

- Expand agricultural business incubator center
- Encourage value-added Ag business/development
- Promote supportive Ag incentive programs and legislation

INTRODUCTION TO THE HAWAII TARO FARM, LLC

The Farm is a lease agreement between Waiale 905 Partners, (LLC) Lessor and HAWAII TARO FARM LLC, a Hawaii Limited Liability Company (The Tenant). The length of the lease is up to 30 years, with availability of water from the Wailuku Water Company relating to farming activities. An existing distribution system of filters, mainlines and risers currently exist on the farming parcels. Farming parcels shall be cultivated, tilled in a proper farmer like manner in accordance to good husbandry and best practices of the farming community in which the farm parcels is located.

HAWAII TARO FARM LLC, NONPROFIT LEADERSHIP

Robert Pahia serves as the Farm Chief Executive Officer and Juanita C. Pahia serves as the President of Hawaii Taro Farm, LLC. Both are Co-Founders of the Farm.

²Board of Directors include: Norman Abihai, Hanalei Colleado, Steven Walder, Mimi Hu, Hugh Starr and Winsome Williams.

Annie M. Alvarado has been selected to become the Executive Director for the Farm. Robert Pahia enters into agreements with other specialty farmers relating to the Farm and farming parcels. Each of these specialty farmers have been involved in this process in some form and support efforts to expand productivity.

The Board of Directors Roles and Responsibilities

1. Robert Pahia, Chief Executive Officer and Farmer
2. Juanita Pahia, President and Farmer

² Please refer to first mention of Board of Directors.

3. Viciente Hanalei Colleado, Vice President and Livestock Producer/Farmer
4. Mimi Hi, Treasurer, Accountant
5. Steven Walder, Chief Financial Officer, Project Finance
6. Hugh Starr, Member, Expertise in Planning/Development, Slaughterhouse Management
7. Noman Abihai, Member, Practicing Agriculturalist and Farmer
8. Winsome Williams, Member, Practicing Agriculturalist, Training/Education and Farmer

Existing Produce and Livestock and Future Production

Presently there are 21 specialty farmers. Future production includes items such as cattle, poultry and aquaponic agriculture³ and value-added agriculture with consideration of additional production to meet needs and diversify crops.

Below is a preliminary list of the farmers, number of acres per farm and crops produced:

³ **Aquaponics** relies on the recycling of nutrient-rich water continuously. In **aquaponics**, there is no toxic run-off from either hydroponics or aquaculture. **Aquaponics** uses 1/10th of the water of soil-based gardening and even less water than hydroponics or recirculating aquaculture. No harmful petrochemicals, pesticides or herbicides can be used. Source: <https://www.theaquaponicsource.com/what-is-aquaponics/>

Hawaii Taro Farm, LLC Tenant Information			
	Name of Farm	Acres Farmed	Crops
1	Hawaii Taro Farm	70.1	Kalo, apple banana, mangoes, avocado, calamansi limes, coconuts, guava, ulu, Tahitian lime, meyer lemon, pomegranate, tamarind
2	Obys Farm	155	Cucumbers, sweet potato, long beans, asparagus, tomatoes, avocado, dragon fruit, bitter melon, okra, apple bananas, tamarind
3	Hoomana Farms	21	Hogs, ulu, bananas
4	Ho'oulu' Aina Farms	8	Equipment use, coconuts, ulu, kalo
5	Iniki Farms	7	Native Hawaiian plants, ulu, coconut
6	Polynesian Professional Services	7	Yams, cassava, bananas, kalo, awa, coconut, ulu
7	Mr. Dragon Fruit	6	Dragon fruit, bananas, okra, bitter melon, kalo, beans
8	La Kahea LLC	5	Banana, kalo, hibiscus, pumpkin, mangoes
9	Ulu Brothers	4	Native plants, ulu
10	Pacific Ohana Masonry and Landsc	4	Kalo, cassava, bananas, ulu
11	Sherwin Paculan	4	Eggplant, pumpkin, water melon, honey dew, cantaloupe, bitter melons, peanuts
12	Noel Baloaloo	2	Specialty crops: bananas, cassava
13	Seeking Root	2	Worm castings, composting, papaya, dragon fruit, passion fruit
14	Farm Maui LLC	2	Pumpkin, sugar cane, moringa
15	Estephen Baloaloo	2	Mangoes, kalo
16	Victoriano Manzano	2	Moringa
17	Russell Chamberlain	4	Producer of mulch for composting
18	Hanahou Farms	2.4	Pineapples, tomatoes, kalo, papayas, sweet potato
19	Florentino Calvan, Jr.	1	Nursery, potted plants
20	Michael Kahalehau	1	Specialty crops: poultry, roosters, eggs, bananas, and mangoes
21	Kiana Reyes	2.5	Coconuts, ulu, kalo, avocados, mangoes

PROPOSED NEW DEVELOPMENT AND COMMUNITY ACTIVITIES ON THE FARM

Hawaii Taro Farm, LLC and its farmers wish to create a place for rural farming prosperity, engagement with the community, with the innovative use of energy conservation and technology in support of farming and job creation in the new economy. There is a social, business, economic and community impact for the County of Maui and Hawaii that the Farm wishes to supplement and serve.

The Farm practices regenerative and conventional farming with great interest in supporting food security and food sovereignty for Maui, and Hawaii.

Regenerative Agriculture is a system of farming principles and practices that increases biodiversity, enriches soil, improves watersheds, and enhances ecosystem services. Regenerative Agriculture aims to capture carbon in soil, and above ground biomass, reversing global trends of atmospheric accumulation.⁴

⁴ www.regenerativeagriculturedefinition.com

Conventional farming is a term used to designate farming techniques that are traditionally, and often controversially, oriented towards using technology, pesticides, chemicals and other synthetic tools in the cultivation of crops. Thus "conventional" is often used as an antonym for "organic," a farming approach that alternatively seeks to limit or eradicate the introduction of synthetic elements into agriculture.⁵

The Pandemic has changed everything, the Farm is reacting in an opportunistic manner, seizing on the ideas to substantially diminish Maui's dependence of shipped in food supply for our community. The Farm is further strengthening the farm model of community involvement increasing business and social impact for our residents. Emphasis for the Farm is providing fresh food production, high-quality produce, protein and value-added products for our community, schools and various markets.

The Farm and its tenants have developed a strategic plan with the following areas of importance for this effort:

- Inclusion of a Farm Business Incubator/Farming Accelerator Program to maximize production and use of these tools to create farm efficiently, public and private sector investment and profitably.
- Development of Infrastructure for water and sewer that will support core capital improvements and ancillary uses on the farm such as certified kitchens, a food hub, food trucks and a food truck courtyard, a hog processing facility, restrooms and other opportunities for value added agriculture to name a few.
- Training of farmers and other trades, existing farm workers and retraining of new workers for jobs on the farm with a career ladder approach for employment. And an emphasis of new training sectors such as butchery, use of farm technology and research and development for farming practices and food science. Possible inclusion of former inmate reentry job apprentice training.
- Education will continue to include perpetuation of the Hawaiian culture and indigenous food traditions with partners such as UH Maui College, Go Farm, Farm Apprentice Programs and others.
- Farm Business Planning will be the focus of how to make production of each private individual farm fiscally profitable, with sights on how to expand based upon market demand. An innovative farm accelerator approach and diversification of farming activity to fulfill the promise of food security is desired.
- A comprehensive plan for the Farm is needed to coordinate internal and external activities. The Farm would like to create a sense of place for the County of Maui and others.
- Use of technology for farming and energy conservation design, increased and investment in broadband on The Farm.
- Community Involvement by conducting farmer education training, supplying taro plants for personal gardening, farmers markets and U Pick farming events as a baseline starting point, with growth anticipated in this area.

⁵ <https://www.reference.com/business-finance/conventional-farming-69020b735c2d42>

SITE PREPARATION FOR PRE PROJECT-PLANNING ACTIVITIES

During the studies phase and prior to any expenditure of construction funds, each of the leases will be assessed for a minimum of the following considerations, this is not an all-inclusive list:

1. Review of master lease held by Hawaii Taro Farm (HTF), LLC.
2. Number and types of sub-leases and agreements.
3. Determination of sub-leases, if any are affected by the placement of improvements on HTF, LLC
4. Holders of sub-leases and how many farmers are farming within each lease.
5. Sizes of leases per acreage, determination of whether each farmer has a formal lease.
6. Survey of sub-leases to determine and verify metes and boundaries of these sub-leases.
7. Water access for each sub-lease from existing wells located and identified for each sub-lease.
8. Length of sub-leases and evaluation of sub-lease lengths based upon the type of existing farming and proposed farming.
9. The type of crops and where they are being grown within each sub-lease.
10. Verification of legal names of farms and/or owners attached to each lease.

Other easement considerations:

The Hawaiian Islands Land Trust is or will be entrusted as the steward of the farm to ensure that the land remains farmland in perpetuity.

Upon verification of any information deemed to be needed, a formal map which identifies each sub-leaseholder to each leased parcel will be created. If contradictions are identified, these will be resolved prior any physical development of improvements provided the improvements impacts are involved. This does not preclude the evaluation and studies however such as engineering and other pre project development activities.

As Maui Cares Act funds are being made available, many farms are having difficulty accessing these funds not understanding the grant making process. Business planning would help the farmers to understand business operations deadlines, tax requirements and other technical requirements necessary to remain in compliance and thus be eligible to submit an application for Maui Cares Act assistance. While it is essential that farms operate in the context of all requirements, perhaps grant technical assistance and business planning assessment to assist each farmer would be helpful to meet local, state and federal requirements.

Draft Start -Up Budget Hawaii Taro Farm, LLC Under Fiscal Sponsorship by Maui United Way

Draft Start-Up Budget Hawaii Taro Farm, LLC Under Fiscal Sponsorship by Maui United Way			
Expenses			
Administration Fiscal Sponsor 10%		Potential Sources	
Operational Costs	\$	280,000.00	USDA
Total	\$	280,000.00	Native American Agriculture Fund Workforce Development
Project Studies and Piggery			EDA
Engineering Water	\$	200,000.00	Private Resources/Fundraising
Project Financing/Development	\$	70,000.00	Future CARES ACT Funding
Program/Executive Director	\$	125,000.00	
Piggery	\$	350,000.00	
Broadband Studies for Farm	\$	150,000.00	
Program Manager	\$	82,000.00	
Program Associate	\$	38,000.00	
Engineering Sewer	\$	200,000.00	
Kitchens/Food Hub/Truck Court	\$	150,000.00	
Slaughterhouse/Pre-sewage	\$	185,000.00	
Architecture	\$	250,000.00	
Business Planning	\$	35,000.00	
Contingency	\$	35,000.00	
EA/Community Planning	\$	200,000.00	
Total	\$	2,070,000.00	
Workforce Training			
Training	\$	75,000.00	
Apprenticeship	\$	75,000.00	
Total	\$	150,000.00	
Education/Training			
Farmer Training	\$	65,000.00	
Total	\$	65,000.00	
Incubator/Accelerator/Manager			
Working with each Farmer	\$	20,000.00	
Business Planning/Finance	\$	20,000.00	
Scaling Up/ Aggregation	\$	25,000.00	
Other	\$	10,000.00	
Total	\$	75,000.00	
Community Involvement/Food Purchases for Community			
Food Purchases for Community	\$	250,000.00	
Staff	\$	45,000.00	
Volunteer Supplies	\$	10,000.00	
Total	\$	305,000.00	
Marketing/Accelerator			
Marketing/Website/IT/Graphics	\$	80,000.00	
Total	\$	80,000.00	
Sub Total	\$	3,025,000.00	
Pre Development Costs			
Estimated Land Survey for Hawaii Taro Farm	\$	30,000.00	
Lease Analysis for Hawaii Taro Farm	\$	25,000.00	
	\$	55,000.00	
Grand Total	\$	3,080,000.00	

BUDGET DESCRIPTION BY LINE ITEM

Operational Costs Maui United Way: Administrative, Programmatic Review, Financial, Legal Responsibility, Human Resources

Engineering Water: Grading, drainage, water design, concept and site design, land surveys, drainage, feasibility studies, cost studies/reports for the collection, transmission, treatment, storage, and distribution of water to various facilities. Possible use of Hydrologist. Land surveying such as boundary, topographical, pre-project planning and permitting services.

Project Financing/Development: Financing of long-term infrastructure projects and industrial projects using a non- or limited- recourse financial structure, identify and help to develop income streams for the newly created nonprofit model. This will be accomplished by Board Member Steve Walder on a part time basis.

Program (Executive) Director: Responsible for Management of all activities such as oversight of technical professional trades, capital improvements, executing contracts, effective coordination of procurement processes, ensure that all studies meet the project needs, communication between all trades, programs and internal and external customers. Coordination of marketing, business incubator and accelerator functions, community involvement, local/state government requirements as necessary. Communication with funding entities, elected officials. Full time position.

Piggery: The first of these hog warehouses was built about 18 months ago, a total of 3 additional structures need to be built to house the hogs using Korean Natural Farming practices. They will be exact replicas of existing building. All plans are approved, permits need to be pulled and the building supplies costs are known and can be sourced.

Program Manager: Responsible to assist Executive Director with management of procurement processes and ensure compliance with regulations, coordinate activities for project and program development, work with Maui United Way to ensure compliance with fiscal agreement, work with farmers to communication construction activity, work with contractors, vendors in execution of funded activities. Other duties as assigned.

Program Assistant: Assists with coordination of contracts, administrative duties, communication and coordination of project planning/bid award meetings, development of file administration, creates a project tracking system in coordination with Program Manager. Other duties as assigned, full time position.

Engineering Sewer: Wastewater treatment collection system, construction of lines on site, site design, drainage, feasibility studies, land surveys, cost studies/reports for the collection form various facilities on site. Land surveying such as boundary, topographical, pre-project planning and permitting. Possible use of hydrologist.

Kitchens: The Foodservice Designer must include, all required architectural and engineering design requirements as well as electrical, plumbing, structural and facility modifications needed. Food Service Design such as schematics, full utility floor plans, including electrical, plumbing, and structural. Full Budgets based upon schematic design, manufacturer makes and models.

Consideration of supplier is expected to provide Commercial Kitchen Equipment, Small Wares, Parts, Design & Related Services as required by members. All products offered under a resulting agreement shall be new, unused

and currently available. Remanufactured or refurbished products are not acceptable, in lieu of new product, unless authorized by the Hawaii Taro Farm, LLC. Inclusion of Food Service equipment requirements, small wares, food service parts. This description is not all inclusive.

Engineering/Architecture for Food Truck Court: Grading, drainage, schematics, design, concept and site design, drainage, land surveys, feasibility studies, cost studies/reports.

Slaughterhouse Pre-sewage Engineering: Completion of due diligence for review of existing plans, correspondence, and other relevant materials in order to determine agency (Hawaii Department of Health-HDOH, and Maui County) application and approval requirements associated with the slaughterhouse project. This effort would also include project team and agency coordination, and a site visit, develop detail plan of discharges associated; provide due diligence and assessment of proposed facility, facility will be for production of hogs; engineering of a processing plant and as well as environmental and regulatory issues.

Architecture: Ability to perform programming, schematic design, manage construction documents and construction administration, building permit process site analysis, master planning, feasibility studies, accessibility (ADA), illustrations/renderings, building permitting process, detailed cost estimates, environmental and energy efficiency design.

Business Planning: Business strategy development including market research (qualitative and quantitative), market positioning, and marketing execution including sales, promotion and use of social media; financial forecasting and scenario development, validation and documentation of assumptions; contemporary fund-raising strategies and development of comprehensive business plan for Farm.

Contingency: Source of funds for unexpected expenses.

EA/Community Planning: Community Planning; application preparation and process coordination for land use, environmental and construction permits; due diligence and permit scoping analyses; preparation of environmental assessments/environmental impact statements; coordinated activities with archeological, engineering, and State Historic Preservation Office (SHPO) and geographic Information System (GIS) analysis and mapping.

Workforce Development/Training of farmers and other trades: Existing farm workers and retraining of new workers for jobs on The Farm with a career ladder approach for employment. And an emphasis of new training sectors such as butchery, use of farm technology and research and development for farming practices and food science. Possible inclusion of former inmate reentry job apprentice training.

Education: Education will continue to include perpetuation of the Hawaiian culture and indigenous food traditions with partners such as UH Maui College, Go Farm, Farm Apprentice Programs and others.

Incubator/Accelerator: Knowledge and experience relating to farm enterprise incubators and farm accelerators, especially those focused on product development, marketing, scaling up, connecting farmers with customers and investors, building food supply, distribution, aggregation, access to resources, capital and sources of financing. Knowledge and experience of developing or working with both public and private investors including community development finance institutions and funds.

Food Purchase: the pandemic and anemic economy has overwrought the backbone of our workers and vulnerable populations, the amount can be expended in a 1- year period.

Community Involvement: conducting farmer education training, supplying taro plants for personal gardening, farmers markets and U Pick farming events as a baseline starting point, with growth anticipated in this area.

Volunteer Coordinator: Will organize trainings, secure vendors for training and education events, work with individual farmers to identify pertinent training, manage volunteer projects, develop budgets and write grant proposals for future funding in coordination with Program Manager. Will coordinate the Food Purchase activities with Maui United Way and will develop community relationships.

Marketing/Accelerator: Development of logos and start up needs, coordinated approach with all program activities of the Farm, creating, disseminating messages and ideas to best articulate the brand, evaluate and create marketing plan for the Farm and each individual farmer, design public relations and brand strategy.

Digital Communications to keep an active presence on Facebook, Instagram, LinkedIn or other well-known platforms. Explore tools for responding to customer inquiries.

Graphic Design: with ability to package cohesive messaging, engaging format and effective writing. Coordinate with web services.

Web Development and IT services: Coordinated web design with digital marketing strategy to ensure effective search engines, identify user's needs, web graphic design and development based upon marketing goals of the Farm, identified audiences, solutions for web engagement and to convert them to customers, all in fulfillment of needs of the Farm. Database management and development.

Land Survey: Will survey each lease on farm to ensure no contradictory boundaries for investment and funder use.

Analysis of Leases: Will examine each lease for acreage, boundaries, conflicting language and other items as needed.

DEVELOPMENT NEXT TO HAWAII TARO FARM, LLC-WAIKAPU COUNTRY TOWNE PROJECT

The proposed Waikapu Country Town (WCT) is situated in Central Maui, just south of the small plantation community of Waikapu, at the Maui Tropical Plantation (MTP).

The project area encompasses approximately 59 acres of State Urban District lands and 1,517 acres of State Agricultural District lands (See: Figure No. 5, "State Land Use Designation"). The existing MTP retail shops, restaurant, convention hall, tropical gardens and lagoon are on the urban designated lands. Approximately 443 acres are proposed to be re-designated from the State Agricultural District to the State Urban and Rural Districts.

WCT will be a "complete community," encompassing a mixture of rural, single- and multi-family residential units, commercial, and civic uses. In accordance with the Maui Island Plan (MIP),

WCT includes 1,433 residential units together with neighborhood retail, commercial, a school, parks and open space. The town will be bound by agricultural lands that will be preserved in perpetuity through a conservation easement. WCT will be built both mauka and makai of Honoapiilani Highway. Access to the project will be from Honoapiilani Highway and the proposed Waiale Bypass road.⁶

The Waikapu Country Towne project calls for 1,433 single-family, multifamily and rural units, as well as 146 ohana units; 200,000 square feet of commercial space; 82 acres of parks and open space; 8 miles of sidewalks, paths and trails; a 12-acre elementary school; and a 910-acre agricultural preserve.

“It’s a good geographic location to build workforce housing,” Atherton said, pointing to the proximity to Wailuku and Kahului and the short drives to Kihei and Lahaina. *“It’s perfect. It’s like the hub of the wheel of Maui.”* (Source: *The Maui News*)



⁶ Waikapu Country Towne Project Environmental Impact Statement, Prepared by Planning Consultants Hawaii, LLC, Wailuku, Hawaii, July 2013, page 1.