"IF WE NEGLECT THE EARTH, WE HURT OURSELVES.
BUT IF YOU LOVE THE LAND, THE LAND WILL LOVE YOU AND IF YOU HAVE THAT HERE,
YOU’LL CARRY IT WITH YOU ALWAYS."
PAPA AILA (APRIL 2011)

MA'O ORGANIC FARMS
Palikea21 (2) and Palikea236 (3) across the Lualualei Naval Road with Puhawai23 (1) in the distance.
On July 19, 2021 William J. Aila Sr., whom we affectionately refer to as Uncle William or Papa Aila, passed into pō, but every day he is with us in Lualualei.

Photo: Dana Edmunds (2011)
Aloha kākou e nā hoaloha, e nā makamaka, e nā pōe aloha ‘āina. Aloha ‘āina remained a constant in 2021! Even during the Delta and Omicron (COVID-19) surge, the MA’O ‘ohana were able to work together in concert to continue feeding and nourishing our families and communities. Our ‘āina continued to meet all of our needs: physically, mentally, emotionally, and spiritually. Youth were nourished by the waiwai of these beautiful lands and natural resources and in return the practice of aloha ‘āina allowed us to remain open as an essential business and as an essential program.

Pono stewardship of ‘āina by MA’O staff and youth continued to heal our lands, our families, our homes, our schools and our communities.

In 2021, kupuna, kumu and mentors Uncle William Aila, Sr. and Haunani Kay Trask transitioned to pō, leaving lasting legacies in the ‘āina they cultivated and in the leaders that they strived to empower. By working to mentor the next generation, they demonstrated the importance of continually investing in youth, affirming the potential of the makua generation to uplift their culture and their communities. These visionaries demonstrated through their actions that intentional, ‘āina-centered and pono work could provide all that is needed.

The lessons of love, respect and the willingness to work especially mattered in the darkest moments of the pandemic because it shone a light on the what we consider to be waiwai (precious), of what we all cherish which is the aloha for the land and aloha for one another.

In 2022, we continue to be bolstered by the example of Papa Aila and Haunani Kay and the many ‘ōiwi leaders that rise up to passionately fight for a world that recognizes the contributions of kanaka maoli and other native peoples to appreciate the depth of ‘ike hohonu (profound wisdom) that our people has accrued and then channeled to meet some of Hawai‘i and the world’s most pressing issues. We are grateful for their enduring commitment to kū‘ē (to stand apart) for things that are just, for things that are pono (righteous) so that we may truly our kuleana to ho‘oea, to our sovereignty, to our freedom. Uncle William and Haunani Kay have truly prepared us to be “all that is needed”, we are the results of their investment in aloha ‘āina and aloha kekahi i kekahi. We are the wai and the waiwai, the source and the resource, from which our future ancestors will be able to firmly kū‘ē those things that we must and to ensure a pono future for us all.

Me ka ‘oia i‘o, a me ke aloha ‘āina mau a mau, Kukui & Gary
Pu‘uohulu fares up ahead
A translucent rainbow (of the ocean) mists
Mauna Kūwale appears up ahead
A white column of rain (of the mountains) moves
‘Ili ‘āina Hālona emerges up ahead
The piercing rays (of the sun) spreads
‘Ili ‘āina Pāhoa fares up ahead
A low lying rainbow (of the chiefs) is seen
Pu‘u Kaua stands out up ahead
A lei of white rain (of the heavens) falls
Pu‘u Pāhe‘e‘e opens up ahead
The cool kaiāulu wind (of the land and people) covers
The endless beauty fares up ahead
Lualualei (embraces) a beloved place & people

CANDACE FUJIKANE
CONTRIBUTING LEO (VOICE)

Candace Fujikane is a professor in the English department at the University of Hawai‘i at Mānoa. In her book, Mapping Abundance for a Planetary Future, Candace prioritizes and elevates the importance of restoration of abundant lands through our kilo (observation) and deeper understanding of ‘ike (knowledge) contained in our stories, histories, chants, and songs. As māhū‘ai (farmers) in relationship with ʻāina of Kaʻolai and Lualualei, the dailiness of our work to aloha ʻāina, ʻāina aloha is bolstered by her kahea (call) for our attunement to all of the “elementals” in our moku in order to transform challenges into abundance. Throughout the report, we utilize her kilo of mapping abundance to call out important lessons that have been instructive to MA‘O in terms of our growth and expansion of Mā‘ona.
MO‘ŌĀINA

MA‘O IS THE ABUNDANT FUTURE THAT WE IMAGINE IN OUR MOST RADICAL DREAMS OF A SELF-SUSTAINING HAWAI‘I THAT HAS THE CAPACITY TO FEED OURSELVES.

Yet ʻāina never ceases being the land that feeds even when covered with concrete, and as we see a resurgence of ʻōlelo Hawai‘i and other Kanaka maoli forms of knowledge, we recover the mo‘olelo of these lands that continue to feed us intellectually and spiritually in ways we are often not even aware of. [CF]
Building relationships with my group members made my job as a leader much easier and enjoyable. The more you help each other, the stronger your bond will become. Personally, my resilience comes from wanting to do good and always being in line. Being in line to me means having the perfect balance between school, work, and my personal life. Overall, just being the best person I can be.

For me, resilience means the ability to withstand and recover from any difficult challenges in my life. Being resilient comes from great intention and setting a goal for myself and my group, creating a comfortable and safe environment for everyone to work in and complete the hana.

ALFONSO BROWN, SUI (YLT COHORT 15.5)
VERONICA DAQUEL, SUI (YLT COHORT 15.5)
RENZO HURTADO, HYLT (YLT COHORT 14)
TROY WEILBACHER, HYLT (YLT COHORT 12)

I ‘āina no ka ‘āina i ke ali‘i, a i waiwai no ka ‘āina i ke kanaka. The land remains the land because of the chiefs, prosperity comes to the land because of the people. [Puku‘i, #1149]
‘Āina loved us first! Our abundance and resilience comes from holding aloha ‘āina at the center of all of our relationships. The ‘ōlelo no‘eau (wise saying) captures our deepest sentiment of mā‘ona, that in order to aloha ‘āina, mālama ‘āina, we must continuously invest in growing and supporting our people – the true waiwai (wealth)! Our intentionality to build, strengthen, capture and then return the learning and lived experiences of our youth and staff over time produces individual (and collective) proficiencies, capacities and competencies (waiwai). While the persistence of the pandemic in 2021 continued to strain the socio-economic fabric of our schools, neighborhoods and communities, our people creatively and generativity designed and implemented strategies for OLA - for holistic health and well-being, creating pu‘uhōnua (places of safety) and strengthening our operations with lōkahi (unity) leading to even greater systemic efficiencies, sustainability and resilience (waiwai).

How do you define your Resilience in 2021?

ALFONSO BROWN, SUI (YLT COHORT 15.5)
“Building relationships with my group members made my job as a leader much easier and enjoyable. The more you help each other, the stronger your bond will become. Personally, my resilience comes from wanting to do good and always being in line. Being in line to me means having the perfect balance between school, work, and my personal life. Overall, just being the best person I can be.”

VERONICA DAQUEL, SUI (YLT COHORT 15.5)
“For me, resilience means the ability to withstand and recover from any difficult challenges in my life. Being resilient comes from great intention and setting a goal for myself and my group, creating a comfortable and safe environment for everyone to work in and complete the hana.”

RENZO HURTADO, HYLT (YLT COHORT 14)
“Even though 2021 has become one of my hardest years yet, I still managed to continue on because of the people that supported me. Actually, they are the reasons why I am able to stay resilient because I was able to draw motivations from them. That is why I wanted to major in civil engineering because it is my way of returning the favor while also helping myself and hopefully the next generations.”

TROY WEILBACHER, HYLT (YLT COHORT 12)
“In my language (Pohnpeian), we have a saying for folks seeking to achieve something or folks having a hard time, “nan tieng” means to keep going or never give up.

Connecting to my why helped me stay resilient to reflect on my purpose here at MA‘O and to my ancestral home of Pohnpei. Going through school during the pandemic, I continuously tried to ground myself and keep on track, even though it was difficult. The whole time, I always felt I belonged here in the space, that I knew my why and my purpose. Although I am a Mahi’ai, and this may be a temporary stop, it is still helpful to continue to remember my why.”

2021 OUTCOMES

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associates Degrees earned</td>
<td>12</td>
</tr>
<tr>
<td>Baccalaureate degrees earned</td>
<td>5</td>
</tr>
<tr>
<td>Certificate of Completion earned</td>
<td>7</td>
</tr>
<tr>
<td>‘Auwai program participants</td>
<td>193*</td>
</tr>
</tbody>
</table>

*I4% increase from 2020

I ‘āina no ka ‘āina i ke ali‘i, a i waiwai no ka ‘āina i ke kanaka. The land remains the land because of the chiefs, prosperity comes to the land because of the people. [Puku‘i, #1149]

We learn to work on our relationships, to strengthen the pilina within our communities where we often feel isolated from each other. The promise of revolution is that there is so much more for us to learn, there are so many more ways we can grow our pilina with the akua. [CF]

We learn to work on our relationships, to strengthen the pilina within our communities where we often feel isolated from each other. The promise of revolution is that there is so much more for us to learn, there are so many more ways we can grow our pilina with the akua. [CF]
MAHI’AI EXPERIENCE

Pono outcomes for all requires our radical commitment to kuleana! The ‘ōlelo no'eau (wise saying) captures our deepest sentiment of kuleana. In our pursuit to aloha ʻāina and aloha kekahi i kekahi, we have worked together shoulder-to-shoulder to pursue the ma'awe pono, the trail of honor and responsibility. Ma'awe pono, taught to us by Dr. Kū Kahakalau, ensures that with every action, there will be mutual reciprocity and a return of productive and beneficial outcomes to our ʻāina and people. In order to achieve this standard of excellence, each individual must acknowledge the kuleana (privilege and responsibility) of their role in uplifting both individual and collective goals of the whole. We must be able to consistently apply our ‘ike in the daily-ness of our work, to kūkulu kumuhana, to pool our strengths in order to mālama ʻāina and mālama kekahi i kekahi (to take care of the land and one another).

As an integral part of MA'O, our Mahi’ai fully embrace their kuleana to youth, the community, and to ‘āina. The following excerpts highlight each mahi'ai's dedication to mentorship, collaboration, and continual growth as we strive towards a more supportive learning environment for everyone. At MA'O, our way of reaching and learning demands everyone's partnership and collaboration. Like a makua to a keiki, a kumu to their haumana or a kaʻūna to a kaikaina, mentorship is a powerful way to developing individual kuleana.

Kuleana is an essential building block of empowerment.

HE MAHI’AI WAY OF TEACHING AND LEARNING

MAHI’AI EXPERIENCE

2022 OUTCOMES

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees*</td>
<td>31</td>
</tr>
<tr>
<td>Sustainable Jobs**</td>
<td>8</td>
</tr>
<tr>
<td>‘Auwai Throughput***</td>
<td>193</td>
</tr>
</tbody>
</table>

* Workforce Demographics: 48% Native Hawaiian, 39% Pacific Islander, 13% Other
** 3 Akahi, 3 Waena, 1 ‘Auwai, 1 CFO
*** 14% increase from 2020

Growing aloha ʻāina has the doubled meaning of growing love for the land as well as growing the people who are the aloha ʻāina, the patriots who sustain a love for the ʻāina and the lāhui, the broad based collective of people committed to Kanaka Maoli land-centered governance. [CF]
PALIKEA ‘ĀINA EXPERIENCE

Through our stewardship of Palikea21 and Palikea236, we have become a part of the mo’o‘aina of place. In the ‘ili‘aina of Ka‘olai is the genealogy of our kupuna Akalana, Hina, Māui, Māui’s sisters to the East and his brothers to the West. In this ‘ili‘aina, the wai (water) moves beneath our feet and above ground in the kahawai (stream) of Ulehawa, enriching soil before emptying in the kai (ocean) below.

In 2021, we learned about our ‘āina through nohopapa, knowledge through kilo, through continuous observation and lived experience. Mā‘ona of the land and people relied on the seamless connection between Puhawai23 with the highly productive Palikea21 farm and an emerging abundance from Palikea236. Staff, interns and community members planted 500 niu (coconut), ulu (breadfruit), citrus trees (lime, lemon and tangerine), and kukui (candlenut) trees. Crops were planted, irrigated and fertilized – readied for the harvest in early 2022.
MĀ‘ONA IMPACT, MAKAWALU OUTCOMES

Our evaluation strategy embraces a set of kūkulu (value pillars) that reflects the framework for our vision, programs, and operational dailyness. To achieve kākou (collective) efficacy of our mission, we work to enact aloha through our adherence to these guiding principles, thus amplifying our individual kūlana – our excellence, capacity, fluency, and competency – in the pursuit of our collective mission and vision. As the makua (parent) generation, engaged in the work of mā‘ona, our commitment is rooted in our relationship to ʻāina and the explicit kuleana to keep this loving, dynamic, and living connection intact.

Keeping our kūkulu, our values at the center, we work daily to deepen our understanding of evaluation as a process by which we can gauge the present (and future) impact of our work while endeavoring forward to the horizon, to the wānana or promise of our ten-year plan of mā‘ona, of plenty for all.

“There is no health of people without the health of ʻāina. Everything has to be pono. The practice of working with ʻāina allows us to work on ourselves, to work to be pono, to heal ourselves. Planting food gives us a sense of hope, that there is something we can do in the face of so much that is beyond our control. Instead of feeling alone in these times, youth are learning that they can act, and MA‘O is a place of respite and comfort where we can act collectively, together. As mahi’ai, our healing comes when we grow these foods in the most healthful ways that contribute to the health and well-being of others.” [CF]
WĀNANA, OUR HORIZON

Wā'anae is home to a thriving lāhui where pono economic development is rooted in sustainable ʻāina-based work, education is embraced as a community practice, and youth are engaged in sustaining careers. To ensure that we steer true to this horizon, we have articulated the essential question: Pehea ka ʻāina? Are the land and people thriving?

Using this query as our guiding principle, we have designed an evaluation framework, a set of holistic outcomes, a series of indicators, and a feedback process that will inform our ongoing operational and programmatic evolution throughout our mā'ona expansion efforts.

Embedded within the evaluation strategy, our approach is inspired by, created by and implemented for us and by us as a means to tell our stories, our moʻokū‘auhau and our moʻolelo, to recount our histories as well our lived experience giving space to reflect on what actually happened in the pursuit of our organization’s mission. By doing this, we are able to compare what we planned for with what actually happened.

From the start, we approached the work of building our evaluation strategy for MA’O as a contemporary manifestation of our kupuna’s learning practices, including makawalu – seeing through many perspectives; literally ‘eight eyes’ – and kilo – direct observation, generally as a practitioner. Our search for culturally relevant and indigenous frameworks led us to enrich an approach centers and values experiential knowledge, while productively complicating our assumptions and inviting us to look at our work with (k)new eyes and a (k)new perspective.

Pehea Ka ʻĀina? Are the land (ʻāina) and people (kanaka) thriving? creates a pattern of kūlia i ka nuʻu, of continuous reflection, learning and growing from what we are doing over a horizon of time, and is designed to allow us to move toward in pursuit of the next nuʻu and level of excellence that holds the māʻona of our past, present and future. Through these process loops we translate data points, metrics, and indicators into actionable insights in order to evolve and refine our programming and operations to deepen our individual, program, and community impact. Feedback loops also facilitate the sharing of our insights with education, employment, community, funding, and policy making partners to strengthen our collective action.

This systemic approach produces a range of individual and communal outcomes focused on health and well-being, sustainability and resilience, which are critical to reaching our horizon.
2021 FINANCIALS

POSITION
MA'O has continued to grow and improve the organization’s financial position through strategic investments for long term financial stability. Total assets increased $2,175,000 while the total liabilities balance increased fractionally by $522,000. Purchases of farm equipment, re-investment and fulfilling our commitment to aloha ʻāina, and the continued effort to construct the new post-harvest packing facility represent 44% of the total asset increase from 2020.

PEOPLE
The organization invested in redesigning the peopling strategy to support the growth of MA'O. The team restructured the apprenticeship into a mahi’ai (farmer) workforce model that positioned them into specialized farm tracks which enabled Staff to learn and reflect on daily practices - refining processes, gaining efficiencies in time and supplies while strengthening the pilina between the program and enterprise. The Mahi’ai Workforce Framework gave mahi’ai the explicit kuleana to train, teach and mentor youth on agricultural and leadership skills alike. Five new mahi’ai were on-boarded in 2021, the positions filled by three external candidates and two Ho’owaiwai Youth Leadership Training (HYLT) interns. We also celebrated two internal staff were promoted from Mahi’ai Akahi (Novice Farmer) to Mahi’ai Waena (Intermediate Farmer).

MA'O also welcomed Alika Masei as Internship Engagement Specialist (IES) and Alexandra “Alex” Kazlausky as Chief Financial Officer (CFO). The IES worked with the ‘Auwai team to engage and retain current interns through community stewardship opportunities and also worked together to engage and enroll high school students to the MA’O Fall and Spring High School Internships. The CFO worked with the Ākea and Po‘owai teams to execute the Mā’ona ten year plan which by 2027 will achieve greater organizational sustainability through the generation of earned revenues. To ensure our success, the CFO has implemented an immersive approach to finance—providing financial transparency amongst staff and interns through training, goal setting, and timely reporting to allow for reflections, re-adjustments, and planning toward the wānana, the horizon.

PERFORMANCE
The strategic work and investments in motion are producing positive outcomes. For the first time MA’O’s farm revenues surpassed one million dollars in a calendar year, ending with the single highest quarter at $289,000 (Q4) and record setting day on December 27 with $11,035 daily sales. Farm revenues grew 13% year over year despite on-going COVID-19 challenges. This growth was driven by elevating nearly all sales channels, while Institutional sales growth took the lead as a result of our partnership with Wa‘anae Coast Comprehensive Health Center.
FARM SALES (2018-2021)

SALES BY CHANNEL (2020-2021)

OPERATING REVENUE SOURCES

SOURCES

2020 BALANCE SHEET

$ = U.S. Dollars

POSITION AS OF DEC. 31ST:

<table>
<thead>
<tr>
<th>Activity</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>9,981,987</td>
<td>12,156,156</td>
</tr>
<tr>
<td>Current</td>
<td>2,741,652</td>
<td>3,969,483</td>
</tr>
<tr>
<td>Fixed</td>
<td>6,777,254</td>
<td>7,641,978</td>
</tr>
<tr>
<td>Other</td>
<td>463,081</td>
<td>544,694</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>4,796,494</td>
<td>5,318,573</td>
</tr>
<tr>
<td>Current</td>
<td>1,750,362</td>
<td>2,406,176</td>
</tr>
<tr>
<td>Long Term</td>
<td>3,046,132</td>
<td>2,912,397</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>5,185,494</td>
<td>6,837,583</td>
</tr>
<tr>
<td>Restricted</td>
<td>761,186</td>
<td>836,261</td>
</tr>
<tr>
<td>Unrestricted / Temporary</td>
<td>4,424,308</td>
<td>6,001,321</td>
</tr>
</tbody>
</table>

INCOME STATEMENT

ACTIVITY FOR:

<table>
<thead>
<tr>
<th>Activity</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ordinary Income</td>
<td>4,008,931</td>
<td>4,840,108</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>231,831</td>
<td>269,430</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>3,777,100</td>
<td>4,570,677</td>
</tr>
<tr>
<td>Ordinary Expenses</td>
<td>3,001,472</td>
<td>2,965,030</td>
</tr>
<tr>
<td>Net Ordinary Income</td>
<td>775,627</td>
<td>1,605,647</td>
</tr>
<tr>
<td>Net Other / Non-Ordinary Income</td>
<td>991,850</td>
<td>52,067</td>
</tr>
<tr>
<td>NET INCOME</td>
<td>1,767,478</td>
<td>1,657,714</td>
</tr>
</tbody>
</table>

TOTAL INCOME BREAKDOWN

ACTIVITY FOR:

<table>
<thead>
<tr>
<th>Activity</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ordinary Income</td>
<td>706,004</td>
<td>1,088,272</td>
</tr>
<tr>
<td>Donations &amp; Contributions</td>
<td>959,958</td>
<td>1,084,663</td>
</tr>
<tr>
<td>Farm Income</td>
<td>2,319,393</td>
<td>2,625,526</td>
</tr>
<tr>
<td>Grants</td>
<td>747,73</td>
<td>34,970</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>16,103</td>
<td>6,677</td>
</tr>
<tr>
<td>Workshop &amp; Training</td>
<td>1,100,000</td>
<td>0</td>
</tr>
<tr>
<td>Endowment Gain (Loss)</td>
<td>38,298</td>
<td>72,711</td>
</tr>
<tr>
<td>Interest Revenue</td>
<td>13,074</td>
<td>8,200</td>
</tr>
<tr>
<td>Other Income</td>
<td>44,478</td>
<td>13,887</td>
</tr>
<tr>
<td>Easement Sale</td>
<td>0</td>
<td>178,700</td>
</tr>
<tr>
<td>PPP Loan Forgiveness</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL INCOME</td>
<td>$5,204,781</td>
<td>$5,113,606</td>
</tr>
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</table>

TOTAL EXPENSE BREAKDOWN

ACTIVITY FOR:

<table>
<thead>
<tr>
<th>Activity</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farm Operations &amp; Expansions</td>
<td>1,496,619</td>
<td>1,333,721</td>
</tr>
<tr>
<td>Program &amp; Education</td>
<td>1,471,800</td>
<td>1,404,189</td>
</tr>
<tr>
<td>General &amp; Administration</td>
<td>468,884</td>
<td>717,983</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>3,437,303</td>
<td>3,455,892</td>
</tr>
</tbody>
</table>
Kilo (observation) as a practice also applies to the financial stewardship of the organization. As MAʻO continues to mālama (care) for the land and make it abundant once more, we have to continually apply our knowledge and lived experience and project them into meeting the goals and objectives that are articulated in the Māʻona 10-year plan. In 2021, Lualualei received a record 10-inches of rain in a few days compared to the usual 18-inch annual rainfall. The rain is a restorative event that has cascading effects on the entirety of our social enterprise and we must utilize the data and information we have collected through kilo in a way to manage the ecological, social, cultural and economic cascade of impacts. While a rain event is localized, worldwide events like the pandemic have also informed our work and the financial decisions we have made. We have pivoted and adapted to these challenges while continuing to steadily grow and expand. Through our careful stewardship of our waiwai, our precious resources, we are realizing the incremental gains. Just as the māʻona of the ʻāina returns with the rains, the māʻona of the community will return as the waiwai of MAʻO is returned and reinvested.

### ACREAGE

<table>
<thead>
<tr>
<th>2028 TARGET</th>
<th>70 ACRES</th>
</tr>
</thead>
</table>

**CHANGE IN ACREAGE**

<table>
<thead>
<tr>
<th>2019 Actual</th>
<th>2020 Actual</th>
<th>2021 Goal</th>
<th>2021 YOY Increase</th>
<th>2022 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Acres Available For Production</td>
<td>9.2</td>
<td>16.6</td>
<td>23.4</td>
<td>20</td>
</tr>
<tr>
<td>Net Acres in Active Production</td>
<td>7.1</td>
<td>6.36</td>
<td>8.5*</td>
<td>9.4</td>
</tr>
</tbody>
</table>

% of 10 Year Goal Achieved: 33% | 43%

### FOOD PRODUCTION

**2028 TARGET**

| 2,800,000 LBS / YEAR |

**PRODUCTION GROWTH**

<table>
<thead>
<tr>
<th>2019 Actual</th>
<th>2020 Actual</th>
<th>2021 Goal</th>
<th>2021 YOY Increase</th>
<th>2022 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pounds Produced</td>
<td>150,000</td>
<td>260,000</td>
<td>280,239</td>
<td>305,000</td>
</tr>
</tbody>
</table>

% of 10 Year Goal Achieved: 10% | 12%

### FARM SALES

**2028 TARGET**

| $10,000,000 / YR |

**SALES GROWTH**

<table>
<thead>
<tr>
<th>2019 Actual</th>
<th>2020 Actual</th>
<th>2021 Goal</th>
<th>2021 YOY Increase</th>
<th>2022 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farm Sales - Wholesale</td>
<td>$443,763</td>
<td>$482,539</td>
<td>$708,820</td>
<td>$805,000</td>
</tr>
<tr>
<td>Farm Sales - Retail</td>
<td>$227,275</td>
<td>$477,419</td>
<td>$375,842</td>
<td>$600,500</td>
</tr>
<tr>
<td>Farm Sales - Total</td>
<td>$671,038</td>
<td>$959,958</td>
<td>$1,084,663</td>
<td>$1,405,500</td>
</tr>
</tbody>
</table>

% of 10 Year Goal Achieved: 11% | 14%

### YOUTH

**2028 TARGET**

| 445 'AUWAI PARTICIPANTS |

**AUWAI PROGRAM PARTICIPATION**

<table>
<thead>
<tr>
<th>2019 Actual</th>
<th>2020 Actual</th>
<th>2021 Actual</th>
<th>2022 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Interns</td>
<td>68</td>
<td>50</td>
<td>65</td>
</tr>
<tr>
<td>Summer &amp; Winter Ramp Up Programs</td>
<td>39</td>
<td>56</td>
<td>53</td>
</tr>
<tr>
<td>FE'E Summer Interns</td>
<td>6</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Ho'owaiwai &amp; Youth Leadership Training Interns</td>
<td>39</td>
<td>56</td>
<td>66</td>
</tr>
<tr>
<td>Farm Apprentices</td>
<td>5</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Total*</td>
<td>89</td>
<td>133</td>
<td>193</td>
</tr>
</tbody>
</table>

% of 10 Year Goal Achieved: 43% | 52%

### JOBS

**2028 TARGET**

| 84 EMPLOYEES |

**JOB GROWTH**

<table>
<thead>
<tr>
<th>2019 Actual</th>
<th>2020 Actual</th>
<th>2021 Actual</th>
<th>2022 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>New FT positions created</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>New PT positions created</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>FT Staff hired</td>
<td>2</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PT Staff hired</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>New FT apprenticeships</td>
<td>2</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>Attrition</td>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total head count</td>
<td>14</td>
<td>23</td>
<td>29</td>
</tr>
</tbody>
</table>

% of 10 Year Goal Achieved: 35% | 43%

### ORGANIZATIONAL STABILITY

**2028 TARGET**

| 80% EARNED REVENUE |

**EARNED REVENUE % OF OPERATING BUDGET**

<table>
<thead>
<tr>
<th>2019 Actual</th>
<th>2020 Actual</th>
<th>2021 Actual</th>
<th>2022 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned Revenue % of Operating Budget</td>
<td>32%</td>
<td>30%*</td>
<td>29%</td>
</tr>
</tbody>
</table>

% of 10 Year Goal Achieved: 36% | 40%
HO’OWAIWAI, GROWING OUR ABUNDANCE

MA’O ‘OHANA
BOARD OF DIRECTORS

Mawae Morton  
Board President,  
Chief Executive Officer  
Matariki Group

LeeAnn Silva (2021)  
Board Vice-President,  
Director of Asset Management  
Queen Emma Land Company

Elisa Yadao  
Board Secretary,  
Retired Communications & Community Engagement  
Hawaii Medical Services

Aulani Wilhelm  
Senior Vice-President  
Center For Oceans  
Conservation International

Pia Chock (2021)  
Board Treasurer,  
Strategic Analyst  
Kamehameha Schools

Michael Kurose  
Vice Principal  
Waianae High School

Keoni Lee  
Chief Executive Officer  
Hawaii Investment Ready

Jamie Tuuta  
Chair  
Tourism New Zealand
MA'O ORGANIC FARMS

MA'O 'OHANA
‘ĀKEA & PO‘OWAI

J. Kukui Maunakea-Forth
Founder & Executive Director

Gary Maunakea-Forth
Founder & Managing Director

Alexandra Kazlausky
Chief Financial Officer

Wei Fang
Project Manager

Charles Jury, Jr.
Bookkeeper & Administrative Assistant

Brianne Iwada
Vocational & Workforce Development Specialist

Aliko Masei
Internship Engagement Specialist

Manny Miles
Heavy Equipment Technician

Chelsie Onega
Communications & Special Projects Coordinator

Derrik Parker
Food Processing & Quality Control Manager

Cheryse Kani Sana
Farm General Manager

Tori-Lyn Smith
Youth Empowerment Specialist

Nā Mah'i'ai
WAENA

Char‘nel Colín
Joshua Fukumoto
Nanea Keli'i
Matthew Loa*

Nā Mah'i'ai
AKAHI

Flame Porter
Keile Reime
Rawley Riccio
Lynn Batten

Erica Brenner**
Daniel Cooper
Emilin David*
Luciann Ezell
Ipo Kaina

Nā Mah'i'ai
TA 'IPA

Dylan Kelikoa
Wahliya Kessell-Fay**
Michael Lopez
Mary Claire Nabors*
Tiare Toetu‘u-Aipa*

Transitioned in 2021
Kahoolani Acosta
Christopher Bewell
Sarah Itab
Kealohi Maunakea-Forth
Claire Sullivan

* hired in 2021
** hired in 2022

Bradley Ramil*

2021 GROWTH & IMPACT REPORT
OUR MISSION

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

WCRC - MA'O Organic Farms
P. O. BOX 441
Wai‘anae, Hawai‘i 96792

Office / Fax: 808-696-5569
Email: info@maoorganicfarms.org

www.maoorganicfarms.com