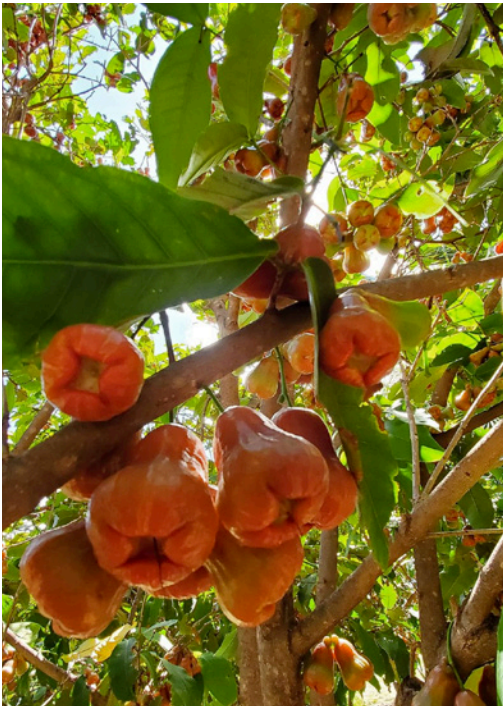




**MA'O ORGANIC FARMS**  
GROWTH & IMPACT REPORT

**2020**





**MA'O ORGANIC FARMS**  
2020 GROWTH & IMPACT REPORT

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E IHO ANA O LUNA  
 E PI'I ANA O LALO  
 E HUI ANA NA MOKU  
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**E IHO ANA O LUNA**

*That which is above shall come down.*

2020 marked a year of unprecedented local and worldwide upheaval created by the onset and now cascading impacts of the global pandemic. At MA'O, we were already working in environments and systems that were fragmented and strained; with COVID-19 the critical support systems for moku youth and families became even more brittle. The systems of support around youth, in particular, were already challenged, and the pandemic made those cracks ever more visible. Additionally, the community urgently needed MA'O to produce more food for local consumption; our successful marketplace pivot and increased production to meet this need was invigorating but challenging, as resources of time, expertise and capital were increasingly constrained. As the pandemic wore on, it became more and more clear that Mā'ona, our 10-year strategic growth plan, was deeply relevant, timely, and urgent.

**E PI'I ANA O LALO**

*That which is below shall rise up.*

Committed to our investment in our 'āina and 'ōpio, we continued to execute our 10-year Mā'ona strategic plan and worked diligently throughout the year to put our new 'āina into food production. This provided expanding edu-prenuerial opportunities for youth and their families to meet immediate needs and create future opportunities for generations to come. As the pandemic became a daily reality, we engaged its damaging effects with ho'omana, values and practices that uplifted the physical, mental, emotional and spiritual well-being of youth and staff in the MA'O space. MA'O strengthened as a pu'uhonua, as a place of safety, and we also strengthened our people to be pu'uhonua, to be those who provide safe space for their families and their community.

**E HUI ANA NA MOKU**

*All of the moku will join together.*

As we elevated our kāhea, our call, to the MA'O youth and staff to be present in the work and to deepen their connections to 'āina and one another, we also called in our academic institutions, co-producers, stakeholders, foundation partners and public officials to lean in to the work that we do together. In service of the youth and families we work with, we continued to engage and participate in collective work to uplift our communities. We took the lead (or co-lead with our partners), learning about how we were individually and collectively adapting to the challenges, and looking up and around at the eco-systems to see how our work could bolster, leverage, or catalyze systemic change, healing and transformation.

**E KU ANA KA PAIA**

*And the walls will stand.*

2020 also marked a year of unprecedented resilience. Our growing clarity that we can ho'oku, that we can stand up, the solutions and the innovations to meet our own social, education, economic and ecological challenges is empowering. In the midst of the ongoing impacts of COVID, MA'O youth and the staff are engaged and active participants in what is, in essence, a justice movement. Our recognition and acknowledgement that we can create the pono outcomes we envision is critical to meeting the current and future needs of our program participants. We are constantly learning and making adjustments because at heart we are entrepreneurs, we are creators and generators of our own outcomes, we meet entrenched systemic challenges with the mana, the energy born of aloha, of a deep and enduring love for our youth, our families, our 'āina and our kaiāulu.

**KUKUI MAUNAKEA-FORTH**  
 Co-Founder & Executive Director

**GARY MAUNAKEA-FORTH**  
 Co-Founder & Managing Director

# KAHU 'ĀINA MO'OLELO

## KAUI SANA GENERAL MANAGER

On any organic farm there tends to be a bit of craziness in the everyday operations. Adding young people to the mix can make it even more chaotic. And with the addition of COVID-19, most days in 2020 were very challenging.

In the spring, demand for our produce tripled in a matter of weeks. We felt a little overwhelmed, but remained focused, steady, and patient. Our interns stepped up to the plate. They continued to come to the farm, ready to face all challenges. They learned how to be quicker, to be smarter, to support each other, and to know when they needed to be supported.

In a time of chaos, the farm became a pu'uhonua, a place of safety, for us. In a world that needed to stay distanced, we had a place to stay connected. A place to not only

mālama 'āina, but also to mālama ourselves. Touching soil, working in the sun, and eating the freshest organic vegetables is our way of healing.

.....  
**Touching soil, working in the sun, and eating the freshest organic vegetables is our way of healing.**

**He kanaka ho'omanawanui i ka lā ā me ka ua, a man who patiently endures the sun and the rain.**

*Hawaiian Dictionary by Mary Kawena Pukui, Samuel H. Elbert*



## DERRIK PARKER FOOD PROCESSING & QUALITY CONTROL MANAGER

At the start of the pandemic, our import dependent food system was seriously shaken, our schools were forced to close, and our livelihood was in question. The demand for food, learning, mentorship, and leadership was at an all time high. As an organization rooted in community, higher education, and farming, we were at the perfect nexus to meet these needs.

At MA'O the collective/collaborative growth of food translates into individual growth and leadership. The work of cultivating 'āina and connecting people is as essential now as it was pre-contact. Although our contemporary methods may look different, the value and essence of our work is the same.

To increase food production we depend on our youth and our land. Last year we grew youth capacity by increasing the number of young farmers and building their skills and knowledge through mentorship. And we expanded our

.....  
**We know that our work is pono (righteous), and that the youth are the mahi'ai (cultivators) of our food and future.**

farm acreage through pono land acquisition and cultivation. During a time of overwhelming unknowns, we know that our work is pono (righteous), and that the youth are the mahi'ai (cultivators) of our food and future.

.....  
**Taking our lead from the youth who faced adversity head on and continued to be resilient, this year we learned to adapt and transform.**

**TORI-LYN SMITH**  
**YOUTH EMPOWERMENT SPECIALIST**

A time of fear and uncertainty, 2020 was also full of inspiration as we witnessed the youth holomua (persist)! Taking our lead from the youth who faced adversity head on and continued to be resilient, this year we learned to adapt and transform.

Our Wai'anae communities' youth were (and still are) eager for opportunities to get out and connect with 'āina and other 'ōpio. With demand higher than ever, our high school and college internships were maxed out last year.

In our 2-year college YLT internship, we continued to kāko'o (support) our existing interns to adapt to their new education and life realities, while also on-boarding new 'ōpio into the 'auwai and an online-learning college experience. Given the diversity of the youth's challenges and goals, we deepened our 1:1 individualized support, which was critical to their and our success. Although they are frankly all Zoomed out, they persisted.

I ola lākou, i ola kākou - when they thrive, we all thrive.



**BRIANNE IMADA**  
**'AUWAI VOCATIONAL & WORKFORCE DEVELOPMENT SPECIALIST**

.....  
**This year we also laid the groundwork for our emerging workforce development strategy – connecting young people with pono career pathways.**

In 2020, we saw our young mahi'ai grow personally and professionally as they moved through the 'auwai (college-to-career pathway). We supported our biggest cohort of HYLTLT interns to date, and this program will continue to expand as MA'O supports more young people pursuing their baccalaureate degrees. As with the YLT, we provided individualized support to the HYLTLT, including: providing laptops and study space, connecting with academic advisers, skill-building around time management and financial literacy, navigating mental health care, and holding space for conversation about grief, loss, and the heaviness of the

pandemic. This year we also laid the groundwork for our emerging workforce development strategy – connecting young people with pono career pathways.

The hana nui that HYLTLT led in farm operations, education, ola (health), 'ohana engagement and 'ai pono built skills that foster empowerment and agency. Along with the Apprentices' persistence in putting in the hard work day to day and striving toward the kuleana of leading young people, this part of the 'auwai enriched the well-being of 'āina, the MA'O community, and our wider Wai'anae and O'ahu kaiāulu (community).



**HE MIHI**

.....  
**OUR** mission (hana nui) is a kuleana, a responsibility, that our leaders do not take lightly. As stewards of the po'owai, of the headwaters that feed the ahupua'a from mountain to sea, Kahu 'Āina work to protect and nourish these valuable resources of 'āina (the land that feeds) and kānaka (beloved people) because they are our community's greatest strengths.

We are grateful to have these Kahu 'Āina – Tori-Lyn, Kauī, Derrik, and Brianne – as stewards of our resources. Through their individual leadership (kulana) rooted in acquired knowledge, demonstrated skills, lived experience, and accrued mana (authority) and their committed collective leadership ('auamo kuleana) to one another, they are able to kūlia i ka nu'u, to strive for excellence on a daily basis.

The Kahu 'Āina work together to maintain a pono, healthy, vital, and sustainable 'auwai (college to workforce pathway) and ecosystem. Despite the unprecedented challenges of 2020, they rose to the occasion, ensuring an abundance of outcomes as well as an achievement of quality, of excellence in these outcomes. The impacts of their leadership are seen in the excellence of the youth and in the excellence of the food we grow.

These Kahu 'Āina narratives highlight their leadership and their commitment to create places of safety and healing for our youth, to strengthen youth agency and adaptive capacity, to create places of righteous work in which leadership is expressed and mentorship is accessed, and to create and strengthen pilina, the connections that create hope in our people and abundance in the lands we cultivate for our kaiāulu (community).

# MO'OLELO SOVEREIGNTY



## CENTERING YOUTH VOICES

Through the chaos of the pandemic, MA'O has grown even more committed to centering youth voices and building individual and collective agency. Mo'olelo Sovereignty has emerged as a key framework in programming, manifesting in HYLIT intern seminars, audio/visual production projects, virtual speaking opportunities, and the ability to engage in-person. Experiences that foster creativity, confidence, self expression, and self-discovery build up youth to be empowered and effective leaders.

## MA'O MO'OLELO SOVEREIGNTY IS:

- Accurate storytelling.
- Setting goals and having the motivation and aspiration to execute the plan.
- Knowing how family and home can influence the path of one's own story.
- Taking our truths to grow our own stories.
- Questioning the world around us and exploring it in order to reconnect and reclaim our culture so that we can grow our identity.
- Articulating our story and culture to the larger community in a universal way.



## E HONI KA MAHINA

E Honi Ka Mahina (Kiss the Moon), was created by our staff and students with beloved Makaha son, artist, and former MA'O staff, Solomon Enos. As Solomon says, "The force at work that keeps the moon in the sky is something we can tap into; we, the people of the Wai'anae Coast, the communities that populate these islands, the whole of the human species, are capable of facing the challenges of food security and climate change."

# YOUTH EXPERIENCES



## SHOR

**SHOR WILLIAMS,  
CURRENT YLT INTERN COHORT 14.5**

After high school, I didn't jump right into college. When I joined MA'O things took off for me. I have realized just how much working puts things into perspective and makes you really value what you have. **At first school was a struggle for me, but as I put effort into it and rooted myself in the work at the farm and at school, it started to come easier.** And I've learned a bigger connection to the time and place that we're in. When you wake up in the morning and all you see is the moon, when you walk outside and feel the breeze or see the rain, you learn how to connect to everything and ride with the flow.

### 2020 OUTCOMES

ASSOCIATES DEGREES EARNED **17**

BACCALAUREATE DEGREES EARNED **13**

'AUWAI PROGRAM PARTICIPANTS **192**



## DEZ

**DEZ MUNAR,  
CURRENT HYLIT INTERN, YLT COHORT 12**

Words can't explain what it means that someone believes in you, especially in this hardship time with Covid when school is super hard and you wanna kind of give up. **I always tell myself that there's people that believe in me - like I have to keep doing this and know that it's going to help future generations.** It might be hard for me right now, but it's probably going to be better for my son or grandson. I hope my story can be the pathway for them. That's how I feel the staff is - they help me by laying those stepping stones. I feel like I have even more of a kuleana to help other youth, and future generations.



## LYNN

**LYNN BATTEN,  
CURRENT FARM APPRENTICE, YLT COHORT 8**

When I first started at MA'O I felt really lost. I didn't have a good backbone, or strong ties to my 'ohana, or my community. **MA'O really changed my life for the better and gave me purpose to wake up everyday to do something for myself, but also for my community.** As I am getting older there's more kaumaha, more weight put on top our shoulders, more added responsibilities you need to uphold. I have a huge responsibility to pay it forward and strive to continue my education. When I graduate I hope to be full time in the work of 'āina, alongside the other people who need 'āina as much as I did.

Kaiāulu, the comforting breeze that protects me in the Lualuele heat. Kaiāulu, that's everyone in the circle at MA'O that protects me.



# 'ULU / NIU

## 2020 OUTCOMES

'ULU PLANTED AT PALI KEA IN 2020

92

NIU PLANTED AT PALI KEA IN 2020

168



**AS** we act to reshape our food system and reclaim our food sovereignty, we must include our indigenous foods. Along with growing more 'ulu, mai'a, 'uala, and kalo, niu (coconuts) is definitely a part of our plan to grow mā'ona. Historically niu have been in the Wai'anae food systems plan for centuries. Growing up in Wai'anae I heard mo'olelo of ka malu niu o Pōka'i, the famous coconut grove of the ali'i Pōka'i. These niu were known for being the biggest and sweetest of O'ahu. It was a mo'olelo that I was so proud of, but I always wondered, where is the niu now?

For me it all started with the question: how do you open a coconut? What's the most simple, efficient, and safest way to access this beautiful food source? Growing up, I didn't have a mentor to teach me these practices, leaving me with so many new niu questions. Thankfully, our beloved friend Manulani Aluli Meyer introduced us to a friend and mentor Indrajit Gunasekara, who was raised and mentored by his beautiful 'āina in Sri Lanka. He openly shared his knowledge that has been passed down by his ancestors. His mentorship in the niu knowledge has been quite the experience. It's as if there was a

**Ka malu niu o Pōka'i. 1476**  
The coco-palm shade Pōka'i.

Refers to Wai'anae, on O'ahu. At Pōka'i was the largest and best-known coconut grove on O'ahu, famed in chants and songs.

*Source: 'Olelo No'eau: Hawaiian Proverbs & Poetical Sayings by Mary Kawena Pukui*

fire that was ignited within him, which ignited a fire within me. This was a realization that the niu palm continues to travel and navigate people, places, practices, and history, so we can connect with each other once again.

This led me to rediscover that I was trying to reconnect to the "niu" ways of understanding our food system. Bringing niu production back to the Wai'anae coast is necessary. Bringing niu back to the lāhui is necessary. When our indigenous foods thrive and flourish, so will our people. Our kumu niu have been bare for too long. They are a tree of life, offering food, water, shelter, and so many other resources. They can live for 100 years, producing food. In our vision for MA'O Mā'ona, we are planning for 100 years.

The continuity of mo'olelo, practices, and ALL ancestral knowledge is critical to the development of a productive, fair, and pono food system. As we continue to mālama our places and resources to plant our 'ulu niu grove in Lualualei, this is also a kāhea, a call of inclusivity for our community to be part of this niu movement to feed not just our current 'ohana, but the future generations to come. It's time to niu now. E ola! - KAUI SANA

# PILINA WITH PALIKEA

At Palikea we continue to bear witness to the transformation and beauty that result when 'āina and 'ōpio are put into relationship in service to each other, and to community.

2020 was full of the hana nui of bringing the Palikea21 acreage into production: clearing and mulching, laying irrigation, clearing rocks, planting trees, and preparing fields. We completed the 4" main irrigation line that serves the whole parcel, and brought 15 new fields into production. As of year's end, 16 of the eventual 25 fields at Palikea21 were fully integrated into the farm operation.

As full time staff engaged in a post-degree professional training program, the Apprentices are gaining invaluable hands on experience through the farm development. This includes using heavy equipment to clear land, spread soil, trench and install irrigation, and prep fields. The Apprentices also work alongside the HYLTL and YLTL interns in the daily-ness of planting, weeding, and harvesting. Committed and talented, the youth are vital to the flourishing of this 'āina.

Work to clear the Palikea236 parcel began in December; as of year's end, 50 acres were cleared of larger kiawe trees. This material will be used as valuable mulch for perimeter 'ulu and niu trees. Large rocks have also been cleared from the future fields. Work to clear and prepare Palikea236 for planting will be ongoing throughout 2021.



### 2020 OUTCOMES

FIELDS ADDED TO ROTATION

15

IRRIGATION INSTALLED (FT)

20,020



PARIS

PARIS HAUHIO JR.  
YLTL COHORT 14



BACKWOODS

CHRISTOPHER BEWELL  
FARM APPRENTICE (CURRENT)  
& HYLTL GRADUATE

We started clearing Palikea when I first joined MA'O and got word of getting the new land. I really am connected with Palikea because I was one of the first to plant kalo and 'ulu there. I planted an 'ulu tree there, and I named it Ko'u pu'uwai, which means my heart. I put a lot of mana into that land, and a lot of that land's mana came back to me as I grew with it. Now we are seeing it cultivated and feeding our community. It amazes me how far we've come because it was forest [before]; it looked like the mountains. There was nothing there, but now we have fields and growing food. We pump out so much food. It's unbelievable what we are doing right now.

Historically, Pūhāwai and Palikea were connected, though they're now separated by the military base. Now, these places are helping each other again. They depend on each other for seed, huli, manpower, and resources. At Palikea, after we installed the irrigation in the first fields, and planted trees, we grew beets and carrots. They just exploded! We also planted kalo, with the original huli from Ho'okua'āina in Maunawili, creating a bridge across the island. That kalo is now yielding huli of its own, allowing us to ramp up production at Pūhāwai as well. The transformation at Palikea is helping us to provide a greater diversity of food for our community, and more biodiversity for the area.

# FULFILLING MĀ'ONA

## MĀ'ONA CAPITAL CAMPAIGN (2017-2020)

GOAL ACHIEVED **\$11,450,000**

ACRES ACQUIRED **21 / 236 PALIKEA**

FUNDED FARM DEVELOPMENT  
NEW PROCESSING FACILITY

ON THE HORIZON 4x YOUTH RECEIVING COLLEGE DEGREES & MENTORSHIP  
10x FOOD PRODUCTION  
75+ NEW JOBS

**I**n November 2020, MA'O closed a three-year effort to finance the bold MA'O Mā'ona expansion, including the acquisition and development of the two fallow agricultural parcels at Palikea totaling 257 acres, and construction of a new state-of-the-art post-harvest processing facility at Pūhāwai.

The \$11,450,000 assembled to finance Mā'ona reflects a unique collaboration between 27 organizations, agencies, and individuals. These partnerships culminate in a truly blended capital stack, including traditional and recoverable grants, a loan guarantee and bridge loan, and program related investments.

### RETIRING THE PALIKEA 236 BRIDGE LOAN

MA'O acquired the 236-acre Palikea parcel in April 2019 using bridge financing from Central Pacific Bank, supported by a loan guarantee provided by Kamehameha Schools. In October 2020 MA'O retired this loan and the guarantee – six months ahead of schedule!

This was possible thanks to a combination of grant funding and long-term mission-aligned debt, anchored by a \$2,000,000 program related investment (PRI) loan from the W.K. Kellogg Foundation. Mission-aligned debt is transformational, as it enables community organizations to share risk with financial partners who accept modest financial returns if important community dividends result.

Anchoring assets in community builds kāhua waiwai, a strong foundation from which to grow and strengthen individual and communal wealth and well-being. This is essential in Wai'anae moku, a region that has historically experienced overdevelopment of its fragile resources by unsustainable industries, compounded by decades of underinvestment in education and social supports. Through Mā'ona, we and our partners are committed to building kāhua waiwai and catalyzing sustainable, community-based economic development in Wai'anae.



### FOUNDATIONAL INSTRUMENTS

*Temporary financing and land acquisition partnerships are not included in the \$11,450,000 campaign total.*

Central Pacific Bank Bridge Loan	\$3,360,000
Kamehameha Schools Loan Guarantee	\$3,360,000
Hau'oli Mau Loa Foundation Recoverable Grant	\$1,100,000
The Trust for Public Land Interim Fee Owner	
Hawaiian Islands Land Trust Conservation Easement	

### PRIVATE CONTRIBUTIONS

The Harry And Jeanette Weinberg Foundation	\$1,750,000
Ulupono Fund At The Hawai'i Community Foundation	\$750,000
Anonymous	\$500,000
Freeman Foundation	\$350,000
Kosasa Foundation	\$300,000
Maurice & Joanna Sullivan Family Foundation	\$250,000
Kamehameha Schools	\$200,000
Atherton Family Foundation	\$100,000
Ulupono Initiative	\$75,000
Fresh Water Initiative at The Hawai'i Community Foundation	\$46,000
Serendipity II Fund	\$32,000
Jeanne Herbert Fund	\$15,000

### GOVERNMENT GRANTS

U.S. Department Of Commerce Economic Development Administration	\$1,600,000
U.S. Navy Readiness And Environmental Protection Integration (REPI) Program	\$1,100,000
State Of Hawai'i DLNR Legacy Land Conservation Program	\$750,000
State Of Hawai'i Grant In Aid	\$200,000
Honolulu City & County Grant In Aid	\$122,000

### MISSION-ALIGNED DEBT

W.K. Kellogg Foundation	\$2,000,000
Stupski Foundation	\$350,000
Smile Wave Fund	\$300,000
Kōkua Hawai'i Foundation	\$130,000
Johnson 'Ohana Foundation	\$130,000
KL Felicitas Foundation	\$100,000
ImpactAssets Namaste 2 Fund	\$100,000
Commercial Debt	\$200,000

**I**N May 2021 MA'O will share a report capturing the process and learning from our first-ever 'alumni survey' project. This report documents the Youth Leadership Training (YLT) interns' perspectives about their internship experiences, as well as their socioeconomic, health, education, and community connectedness experiences and outcomes since leaving the program. In 2020 we collaborated with a team of academic and community partners to create a multi-faceted survey that would yield rich insights through the collection of personal narratives, broad data gathering, and rigorous analysis. Deployed to over 300 past YLT participants, the survey was comprised of a lengthy questionnaire (62 responses), in-depth one-on-one interviews with 21 alumni, and biophysical samples from 25 alumni. Here are a few highlights.

# DIALOGUES WITH OUR FUTURE ANCESTORS

## FUTURE ANCESTORS

At MA'O we see the YLT interns – and youth in Wai'anae moku more broadly – as our future ancestors. As powerful agents of change, they are charting their own paths while creating tangible examples of the possible, influencing their friends and family, and laying the foundation for generational transformational change.

## MO'OKŪ'AUHAU

Historically, MA'O has not formally tracked post-YLT youth outcomes, with the exception of college degrees received after participation in the YLT. We have, however, remained in contact with many interns as they continue their journeys, and learned about their academic, professional, and personal triumphs and challenges. These experiences and insights have informed MA'O's theory of change and programmatic evolution over the years.

In 2020 we embarked on an effort to more thoroughly and systematically understand the effects that our programming has on participants, and by extension on the community. This was inspired by the collaborative learning journey of the Maui Ola Study (2017-ongoing), through which we are partnering with researchers at the University of Hawai'i and Hawai'i Integrated Analytics (HI'A) to explore the longitudinal social and health impacts on YLT interns over the course of their internship. Preliminary results of the Maui Ola study have affirmed that within a year on the farm, YLT participants experienced statistically significant improvements to their physical health, particularly a reduction in their risk of contracting Type-2 diabetes.

The Maui Ola study raised new questions, particularly if the impacts of the YLT experience persist for alumni after they leave the program, and, if so, how this manifests in their lives, families, and communities. From this initial health-centric focus, we broadened our aspirations and crafted a comprehensive alumni survey project with the intention of informing the ongoing refinement and evolution of our program and partnerships. This organizational learning is particularly critical as we pursue the Mā'ona expansion effort. The reinforcement of programmatic feedback loops will ensure that while we scale the 'auwai, we also continue to improve graduation rates, deepen the quality of the youth experience within the 'auwai, and attend to youth outcomes post-program.

The resulting Dialogues with Our Future Ancestors undertaking has laid a kāhua (foundation) for our ongoing work to develop MA'O's organizational evaluation strategy, and to formalize and deepen our learning philosophy and practices, in service of youth outcomes.

## DEEPENING PILINA

The Dialogues project is also part of a broader effort to maintain and deepen pilina (relationships and connectivity) between MA'O and the YLT alumni, and within the alumni community itself. We aim to build upon and deepen the connections developed amongst YLT interns while they were on the farm, and provide opportunities for members of all cohorts to continue weaving a network of mutual support and learning, and apply the learning and values they cultivated together in the YLT in their professional careers and personal lives.

## EDUCATION ASPIRATIONS & INFLUENCE 'IKE

"[I am] a role model for my siblings and my cousins. And also for my family because I am the first child to go to college (...) I am not only doing it for myself but also for my younger siblings."

## EDUCATION ASPIRATIONS & INFLUENCE DATA

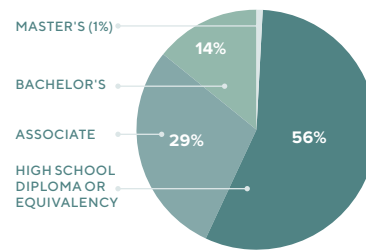
82%

of respondents stated their desire to achieve an additional college degree, regardless of their current degree status. Over a third of respondents currently aspire to achieve a baccalaureate degree, and a third aim to attain a master's degree.

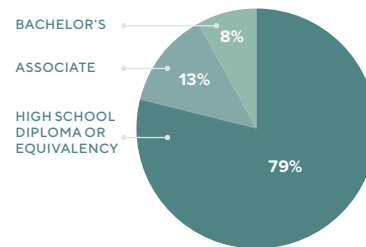
60%

of respondents said that they have inspired at least one other person to attend college. Of these, 40% identified having inspired a friend and or sibling, while 25% said they had inspired another relative.

### YLT ALUMNI HIGHEST DEGREE ATTAINED



### WAI'ANAE PEERS HIGHEST DEGREE ATTAINED



## LEADERSHIP 'IKE

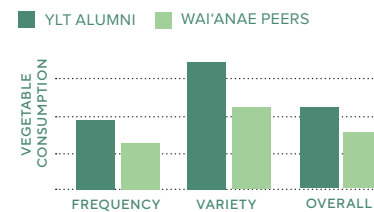
"I take the initiative to get things done and help others to solve their problems. I feel reaffirmed when coworkers seek my assistance and knowledge as it shows they trust and are confident in me."

## LEADERSHIP DATA

84% OF RESPONDENTS CONSIDER THEMSELVES AS A LEADER IN THEIR WORKPLACE

Given the emphasis on leadership in the YLT program, we expected that alumni would serve as leaders in their work, regardless of their position or title. To get at this nuanced perspective of leadership, alumni were asked whether they considered themselves to be or have been a leader in any of their subsequent three jobs, regardless of their title or position.

## DIET & NUTRITION DATA



We anticipated that YLT alumni would maintain healthier diets than their peers in the Wai'anae community. For each of the metrics related to vegetable intake, we observed that the alumni exhibited significantly higher scores on average than did their non-MA'O peer group. This suggests that YLT alumni consume a larger proportion and variety of vegetables than do their non-YLT peers. Using the fecal samples donated by a subset of alumni participants, we corroborated this self-reported vegetable intake score using agnostic gut microbiome results.

## FOOD SOVEREIGNTY 'IKE

"I look towards the future with hope that our 'āina is going to be used for what it is for. Growing food and nourishing the 'āina (...) and for that 'āina to share back with food and all of that."

## FOOD SOVEREIGNTY\* DATA



Respondents reported that the YLT experience resulted in positive changes in their commitment to the tenets and practices of food sovereignty. They also reported positive changes in their families on the same measures of food sovereignty. Along with other measures in the survey, this indicates that while they are in the YLT youth exert an influence on their family members, thus extending the impact of the program to participants' social networks.

\* the inherent right of peoples to healthy and culturally appropriate food produced through ecologically sound and sustainable methods, and their right to define their own food and agricultural systems.

# GROWING & PIVOTING

## 2020 FINANCIAL NARRATIVE

MA'O's financial position strengthened in 2020, driven by a \$2,450,000 increase in total assets, including the sale of a \$1,100,000 restricted use easement for the newly acquired Palikea236 parcel to the US Navy, and a 15% increase in total revenue, including a 22% increase in earned revenue. Growth in earned revenue was driven by the \$959,958 in farm sales, which represented a 30% increase over 2019. Farm revenue growth derived from new Palikea21 acreage that was added incrementally to operations over the course of 2020, as well as increasing yields at the core Pūhāwai location. Expenses grew by 23% year over year, led by investments in farm operations, education programming, and organizational capacity, all of which are foundational to the ongoing Mā'ona expansion effort.

## MARKET PIVOT

The enterprise's existing strategy of working with a diversity of market outlets enabled our resilience during the disruption of the pandemic as the farm was able to pivot quickly to meet shifting market demand. The greatest impact was the closure of the majority of MA'O's restaurant accounts, only a handful of which opened up by year's end, as well as the closure of two of MA'O's three farmer's market outlets (Wai'anae and Nānākuli markets were closed from March onwards, while the Kaka'ako market remained open). While sales to the restaurant channel were down -61% year over year, this was more than made up for by increases in all other channels, led by a 73% increase in sales through the Community Supported Agriculture (CSA) subscription service. Farmer's market sales were also up by 23%, driven wholly by the Kaka'ako market, and grocery channel sales grew by 22%.

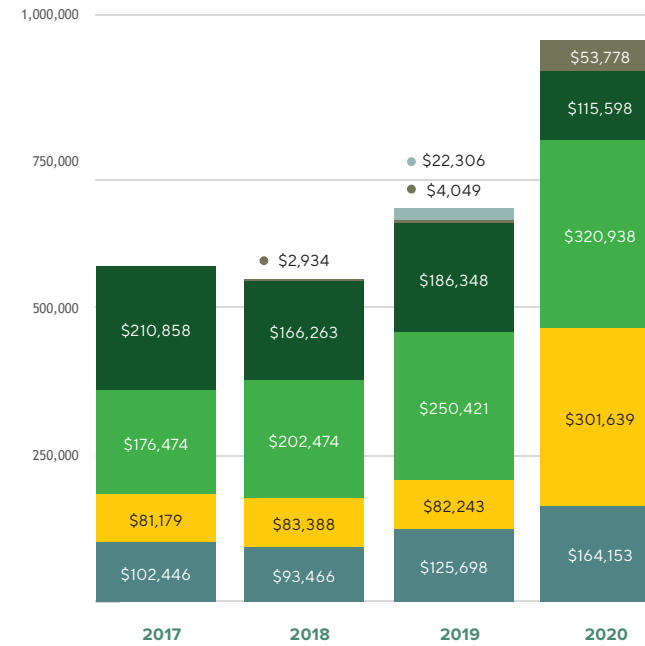
MA'O also developed a new sales category in 2020 - with \$54,000 in sales to "institutional" partners including the Wai'anae Coast Comprehensive Health Center and Hawai'i Food Bank. Sales to institutional co-producers were facilitated by philanthropic and federal stimulus funding, and supported vital community feeding efforts to address the increase in food insecurity driven by COVID-related unemployment and underemployment, and school closures (many children in Wai'anae and elsewhere rely on school meals to meet their nutritional needs). Continuation of this community-oriented production in 2021 is contingent upon the ongoing allocation of philanthropic and government funding.

## ORGANIZATIONAL STABILITY

Earned revenue covered 30% of the 2020 total operating budget, down from 32% in 2019. This slight decrease was fueled by investments in farm operations expansion and building the organization's human capacity. This measure of organizational stability is anticipated to dip further in 2021 (again driven by operational investments), and then begin increasing incrementally in 2022 as investments in the farm operation materialize substantially, reaching 80% by 2028, at the conclusion of the ten-year Mā'ona ten-year expansion.

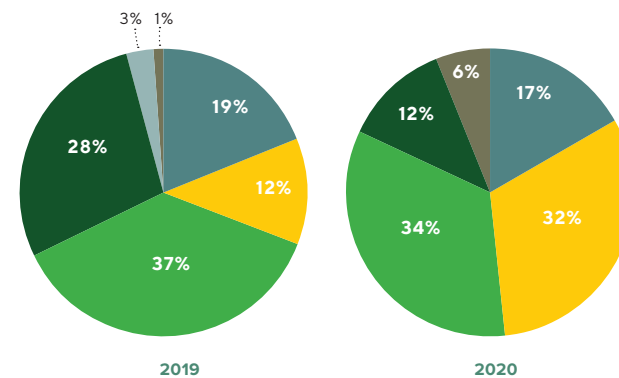
### FARM SALES (2017-2020)

- Farmers Market
- CSA
- Grocery
- Restaurant
- Institutional
- Other



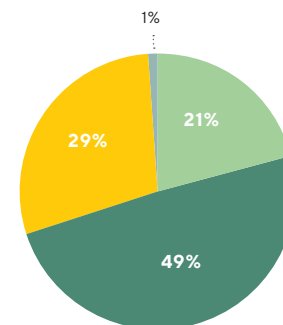
### SALES BY CHANNEL (2019-2020)

- Farmers Market
- CSA
- Grocery
- Restaurant
- Institutional
- Other



### OPERATING REVENUE SOURCES

- Grants
- Contributions & Donations
- Earned Farm Revenue
- Workshops & Training



## 2020 FINANCIALS (UNAUDITED)

\$ = U.S. Dollars

POSITION AS OF DEC. 31ST:	2019	2020
Total Assets	7,499,911	9,951,542
Total Liabilities	4,112,361	4,741,558
Net Assets w/o Restrictions	2,873,265	4,448,798
Net Assets w Restrictions	514, 187	761,186
Total Net Assets	3,387,452	5,209,984
<b>Total Liabilities &amp; Net Assets</b>	<b>7,499,812</b>	<b>9,951,542</b>

## REVENUE

ACTIVITY FOR:	2019	2020
Contributions & Donations	2,475,699	706,004
Grants	1,005,953	2,319,393
Easement Sale	0	1,100,000
Earned Farm Revenue*	671,076	959,958
Endowment Earnings	102,953	51,172
Net Annual Fundraiser Proceeds	59,627	0
Workshop & Training	64,045	21,409
Other Earned Revenue	35,780	7,473
<b>Total Revenue</b>	<b>4,415,133</b>	<b>5,165,410</b>

## EXPENSES

ACTIVITY FOR:	2019	2020
Farm Operations	828,793	1,093,080
Educational Programs	811,065	1,428,202
General & Administration	416,337	468,884
New Land Development	524,967	383,277
<b>Total Expenses</b>	<b>2,581,163</b>	<b>3,373,443</b>
Change in Net Assets	1,833,970	1,791,967

## ADJUSTMENTS

ACTIVITY FOR:	2019	2020
Change in Net Assets	1,833,523	1,791,967
Easement Sale	0	1,100,000
Repayment of Palikea21 Purchase	1,100,000	0
CARES	0	147,887
Designated for Future Land Development Costs	0	546,000
Change in Net Assets after Adjustment	191,899	(1,920)

# RIGOR + FUN WITH NUMBERS

## PEDAGOGY OF ALOHA

RELATIONS BETWEEN STAKEHOLDERS + RELEVANCE + KULEANA = RIGOR & FUN

As we cultivate our organizational commitment to learning and growing, we take great inspiration from our friend Dr. Kū Kahakalau's articulation of the Hawaiian Pedagogy of Aloha. This pedagogy affirms that when students feel safe, loved, and respected, they become empowered to attain unprecedented levels of excellence. Applied at the organizational level, this approach encourages us to anchor our work in relationships, clearly articulate our purpose, and remain committed to 'auamo kuleana, our collective responsibility. Taken together, this translates into deep rigor, with both traditional and contemporary manifestations. It also makes sure that we are having fun learning along the way!

Here we express this rigor in numbers, tracking our progress toward the MA'O Mā'ona goals. Our 2028 targets are drawn from the Mā'ona Financial Model, 2020 recalibration update.

ACREAGE	2028 TARGET	70 ACRES
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### CHANGE IN ACREAGE

	FY19 Q4	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4
Total Acres Available For Production	9.2	10.8	14.9*	16.6	16.6**
Net Acres in Active Production	7.1	6.36	8.5*	9.4	9.4**

\* 2 acres of 'ulu (breadfruit) orchard included for the first time, as they are now producing a significant volume of fruit. Perimeter 'ulu and citrus trees are captured in the regular field area.

\*\* Acreage added in Q4 was brought online at the very end of the quarter and will be reflected in FY21 Q1.

FOOD PRODUCTION	2028 TARGET	2,800,000 LBS / YR
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### PRODUCTION GROWTH VS. TARGET

	2019	2020 Goal	2020 Actual	2020 YOY Increase	2021 Original Goal	2021 Updated Goal
Pounds Produced	150,000	275,000	260,000	43%	450,000	305,000

### CHANGE IN PRODUCTION VOLUME

	FY19 Q4	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4
Pounds Produced	36,826	59,505	71,477	58,393	72,407

FARM SALES	2028 TARGET	\$10,000,000 / YR
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### QUARTERLY SALES GROWTH\*

	FY19 Q4	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4
Farm Sales - Wholesale	\$ 96,745	\$ 140,852	\$ 99,315	\$ 92,928	\$ 93,062
Farm Sales - Retail	\$ 46,171	\$ 93,128	\$ 165,641	\$ 128,260	\$ 127,620
Farm Sales - Total	\$ 142,916	\$ 233,980	\$ 264,956	\$ 221,188	\$ 220,682

\* Sales figures differ slightly from financial reporting due to reporting timing.

YOUTH	2028 TARGET	445 'AUWAI PARTICIPANTS
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### AUWAI PROGRAM GROWTH

'Auwai Program Participation	2019	2020
High School Interns	68	50
Summer & Winter Ramp Up Programs	39	56
FE'E Summer Interns	6	10
Ho'owaiwai & Youth Leadership Training Interns	39	56
Farm Apprentices	5	11
<b>Total*</b>	<b>160</b>	<b>192</b>

\* Program participant count may include duplications of discreet individual participants. E.g. the same individual may participate in both Fall & Spring Break Internships.

JOBS	2028 TARGET	84 EMPLOYEES
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### JOB GROWTH

	2019	2020
New FT positions created	2	3
New PT positions created	2	0
FT Staff hired	2	4
PT Staff hired	2	0
New FT apprenticeships	2	7
Attrition	1	2
<b>Total head count</b>	<b>14</b>	<b>23</b>

ORGANIZATIONAL STABILITY	2028 TARGET	80% EARNED REVENUE
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### ORGANIZATIONAL STABILITY

	2019	2020
Earned Revenue % of Operating Budget	32%	30%*

\* 2020 decrease can be attributed to 2 factors: 1) MA'O received and committed substantial grant funding and donations to capital improvements to facilitate the expansion efforts (inflates the grant, and donations figures), and 2) the early years of the expansion also require a substantial investment in developing the organization's human capacity.

# WCRC-MA'O BOARD OF DIRECTORS



**MAWAE MORTON**  
Board President  
Chief Executive Officer, Matariki Group

**LEEANN SILVA**  
Director of Asset Management,  
Queen Emma Land Company

**PIA CHOCK**  
Board Treasurer  
Strategy Analyst, Kamehameha Schools

**MICHAEL KUROSE**  
Vice Principal, Wai'anae High School

**KEONI LEE**  
Chief Executive Officer,  
Hawai'i Investment Ready

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Chair, Tourism New Zealand,  
Chair, Māori Television,  
Director, Moana New Zealand

**AULANI WILHELM**  
Senior Vice-President, Center for Oceans,  
Conservation International

**ELISA YADAO**  
Board Secretary  
Retired Communications & Community  
Engagement Executive,  
Hawaii Medical Services Association

# MA'O ORGANIC FARMS STAFF



**J. KUKUI MAUNAKEA-FORTH**  
Founder & Executive Director

**GARY MAUNAKEA-FORTH**  
Founder & Managing Director

**WEI FANG**  
Project Manager

**CHARLES JURY\***  
Bookkeeper & Administrative Asst.

**BRIANNE IMADA\***  
'Auwai Vocational & Workforce  
Specialist

**MANNY MILES\*\***  
Heavy Equipment Technician

**CHELSIE ONAGA\***  
Communications & Special Projects  
Coordinator

**DERRIK PARKER**  
Food Processing & Quality Control  
Manager

**JOHN RUSSELL**  
Chief Financial Officer

**CHERYSE KAUI SANA**  
Farm General Manager

**TORI-LYN SMITH**  
Youth Empowerment Specialist

**CLAIRE SULLIVAN**  
Director of Development & Impact

\*2020 new hires \*\*2021 new hires

**KAHEALANI ACOSTA\***  
**CHRISTOPHER BEWELL\***  
**LYNN BATTEN\***  
**CHAR'NEL COLIN**  
**DANIEL COOPER\***  
**JOSHUA FUKUMOTO**  
**SARAH ITOH\***  
**NANEA KELI'I**  
**FLAME PORTER**  
**KELIE REIMER\***  
**RAWLEY RICCIO\***  
Farm Apprentices



**LUCIANN EZELL**  
**IPO KAINA**  
**DYLAN KELIIOKA**  
**MICHAEL LOPEZ**  
**KEALOHI MAUNAKEA-FORTH\*\***  
Mahi'ai & Drivers



MAI HOPOHOPO...  
**E 'AI PONO!**

**OUR MISSION**

We are building a future of mā'ona, of plenty, by connecting youth and land through the daily practice of aloha 'āina, empowering youth to succeed in college and secure sustaining careers, and growing organic produce that yields individual and communal vitality.

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