

JOSH GREEN, M.D.
GOVERNOR

SYLVIA LUKE
LT. GOVERNOR



WENDY GADY
EXECUTIVE DIRECTOR

STATE OF HAWAII
AGRIBUSINESS DEVELOPMENT CORPORATION
HUI HO'OU LU AINA MAHIAI

Administration Committee Meeting

Held via Teleconference with In-Person Viewing Location

November 21, 2025
1:30PM

Pursuant to section 92-3.7, *Hawaii Revised Statutes*, this meeting will be held using interactive conference technology (ICT). Board members, staff, persons with business before the Board, and the public may participate remotely online using ICT, or may participate via the in-person meeting site which provides ICT.

Interested persons may submit written testimony in advance of the meeting, which will be distributed to Board members prior to the meeting. If possible, we request that testimony be received by our office not less than seventy-two hours prior to the meeting to ensure that staff has time to disseminate it and that Board members have time to review it. Written testimony may be submitted electronically to dbedt.adc@hawaii.gov or sent via U.S. Postal Service, or delivered to:

Agribusiness Development Corporation
235 S. Beretania Street, Suite 205
Honolulu, Hawaii 96813

When testifying via ICT, via telephone, or in-person, you will be asked to identify yourself and the organization you represent, if any. Each testifier will be limited to two minutes of testimony per agenda item.

The public may participate in the meeting via:

ICT: <https://us06web.zoom.us/j/89917872113>

Telephone: (669) 900-6833, Webinar ID: 860 3315 6049

In-Person: State of Hawaii, Leiopapa A Kamehameha
State Office Tower Building
235 S. Beretania St., Suite 205
Honolulu, HI 96813

ICT ACCESS

To view the meeting and provide live oral testimony, please use the link above. You will be asked to enter your name in order to access the meeting as an attendee. The Board requests that you enter your full name, but you may use a pseudonym or other identifier if you wish to remain anonymous. You will also be asked for an email address. You may fill in this field with any entry in an email format, e.g., ****@****.com.

As an attendee, your microphone will be automatically muted. When the Chairperson asks for public testimony, you may click the Raise Hand button found on your Zoom screen to indicate that you wish to testify about that agenda item. The Chairperson or staff will individually enable each testifier to unmute their microphone. When recognized by the Chairperson, please unmute your microphone before speaking and mute your microphone after you have finished speaking.

For ICT, telephone, and in-person access, when testifying, you will be asked to identify yourself and the organization, if any, that you represent. Each testifier will be limited to two minutes of testimony per agenda item.

TELEPHONE ACCESS

If you do not have ICT access, you may get audio-only access by calling the Telephone Number listed above.

Upon dialing the number, you will be prompted to enter the Meeting ID that is listed next to the Telephone Number above. After entering the Meeting ID, you will be asked to either enter your panelist number or wait to be admitted into the meeting. You will not have a panelist number. Please wait until you are admitted into the meeting.

Administration Committee Agenda

November 21, 2025

When the Chairperson asks for public testimony, you may indicate you want to testify by entering “#” and then “9” on your telephone’s keypad. After entering “#” and then “9”, a voice prompt will let you know that the host of the meeting has been notified. When recognized by the Chairperson, you may unmute yourself by pressing “#” and then “6” on your telephone. A voice prompt will let you know that you are unmuted. Once you are finished speaking, please enter “#” and then “6” again to mute yourself.

For ICT, telephone, and in-person access, when testifying, you will be asked to identify yourself and the organization, if any, that you represent. Each testifier will be limited to two minutes of testimony per agenda item.

Instructions to attend State of Hawaii virtual board meetings may be found online at <https://cca.hawaii.gov/pvl/files/2020/08/State-of-Hawaii-Virtual-Board-Attendee-Instructions.pdf>.

IN-PERSON ACCESS

There will also be one meeting location, open to the public, which will have an audio-visual connection. That meeting will be held at:

State of Hawaii, Leiopapa A Kamehameha
State Office Tower Building
235 S. Beretania St., Suite 205
Honolulu, HI 96813

For ICT, telephone, and in-person access, when testifying, you will be asked to identify yourself and the organization, if any, that you represent. Each testifier will be limited to two minutes of testimony per agenda item.

LOSS OF CONNECTIVITY

In the event of a loss of ICT connectivity, the meeting will be recessed for a period not to exceed thirty minutes to restore connectivity with all board members and the public in-person access location noted above. In the event that audio connectivity is re-established within thirty minutes without video connectivity, interested participants can access the meeting via the telephone number and Meeting ID number noted above. In the further event that connectivity is unable to be restored within thirty minutes, the meeting will be automatically continued to a date and time to be posted on the ADC website at <https://dbedt.hawaii.gov/adc/> no later than close of business the next business day. New ICT, telephone, and in-person access information will be posted on the website no less than twenty-four hours prior to the continued meeting date. Alternatively, if a decision is made to terminate the meeting, the termination will be posted on the ADC website.

SPECIAL ASSISTANCE

If you require special assistance, accommodations, modifications, auxiliary aids, or services to participate in the public meeting process, including translation or interpretation services, please contact staff at (808) 586-0186 or by email at dbedt.adc@hawaii.gov.

Please allow sufficient time for ADC staff to meet requests for special assistance, accommodation, modifications, auxiliary aids, translation, or interpretation services.

NOTE: MATERIALS FOR THIS AGENDA WILL BE AVAILABLE FOR REVIEW IN THE ADC OFFICE, 235 S. BERETANIA STREET, SUITE 205, HONOLULU, HAWAII 96813 A MINIMUM OF 48 HOURS (WEEKENDS AND STATE AND FEDERAL HOLIDAYS EXCLUDED) PRIOR TO THE MEETING.

Agribusiness Development Corporation Non-Discrimination Statement

The Agribusiness Development Corporation does not discriminate on the basis of race, color, sex, national origin, age, or disability, or any other class as protected under applicable federal or state law, in administration of its programs, or activities, and the Agribusiness Development Corporation does not intimidate or retaliate against any individual or group because they have exercised their rights to participate in actions protected by, or oppose action prohibited by, 40 C.F.R. Parts 5 and 7, or for the purpose of interfering with such rights.

If you have any questions about this notice or any of the Agribusiness Development Corporation’s non-discrimination programs, policies, or procedures, you may contact:

Mark Takemoto
Acting Non-Discrimination Coordinator
235 S. Beretania St., Ste 205
Honolulu, HI 96813
(808) 586-0186
dbedt.adc.titlevi@hawaii.gov

If you believe that you have been discriminated against with respect to an Agribusiness Development Corporation program or activity, you may contact the Acting Non-Discrimination Coordinator identified above.

AGENDA

- A. Call to Order
 - B. Approval of Minutes
 - 1. Minutes from the October 1, 2025 Administration Committee
 - C. Action Items
 - 1. Establish goals and objectives of the committee. Deferred from October 1, 2025
 - 2. Setting fiscal year 2027 goals and objectives for the Executive Director, including establishing a mid-fiscal year and end-of-year evaluation schedule. Deferred from October 1, 2025
 - 3. Review fiscal year 2025 budget and actuals, status update regarding fiscal year 2026 budget, update on active contracts and projects, ADC budget planning for the 2028 fiscal year. Committee to determine milestones to provide the ADC Board of Directors a report and recommendation for the ADCs 2026, 2027, and 2028 fiscal year budget matters.
 - 4. Request for approval to accept grant funding from Ulupono Initiative LLC for a temporary administrative assistant position.
 - 5. Request that the Administration Committee formally review the Corporation's organizational chart so the Committee can review, advise, and make a formal recommendation to Department of Business, Economic Development, and Tourism (DBEDT) Deputy Director Wicker for DBEDT Director Tokioka's approval. Request the Administration Committee consider updating the Senior Executive Assistant job title to Deputy.
 - D. Informational Items
 - 1. None
-
- E. Adjourn

The Board may go into executive session on any agenda item pursuant to the exceptions provided under section §92-5, Hawaii Revised Statutes.

June 9, 2025

TO: ADC Board of Directors

FROM: The Permitted Interaction Group created March 20, 2025 to Conduct the Executive Director's Annual Evaluation covering July 1, 2024 to June 30, 2025, and Create Goals and Performance Measures for July 1, 2025 to June 30, 2026, as required by section 163D-3(e)-(f), Hawaii Revised Statutes

Re: Report on Executive Director's Evaluation; recommendation on retention of the Executive Director for fiscal year 2026; Executive Director salary recommendation for fiscal year 2026; and Executive Director goals and performance measures for fiscal year 2026

Contents of Report:

Pages 1-2: 1 - ADC ED Evaluation Overview Report Final 5-2025

Pages 3-8 1a - ADC ED Evaluation Final Okuhama 5-2025

Pages 9-14 1b - ADC ED Evaluation Final Tabata 5-2025

Pages 15-20 1c - ADC ED Evaluation Final Wicker 5-2025

Pages 21-26 2 - ADC ED Staff Evaluation Compilation Final 5-2025

Pages 27-28 2a - ADC ED Staff Survey Compilation (2-staff) 5-2025

Pages 29-32 3 - Wendy Gady Self Evaluation Memo 5-16-2025

Pages 33-38 ADC ED SMART GOALS FY 2026 FINAL 6-2-2025

THIS REPORT IS FOR USE AT THE JUNE 19, 2025 BOARD MEETING.

THIS INFORMATION IS CONFIDENTIAL AND IS NOT TO BE FURTHER DISSEMINATED.

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Agribusiness Development Corporation (ADC)

Executive Director Annual Evaluation Report

Date: May 02, 2025

Submitted by: Evaluation Committee – Permitted Interaction Group

I. Introduction

Pursuant to the requirements for annual performance reviews, the Evaluation Committee (Permitted Interaction Group) conducted a performance evaluation of ADC Executive Director Wendy Gady covering the 2024–2025 fiscal year. This review reflects individual assessments from Board members Lyle Tabata, Jason Okuhama, and Dane Wicker using the adopted evaluation framework. This report summarizes the findings, identifies strengths and areas for improvement, and provides a final recommendation regarding retention and salary adjustment.

II. Summary of Evaluation Scores

Overall Performance Score Average: 2.97

Overall Success Assessment Average: 2.89

Performance ratings are based on a 5-point scale: 5 = Outstanding; 4 = Exceeds Expectations; 3 = Fully Capable; 2 = Needs Improvement; 1 = Unsatisfactory

III. Key Strengths

- External Engagement & Visibility: Demonstrated strong outreach and stakeholder presence.
- Progress on Inherited Projects: Completed Dole Wells acquisition and addressed key operational issues.
- Commitment to Mission: Continued advancement of ADC's mission despite structural limitations.

IV. Key Areas for Improvement

- Strategic Planning: A comprehensive strategic plan remains pending.
- Internal Systems: Need for staff development, cross-training, and structured evaluations.
- Delegation: Lack of formal delegation structure, particularly during legislative session periods.
- Communication with Board: Inconsistent timeliness and completeness of board packages.

- **Credibility and Accountability:** Need for accurate communications and ownership of agency decisions.

V. Evaluation Committee Recommendation

- **Retention:** Recommend retention, with clear performance improvement conditions.
The Executive Director has demonstrated capability in advancing ADC's visibility and addressing key inherited projects. However, significant improvements are needed in strategic planning, staff leadership, communication, and internal systems.
- **Salary Adjustment:** Do not recommend a salary increase at this time. Current performance reflects a "Fully Capable" to "Needs Improvement" range. A salary adjustment should be contingent upon meeting clearly defined performance benchmarks.

VI. Recommended Performance Benchmarks (FY 2025-2026)

1. **Strategic Plan Submission** – Deliver a comprehensive ADC strategic plan by Q1 FY25-26.
2. **Internal Systems** – Implement formal staff evaluation and cross-training systems.
3. **Staff Development** – Improve retention and define a clear organizational chart with delegated responsibilities.
4. **Board Communication** – Improve timeliness and completeness of board packages and major project updates.
5. **Credibility & Ownership** – Ensure communications are accurate, vetted, and coordinated internally before release.

These benchmarks will serve as measurable indicators for future evaluations.

VII. Attachments

1. Evaluation Form – Lyle Tabata
2. Evaluation Form – Jason Okuhama
3. Evaluation Form – Dane Wicker

**Agribusiness Development Corporation (“ADC”)
Executive Director’s Annual Performance Review
FYE June 2025 – Jason Okuhama**

Overall Performance Score Average: **3.14 Average**

Overall Success Assessment Average: **2.83 Average**

Performance Definitions:

5 = Outstanding; 4 = Significantly Exceeds Expectations; 3 = Fully Capable; 2 = Needs Improvement; 1 = Unsatisfactory

1. LEADERSHIP, ADMINISTRATION, MANAGEMENT: - 3.29 Average

Plan, organize, coordinate, and direct daily operations. Lead with clear communication, transparency, and commitment to ADC’s mission. Develop short and long-term strategic plans in collaboration with the Board. Implement Board-approved goals and objectives. Oversee daily operations, manage unforeseen work issues, and make timely decisions. Anticipate emerging needs and promote adaptability. Develop and execute budgets, oversee procurement, ensure compliance with laws and regulations, and manage risks.

Performance Factor	Performance From 5 to 1	Comments
Leadership Skills	3	ED’s external leadership skills appear capable however internal leadership needs improvements
Strategic Planning (Short & Long-term)	3	Waiting on OPSD & UHCDC for plan; ED needs to work and focus within what is being dictated by external factors
Implementation of Goals and Objectives	3	2024-2025 Board goals & objectives not provided to ED until February 2025; needs to work and focus on projects existing projects and responsibilities
Oversight of Daily Operations & Organization of Work	3	Needs to delegate more mgmt responsibilities to assistant especially during legislative session; staff flow chart requires assistant to ED
Problem Solving & Decision Making	3	ED seems to address problems quickly and makes sound decisions; will defer to AG when necessary; attempts to take on too many projects
Anticipation of Needs, Changing Conditions & Environment	3	ED quickly learning & improving on the changing environment especially with legislature, politicians on all islands, and community groups.
Budgeting & Economic Management	3.5	Budget is dictated by legislative funding or non-funding, and DBEDT. Board needs to work closer and provide input to ED on proposed budgets
Compliance	3.0	ED works closely with AG’s office to maintain compliance and keeps Board

		advised of compliance issues.
Risk (Liability) Management	3	ED works closely with AG's office to minimize risk exposure and seeks Board input
Dole Wells Acquisition: Progress on securing acquisition documents and funding by Q4 FY 2024/2025.	5	Appears that Dole Well acquisition has been completed
PIG Facilitation: Effectiveness in facilitating Permitted Interaction Group (PIG) meetings and submitting timely progress reports.	4	Appears that PIG meetings are scheduled once established and follows strict time frames
Strategic Infrastructure Planning: Development and implementation of a five-year strategic infrastructure improvement plan by Q2 FY26.	3	This requires qualified staff to navigate and is dependent on funding by Legislature. Waiting on OPSP & UHCD for strategic plan; input from Dane

2. STAFF DEVELOPMENT: - 2.71 Average

Foster a high-performance team through mentorship, coaching, and promoting personal growth opportunities. Encourage decision-making and foster a positive organizational culture. Maintain open communications with staff, establish evaluations and reviews, create a positive workplace environment, and work to retain staff.

Performance Factor	Performance From 5 to 1	Comments
Staff Development & Performance	3	Needs to improve on Staff development at all levels
System for Evaluations	2.5	Needs to create system to monitor staff's work, performance, & evaluations
Culture of Collaboration, Accountability, and Inclusivity	3.5	ED appears to be inclusive and collaborates with Staff; holds staff gatherings; and accountability
Staff Retention	2.5	Both Accountant Staff left ADC; needs to improve on staff retention; seek Board/DBEDT input if retention is an issue
Staff Meetings: Conduct a minimum of 26 bi-weekly staff meetings within FY 2024/2025.	3.5	Staff meetings are held weekly with no negative comments from Staff
Cross-Training & Continuing Education: Ensure 80% of staff complete cross-training sessions and 75% participate in continuing education by FY end.	2	Need system to monitor continuing education and staff cross-training
Grant Writer Hiring: Successful hiring of a qualified grant writer by Q4 FY 2024/2025.	2	Grant Writer not hired; Staff assigned grant writing responsibilities to Staff, DBEDT and 3 rd party

3. MANAGEMENT – 3.5 Average

Enhance administrative and operational efficiency through effective management systems and compliance practices.

Performance Factor	Performance From 5 to 1	Comments
File Management System: Implementation and operational effectiveness of electronic/physical file storage by Q3 FY 2024/2025.	3	File management systems are being implemented; not sure of current status
Records Retention Policy: Development and adherence to ADC-specific records retention policies by Q2 FY 2024/2025.	3.5	Physical records have been reorganized; not sure of current status
Audit Compliance: Addressing 100% of outstanding audit findings by June 30, 2025.	4.0	Major audit issues have been addressed but not 100% completed; needs more Staff time to address

4. BOARD RELATIONS – 3.5 Average

Maintain open communication with the Board, provide timely and comprehensive reports, and support informed decision-making.

Performance Factor	Performance From 5 to 1	Comments
Weekly Reports: Timely submission and uploading of Executive Director Weekly Reports within 48 hours.	4.5	Weekly ED reports are timely except when traveling and during session
Board Packages: Distribution of comprehensive board packages at least five business days before meetings.	3	Timely distribution of Board Packages needs improvement
Major Project Schedule Updates: Quarterly updates to the CIP Major Project Schedule.	3	Major project schedule updates are provided; improve on updated project details to Board

5. PERSONAL DEVELOPMENT – 2.83 Average

Commit to professional growth, effective delegation, and enhancing ADC's public image.

Performance Factor	Performance From 5 to 1	Comments
Delegation & Leadership Development: Bi-monthly check-ins with the Board Chair to assess progress.	3	ED needs to delegate more leadership responsibility to "unofficial" Assistant ED; position needs to be below ED on ADC Organization Chart and above other positions
Professional Growth: Completion of at least two professional development courses annually.	3	Need system to monitor annual development courses; report to Board Chair

Public Image & Media Engagement: Issuance of at least three public relations statements or media engagements annually.	2.5	Previous PR did not meet expectations and contract was not renewed; Need to monitor new PR company's performance
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6. INTER-GOVERNMENTAL AND COMMUNITY RELATIONS – 3.0 Average

Establish positive relations with government agencies, private and non-profit sectors, and the community at large.

Performance Factor	Performance From 5 to 1	Comments
Oral Communication	4	Excellent oral communication skills to Board and slightly lower Staff reviews
Written Communication	3.5	Excellent written communication skills to Board and lower Staff reviews
Coordination/Collaboration	3.5	Seems to handle the scale of ADC workload requiring strong coordination and collaboration skills with Staff, legislature, and community organizations
Credibility	2	Good feedback from Ag community and organizations; ED instills feelings of strong support of agriculture; needs to improve credibility with major stakeholders and take ownership as ED of ADC
Stakeholder Engagement: Conduct at least three stakeholder engagement sessions annually.	3	Meets with various stakeholders on a regular basis but, takes on too many meetings and engagements, and spreads herself thin; needs to delegate more responsibility to unofficial Assistant ED
Media Presence: Issuance of quarterly public updates and media releases, with a target of increasing positive media coverage by 25% annually.	2	Monitor new PR company on performance going forward

OVERALL SUCCESS ASSESSMENT: - 2.83 Average

1. Implementation of ADC's mission and goals.	5	4	3	2	1
2. Progress in moving ADC forward.	5	4	3	2	1
3. Handling of media, community, and legislative relations.	5	4	3	2	1
4. Achievement of Board-set goals. No Goals & Objectives provided	5	4	3	2	1

by Board

- | | | | | | |
|---|---|---|---|---|---|
| 5. Efficiency and thoroughness of communication to the Board. | 5 | 4 | 3 | 2 | 1 |
| 6. Establishment of a positive staff environment, ethical adherence,
and mission-driven focus. | 5 | 4 | 3 | 2 | 1 |
| 7. Projection of a positive image and clear direction for ADC. | 5 | 4 | 3 | 2 | 1 |

Performance Highlights:

- What were the Executive Director's performance highlights relative to set goals and objectives?

Wendy Gady has been able to hit the ground running when first employed as ED. She has been able to handle projects inherited as well as the numerous projects funded by the Legislature, and fully staff ADC. However, being pulled in many directions, she has not been able to adequately manage staff, collaborate better, be more inclusive, and be more informative with all Staff levels. ED needs to be more accountable for actions and decisions. And better decision making on projects not mandated by funding.

Note: *I do not know of many individuals who have the ability and energy to manage the projects being directed/funded to ADC, provide outreach and attend meetings, and manage/supervise Staff. An Assistant ED position becomes more needed and required as projects increase.*

Areas for Improvement:

- What could have been improved regarding the Executive Director's performance?

OVERALL EVALUATION (Please check one): ____ Outstanding ____ Significantly Exceeds Expectations **X** Fully Capable ____ Needs Improvement ____ Unsatisfactory

Evaluator's Signature: **Jason T. Okuhama**

Date: **April 28, 2025**

Executive Director's Signature: _____ Date: _____

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**Agribusiness Development Corporation (“ADC”)
Executive Director’s Annual Performance Review
FYE June 2025 – Lyle Tabata**

Overall Performance Score Average: **2.77 Average**

Overall Success Assessment Average: **2.83 Average**

Performance Definitions:

5 = Outstanding; 4 = Significantly Exceeds Expectations; 3 = Fully Capable; 2 = Needs Improvement; 1 = Unsatisfactory

1. LEADERSHIP, ADMINISTRATION, MANAGEMENT: - 2.96 Average

Plan, organize, coordinate, and direct daily operations. Lead with clear communication, transparency, and commitment to ADC’s mission. Develop short and long-term strategic plans in collaboration with the Board. Implement Board-approved goals and objectives. Oversee daily operations, manage unforeseen work issues, and make timely decisions. Anticipate emerging needs and promote adaptability. Develop and execute budgets, oversee procurement, ensure compliance with laws and regulations, and manage risks.

Performance Factor	Performance From 5 to 1	Comments
Leadership Skills	2	Employee input shows need for improvement.
Strategic Planning (Short & Long-term)	3	Pending outcome of OP, however ED should take ownership of in process initiatives.
Implementation of Goals and Objectives	2.5	Needs to delegate workload to staff so things do not get lost.
Oversight of Daily Operations & Organization of Work	2	Delegation of certain daily operations should be priority to allow ED to deal with external needs.
Problem Solving & Decision Making	3	If she can shed some of the load will become more effective.
Anticipation of Needs, Changing Conditions & Environment	3	The environment continues to pull her in multiple directions, delegating certain tasks.
Budgeting & Economic Management	3	I question how much the accounting software is implemented for fiscal management.
Compliance	3	Has she completed the necessary DHURD, DPEDT Policy and Fiscal specific training?
Risk (Liability) Management	3	Same as above.
Dole Wells Acquisition: Progress on securing acquisition documents and funding by Q4 FY 2024/2025.	5	Completed?
PIG Facilitation: Effectiveness in facilitating Permitted Interaction Group (PIG) meetings and submitting timely progress reports.	3	Not sure if this is more a Board Chair function.

Strategic Infrastructure Planning: Development and implementation of a five-year strategic infrastructure improvement plan by Q2 FY26.	3	I believe we need a Project or Staff Engineer to support the needs of ADC.
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2. STAFF DEVELOPMENT: - 2.29 Average

Foster a high-performance team through mentorship, coaching, and promoting personal growth opportunities. Encourage decision-making and foster a positive organizational culture. Maintain open communications with staff, establish evaluations and reviews, create a positive workplace environment, and work to retain staff.

Performance Factor	Performance From 5 to 1	Comments
Staff Development & Performance	2.5	Employee feedback shows the need for subordinate improvement plans are required for them.
System for Evaluations	2.5	Staff feedback shows a definite need for improvement.
Culture of Collaboration, Accountability, and Inclusivity	2	Based on Staff feedback, we need to have an improved communication line drawn.
Staff Retention	2	Need staff retention numbers
Staff Meetings: Conduct a minimum of 26 bi-weekly staff meetings within FY 2024/2025.	3	I've sat on a few, in person and remote, should have a written agenda to insure nothing is missed especially when reviewing BOD meeting agenda.
Cross-Training & Continuing Education: Ensure 80% of staff complete cross-training sessions and 75% participate in continuing education by FY end.	2	Need a matrix of what has been completed or implemented. Staff feedback need more direction on what and who.
Grant Writer Hiring: Successful hiring of a qualified grant writer by Q4 FY 2024/2025.	2	Seems that she has decided to use DBEDT staff and others, need to have staff involvement too.

3. MANAGEMENT – 2.67 Average

Enhance administrative and operational efficiency through effective management systems and compliance practices.

Performance Factor	Performance From 5 to 1	Comments
File Management System: Implementation and operational effectiveness of electronic/physical file storage by Q3 FY 2024/2025.	2	Status?
Records Retention Policy: Development and adherence to	2	Status

ADC-specific records retention policies by Q2 FY 2024/2025.		
Audit Compliance: Addressing 100% of outstanding audit findings by June 30, 2025.	4	My understanding is that has been completed?

4. BOARD RELATIONS – 3.33 Average

Maintain open communication with the Board, provide timely and comprehensive reports, and support informed decision-making.

Performance Factor	Performance From 5 to 1	Comments
Weekly Reports: Timely submission and upload of Executive Director Weekly Reports within 48 hours.	5	Very timely question board members read all, maybe the executive summary version?
Board Packages: Distribution of comprehensive board packages at least five business days before meetings.	2	Staff need to ensure completeness, set timelines to complete fire before bringing forward.
Major Project Schedule Updates: Quarterly updates to the CIP Major Project Schedule.	3	The information is there, and a PM could improve each package.

5. PERSONAL DEVELOPMENT – 2.67 Average

Commit to professional growth, effective delegation, and enhancing ADC's public image.

Performance Factor	Performance From 5 to 1	Comments
Delegation & Leadership Development: Bi-monthly check-ins with the Board Chair to assess progress.	3	I think that she needs more staff to adequately delegate functions or up the quality of staff.
Professional Growth: Completion of at least two professional development courses annually.	3	I believe she has completed 1?
Public Image & Media Engagement: Issuance of at least three public relations statements or media engagements annually.	2	I was not impressed with the initial vendor selected, waiting to see the new firms performance.

6. INTER-GOVERNMENTAL AND COMMUNITY RELATIONS – 2.67 Average

Establish positive relations with government agencies, private and non-profit sectors, and the community at large.

Performance Factor	Performance From 5 to 1	Comments
Oral Communication	3	We speak almost daily on some issues; timely responses are excellent. Not sure about the rest of

		the staff, from staff feedback there is need to improve.
Written Communication	4	She writes well.
Coordination/Collaboration	2	Staff feedback shows need to improve.
Credibility	2	ED needs to take time out before pulling the trigger on emotional issues, gather all the facts. Feedback from stakeholders, she needs to take ownership at this point and not point at the BOD as it was their decision.
Stakeholder Engagement: Conduct at least three stakeholder engagement sessions annually.	3	ED may be trying to engage in too many, delegation of some. She needs to take feedback seriously and follow up take ownership.
Media Presence: Issuance of quarterly public updates and media releases, with a target of increasing positive media coverage by 25% annually.	2	I want to wait and see how the new firm moves forward, not impressed with the first firm.

OVERALL SUCCESS ASSESSMENT: - 2.83 Average

1. Implementation of ADC's mission and goals.	5	4	3	2	1
2. Progress in moving ADC forward.	5	4	3	2	1
3. Handling of media, community, and legislative relations.	5	4	3	2	1
4. Achievement of Board-set goals.	5	4	3	2	1
5. Efficiency and thoroughness of communication to the Board.	5	4	3	2	1
6. Establishment of a positive staff environment, ethical adherence, and mission-driven focus.	5	4	3	2	1
7. Projection of a positive image and clear direction for ADC.	5	4	3	2	1

Performance Highlights:

- What were the Executive Director's performance highlights related to set goals and objectives? ED is very energetic; however, feedback seems to indicate that the employees are seeking a more collaborative environment, and some are totally in the dark. For me it starts at the bottom of the ladder. Also from stakeholder feedback, she needs to take ownership of her agency.

Areas for Improvement:

- What could have been improved regarding the Executive Director's performance?

OVERALL EVALUATION (Please check one): ____ Outstanding ____ Significantly Exceeds Expectations ____ Fully Capable X Needs Improvement ____ Unsatisfactory

Evaluator's Signature: _____ Date: _____

Executive Director's Signature: _____ Date: _____

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Evaluator: Dane Wicker
Date: April 25, 2025

**Agribusiness Development Corporation ("ADC")
Executive Director's Annual Performance Review
FYE June 2025**

Overall Performance Score Average: **3.00**
Overall Success Assessment Average: **3.00**

Performance Definitions:

5 = Outstanding; 4 = Significantly Exceeds Expectations; 3 = Fully Capable; 2 = Needs Improvement; 1 = Unsatisfactory

1. LEADERSHIP, ADMINISTRATION, MANAGEMENT: 3.12

Plan, organize, coordinate, and direct daily operations. Lead with clear communication, transparency, and commitment to ADC's mission. Develop short and long-term strategic plans in collaboration with the Board. Implement Board-approved goals and objectives. Oversee daily operations, manage unforeseen work issues, and make timely decisions. Anticipate emerging needs and promote adaptability. Develop and execute budgets, oversee procurement, ensure compliance with laws and regulations, and manage risks.

Performance Factor	Performance From 5 to 1	Comments
Leadership Skills	2.5	Staff noted unclear direction, low to no morale among employees.
Strategic Planning (Short & Long-term)	3	Staff observed a lack of clear strategic planning; many initiatives inherited without a forward-looking plan.
Implementation of Goals and Objectives	2.75	Progress noted on inherited projects, but gaps in new initiative ownership and licensing issues.
Oversight of Daily Operations & Organization of Work	2.5	Assistant ED handles daily operations; ED often disconnected from daily management needs.
Problem Solving & Decision Making	3	Addresses issues, but lack of consistent accountability and overextension across too many projects noted.
Anticipation of Needs, Changing Conditions & Environment	3	Adapting to external changes, but staffing vacancies remained unaddressed for months.
Budgeting & Economic Management	3.25	Budgeting is reactive to legislative funding; concerns about oversight with no Accountant for extended period.
Compliance	3	Compliance issues noted, including late Board minutes and inconsistent internal tracking.

Evaluator: Dane Wicker

Date: April 25, 2025

Risk (Liability) Management	3	No clear SOPs for key activities; ad hoc management observed.
Dole Wells Acquisition: Progress on securing acquisition documents and funding by Q4 FY 2024/2025.	5	Completion confirmed; viewed positively.
PIG Facilitation: Effectiveness in facilitating Permitted Interaction Group (PIG) meetings and submitting timely progress reports.	3.5	Scheduled meetings were effective; could improve timeliness of reporting.
Strategic Infrastructure Planning: Development and implementation of a five-year strategic infrastructure improvement plan by Q2 FY26.	3	Requires additional technical staff to advance major infrastructure plans.

2. STAFF DEVELOPMENT: 2.5

Foster a high-performance team through mentorship, coaching, and promoting personal growth opportunities. Encourage decision-making and foster a positive organizational culture. Maintain open communications with staff, establish evaluations and reviews, create a positive workplace environment, and work to retain staff.

Performance Factor	Performance From 5 to 1	Comments
Staff Development & Performance	2.75	Staff reported unclear roles, lack of mentorship, and no SOPs in place.
System for Evaluations	2.5	Occasional meetings occur but no formal evaluation system has been established.
Culture of Collaboration, Accountability, and Inclusivity	2.75	Staff cited the need for stronger communication lines and addressing unprofessional behavior.
Staff Retention	2.25	High turnover noted; key vacancies like Accountant V remain unfilled.
Staff Meetings: Conduct a minimum of 26 bi-weekly staff meetings within FY 2024/2025.	3.25	Meetings held regularly but would benefit from clearer agendas and action tracking.
Cross-Training & Continuing Education: Ensure 80% of staff complete cross-training sessions and 75% participate in continuing education by FY end.	2	No consistent system for monitoring training; roles remain unclear.
Grant Writer Hiring: Successful hiring of a qualified grant writer by Q4 FY 2024/2025.	2	Grant writer position was not filled; duties assigned to existing staff and external parties.

3. MANAGEMENT: 3.08

Evaluator: Dane Wicker
Date: April 25, 2025

Enhance administrative and operational efficiency through effective management systems and compliance practices.

Performance Factor	Performance From 5 to 1	Comments
File Management System: Implementation and operational effectiveness of electronic/physical file storage by Q3 FY 2024/2025.	2.5	Initial improvements made with file management but full implementation remains incomplete.
Records Retention Policy: Development and adherence to ADC-specific records retention policies by Q2 FY 2024/2025.	2.75	Progress made in reorganizing records, but consistency and formalization still lacking.
Audit Compliance: Addressing 100% of outstanding audit findings by June 30, 2025.	4	Major findings have been addressed, but completing 100% compliance requires more focused prioritization.

4. BOARD RELATIONS: 3.41

Maintain open communication with the Board, provide timely and comprehensive reports, and support informed decision-making.

Performance Factor	Performance From 5 to 1	Comments
Weekly Reports: Timely submission and uploading of Executive Director Weekly Reports within 48 hours.	4.75	Reports submitted timely with minor exceptions when traveling or during session.
Board Packages: Distribution of comprehensive board packages at least five business days before meetings.	2.5	Timeliness and completeness of Board packages need improvement; staff support structure needed.
Major Project Schedule Updates: Quarterly updates to the CIP Major Project Schedule.	3	Updates provided but require more detail and frequency for better Board oversight.

5. PERSONAL DEVELOPMENT: 2.88

Commit to professional growth, effective delegation, and enhancing ADC's public image.

Performance Factor	Performance From 5 to 1	Comments
Delegation & Leadership Development: Bi-monthly check-ins with the Board Chair to assess progress.	3	Delegation improving but structure around "Assistant ED" duties remains informal and unclear.
Professional Growth: Completion of at least two professional development courses annually.	2.9	Some professional development courses completed; need stronger tracking and reporting to Board.
Public Image & Media Engagement:	2.75	Previous PR efforts underperformed;

Evaluator: Dane Wicker

Date: April 25, 2025

Issuance of at least three public relations statements or media engagements annually.		current firm's performance yet to be fully assessed.
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6. INTER-GOVERNMENTAL AND COMMUNITY RELATIONS: 3.04

Establish positive relations with government agencies, private and non-profit sectors, and the community at large.

Performance Factor	Performance From 5 to 1	Comments
Oral Communication	3.5	Strong external communication; internal communication with staff needs strengthening.
Written Communication	3.25	External writing is effective; internal documentation and clarity vary.
Coordination/Collaboration	3.25	Good external coordination; internal collaboration inconsistent based on staff feedback.
Credibility	2.5	Credibility improving externally but concerns remain with major stakeholders and ownership of decisions.
Stakeholder Engagement: Conduct at least three stakeholder engagement sessions annually.	3	Engages stakeholders actively but tends to overextend without sufficient follow-up.
Media Presence: Issuance of quarterly public updates and media releases, with a target of increasing positive media coverage by 25% annually.	2.75	Efforts underway with new PR firm; prior media engagement activities were below expectations.

OVERALL SUCCESS ASSESSMENT: 3.0

1. Implementation of ADC's mission and goals.	5	4	3	2	1
2. Progress in moving ADC forward.	5	4	3	2	1
3. Handling of media, community, and legislative relations.	5	4	3	2	1
4. Achievement of Board-set goals.	5	4	3	2	1
5. Efficiency and thoroughness of communication to the Board.	5	4	3	2	1
6. Establishment of a positive staff environment, ethical adherence, and mission-driven focus.	5	4	3	2	1

Evaluator: Dane Wicker

Date: April 25, 2025

7. Projection of a positive image and clear direction for ADC. 5 4 **3** 2 1

Performance Highlights:

- What were the Executive Director's performance highlights relative to set goals and objectives?
 - Increased agency visibility and stakeholder outreach.
 - Completion of Dole Wells acquisition and advancement of major projects.
 - Established consistent reporting cadence for Board updates.

Areas for Improvement:

- What could have been improved regarding the Executive Director's performance?
 - Completion and implementation of a formal strategic plan.
 - Addressing staff development, retention, and workplace culture.
 - Strengthening internal management systems, compliance, and communication accuracy.
 - Improved ownership and accountability for decisions and public messaging.

OVERALL EVALUATION (Please check one): ____ Outstanding ____ Significantly Exceeds Expectations **X** Fully Capable **X** Needs Improvement ____ Unsatisfactory

Evaluator's Signature: _____

Date: _____

Executive Director's Signature: _____

Date: _____

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**Agribusiness Development Corporation (“ADC”)
Executive Director’s Annual Performance Review
FYE June 2025**

8 Staff Surveys with 2 blanks due to no interaction

Overall Performance Score Average: **3.23**

Overall Success Assessment Average: **3.24**

Performance Definitions:

5 = Outstanding; 4 = Significantly Exceeds Expectations; 3 = Fully Capable; 2 = Needs Improvement; 1 = Unsatisfactory

1. LEADERSHIP, ADMINISTRATION, MANAGEMENT: - 3.24 Average

Plan, organize, coordinate, and direct daily operations. Lead with clear communication, transparency, and commitment to ADC’s mission. Develop short and long-term strategic plans in collaboration with the Board. Implement Board-approved goals and objectives. Oversee daily operations, manage unforeseen work issues, and make timely decisions. Anticipate emerging needs and promote adaptability. Develop and execute budgets, oversee procurement, ensure compliance with laws and regulations, and manage risks.

Performance Factor	Performance From 5 to 1	Comments – from one Staff member only
Leadership Skills	4,2,3,4,N/A,3,2,4 = 3.14	Unclear direction; low to no morale
Strategic Planning (Short & Long-term)	3,2,4,4,N/A,3,4,4 = 3.13	Unclear
Implementation of Goals and Objectives	3,2,4,4,N/A,3,5,4 = 3.57	Land is still not licensed
Oversight of Daily Operations & Organization of Work	3,3,2,3,N/A,3,2,4 = 2.86	Ass’t ED handles daily mgmt.; but ED is not involved or aware
Problem Solving & Decision Making	3,2,3,4,N/A,3,2,5 = 3.14	Lack of accountability from ED & Board leadership
Anticipation of Needs, Changing Conditions & Environment	3,1,4,4,N/A,3,3,4 = 3.14	No Accountant V for 5 months
Budgeting & Economic Management	3,1,4,4,N/A,2,5,3 = 3.14	No accountant for 5 months; Contract scope of work not vetted by ED
Compliance	2,1,3,4,N/A,3,3,4 = 2.86	ADC Board Minutes several months late
Risk (Liability) Management	2,1,4,4,N/A,3,4,3 = 3.00	No SOP for document execution
Dole Wells Acquisition: Progress on securing acquisition documents and funding by Q4 FY 2024/2025.	3,N/A,4,3,N/A,N/A,5,N/A = 3.75 based on 4	
PIG Facilitation: Effectiveness in facilitating Permitted Interaction Group (PIG) meetings and submitting timely progress	3,3,2,4,N/A,N/A,4,3 = 3.17 based on 6	

reports.		
Strategic Infrastructure Planning: Development and implementation of a five-year strategic infrastructure improvement plan by Q2 FY26.	3,N/A,4,4,N/A,N/A,5,4 = 4.00 based on 5	

2. STAFF DEVELOPMENT: - 3.04 Average

Foster a high-performance team through mentorship, coaching, and promoting personal growth opportunities. Encourage decision-making and foster a positive organizational culture. Maintain open communications with staff, establish evaluations and reviews, create a positive workplace environment, and work to retain staff.

Performance Factor	Performance From 5 to 1	Comments
Staff Development & Performance	3,2,5,4,2,3,2,4 = 3.13	Aimless, unclear roles & responsibilities, no SOP
System for Evaluations	3,2,3,3,?,3,3,3 = 2.86	Occasional meetings on workload
Culture of Collaboration, Accountability, and Inclusivity	4,1,5,4,?,3,4,4 = 3.57	Unprofessional behavior unaccounted for
Staff Retention	3,1,2,4,?,3,2,3 = 2.57	Accountant V left 12/24, has not been filled
Staff Meetings: Conduct a minimum of 26 bi-weekly staff meetings within FY 2024/2025.	4,5,4,4,2,3,5,5 = 4.00	Staff meetings are held weekly
Cross-Training & Continuing Education: Ensure 80% of staff complete cross-training sessions and 75% participate in continuing education by FY end.	3,3,4,3,2,N/A,2,1 = 2.57	Cross-training has been taken advantage of; unclear roles and responsibilities
Grant Writer Hiring: Successful hiring of a qualified grant writer by Q4 FY 2024/2025.	3,2,4,3,N/A,N/A,1,N/A = 2.60	Grant writer not hired, staff assigned to work

3. MANAGEMENT – 3.27 Average

Enhance administrative and operational efficiency through effective management systems and compliance practices.

Performance Factor	Performance From 5 to 1	Comments
File Management System: Implementation and operational effectiveness of electronic/physical file storage by Q3 FY 2024/2025.	4,3,3,4,N/A,N/A,2,4 = 3.33	Overhaul and digital repository proposed and accepted in Q3 2024; currently implemented
Records Retention Policy: Development and adherence to	4,4,3,4,N/A,3,4 = 3.67	Physical records have been reorganized via critical internship

ADC-specific records retention policies by Q2 FY 2024/2025.		program
Audit Compliance: Addressing 100% of outstanding audit findings by June 30, 2025.	3,2,3,3,N/A,N/A,3,N/A = 2.80	Could be done if it was #1 priority of ED

4. BOARD RELATIONS – 3.30 Average

Maintain open communication with the Board, provide timely and comprehensive reports, and support informed decision-making.

Performance Factor	Performance From 5 to 1	Comments
Weekly Reports: Timely submission and uploading of Executive Director Weekly Reports within 48 hours.	2,5,4,4,3,N/A,3,5 = 3.71	
Board Packages: Distribution of comprehensive board packages at least five business days before meetings.	2,4,3,3,N/A,N/A,2,4 = 3.00	
Major Project Schedule Updates: Quarterly updates to the CIP Major Project Schedule.	3,N/A,3,3,N/A,N/A,3,4 = 3.20	

5. PERSONAL DEVELOPMENT – 3.20 Average

Commit to professional growth, effective delegation, and enhancing ADC's public image.

Performance Factor	Performance From 5 to 1	Comments
Delegation & Leadership Development: Bi-monthly check-ins with the Board Chair to assess progress.	3,N/A,4,3,N/A,N/A,2,3 = 3.00	
Professional Growth: Completion of at least two professional development courses annually.	3,N/A,3,4,N/A,N/A,3,1 = 2.8	
Public Image & Media Engagement: Issuance of at least three public relations statements or media engagements annually.	3,N/A,4,4,N/A,N/A,4,4 = 3.8	

6. INTER-GOVERNMENTAL AND COMMUNITY RELATIONS – 3.35 Average

Establish positive relations with government agencies, private and non-profit sectors, and the community at large.

Performance Factor	Performance From 5 to 1	Comments
Oral Communication	4,3,5,4,2,N/A,5,5 = 4.00	

Written Communication	3,3,4,4,2,N/A,2,5 = 3.29	
Coordination/Collaboration	3,2,4,4,2,N/A,3,5 = 3.29	
Credibility	3,1,3,4,2,N/A,4,4 = 3.00	
Stakeholder Engagement: Conduct at least three stakeholder engagement sessions annually.	4,1,3,3,2,N/A,4,4 = 3.00	
Media Presence: Issuance of quarterly public updates and media releases, with a target of increasing positive media coverage by 25% annually.	3,3,4,3,N/A,N/A,4,4 = 3.5	

OVERALL SUCCESS ASSESSMENT: - **3.24 Overall Average**

1. Implementation of ADC's mission and goals. 3,2,4,4,N/A,3,4,4 = 5 4 3 2 1
3.43
2. Progress in moving ADC forward. 3,2,4,4,3,3,3,4 = 5 4 3 2 1
3.25
3. Handling of media, community, and legislative relations. 5 4 3 2 1
4,4,4,4,3,3,4,5 = 3.88
4. Achievement of Board-set goals. 3,2,4,4,N/A,2,3,4 = 5 4 3 2 1
3.14
5. Efficiency and thoroughness of communication to the Board. 5 4 3 2 1
4,2,3,4,N/A,N/A,3,4 = 3.33
6. Establishment of a positive staff environment, ethical adherence, and mission-driven focus. 5 4 3 2 1
3,1,4,4,2,3,2,3 = 2.75
7. Projection of a positive image and clear direction for ADC. 5 4 3 2 1
3,2,3,4,2,3,2,4 = 2.88

Performance Highlights:

- What were the Executive Director's performance highlights relative to set goals and objectives? **Higher visibility of agency in industry and in politics.**

Areas for Improvement:

- What could have been improved regarding the Executive Director's performance?
ED needs t be honest and accountable with staff and not cow tow to legislators. Severe need for accountability of actions and decisions.

Communication with staff.

OVERALL EVALUATION (Please check one): ____ Outstanding ____ Significantly Exceeds Expectations **X,X** Fully Capable **X,X** Needs Improvement ____ Unsatisfactory

Evaluator's Signature: _____ Date: _____

Executive Director's Signature: _____ Date: _____

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ADC FY 2024-2025 Staff Survey

Please help inform our ADC Executive Director Permitted Interaction Group as we complete the ED's Evaluation.

This survey is adapted from Hawaii Business News' Annual Best Places to Work survey.

We request responses received by the ADC ED PIG by April 23, 2025.

In an effort to keep responses anonymous, do not put your name on the survey.

- Mahalo for your assistance, Board Members Lyle Tabata, Dane Wicker and Jason Okuhama

AVERAGE SCORE

Please tell us if you agree or disagree with the following statements using the rating options 1-4.	RATING				Optional: Feel free to include brief comments
	1 - Strongly Disagree	2 - Disagree	3 - Agree	4 - Strongly Agree	
LEADERSHIP AND PLANNING					
I understand the long-term strategy of this organization			X	X	3.5
I have confidence in the leadership of this organization		X	X		2.5
The leaders of this organization care about their employees' well being			X	X	3.5
Senior leaders live the core values of the organization			X	X	3.0
There is adequate planning of departmental objectives	X		X		2.0
There is adequate follow-through of departmental objectives	X		X		2.0
The leaders of this organization are open to input from employees		X	X		2.5
ORGANIZATIONAL CULTURE AND COMMUNICATIONS					
This organization's internal communications are frequent enough	X		X		2.0
This organization's internal communications are detailed enough	X		X		2.0
I have a good understanding of how this organization is doing financially	X		X		2.0
I can trust what this organization tells me		X	X		2.5
This organization treats me like a person, not a number		X	X		2.5
This organization gives me enough recognition for work that is well done		X	X		2.5
Staffing levels are adequate to provide quality products/services	X		X		2.0
Quality is a top priority with this organization	X		X		2.0
Safety is a top priority with this organization			X	X	3.0
I believe there is a spirit of cooperation within this organization			X	X	3.0
My employer enables a culture of diversity			X	X	3.5
I like the people I work with at this organization			X	X	3.0
At this organization, employees have fun at work			X	X	3.0
I feel I can express my honest opinions without fear of negative consequences		X	X		2.0
Changes that may affect me are communicated to me prior to implementation		X	X		2.5
ROLE SATISFACTION					

I like the type of work that I do			X	X	3.5
I am given enough authority to make decisions I need to make		X	X		2.0
I believe my job is secure		X	X		2.0
Deadlines at this organization are realistic	X	X			1.5
I feel I am valued in this organization			X	X	2.5
I feel part of a team working toward a shared goal			X	X	2.5
I am able to maintain a reasonable balance between work and my personal life			X	X	3.0
My job makes good use of my skills and abilities			X		X 3.5
I have a clear understanding of my job role			X	X	2.5
I understand the importance of my role to the success of the organization			X		X 3.5
Most days, I feel I have made progress at work			X	X	3.0
TRAINING, DEVELOPMENT AND RESOURCES					
This organization provided as much initial training as I needed	X		X		2.0
This organization provides as much ongoing training as I need	X	X			1.5
This organization provides the technology, equipment and resources I need to do my job well			X	X	3.0
The computer or other hardware I use to do my job is dependable			X	X	3.0
The software and program applications I use to do my job are adequate		X		X	2.5
Technology issues are resolved in a timely manner		X	X		2.0
Technology issues affecting my work are communicated to me in a timely manner			X	X	2.5
I understand what is expected for career advancement	X		X		2.0
I am encouraged to explore growth or advancement opportunities within the organization	X	X			1.5
There is room for me to advance at this organization	X		X		2.0
I trust that if I do good work, I will be considered for a promotion	X		X		2.0
OVERALL ENGAGEMENT					
Overall, I am very satisfied with my employer			X	X	2.5
Most days, I look forward to going to work			X	X	3.0
My job provides me with a sense of meaning and purpose			X	X	2.5
I am proud to work for this organization			X	X	3.0
I feel this organization has created an environment where I can do my best work		X	X		2.0
I am willing to give extra effort to help this organization succeed			X		X 3.5
I plan to continue my career with this organization for at least two more years			X	X	2.5
I would recommend this organization's products/services to a friend			X	X	2.5
I would recommend working here to a friend			X	X	2.5
- END OF SURVEY -					

DA: May 28, 2025

TO: Executive Director Evaluation, Goals and Objectives Permitted Interaction Group

FROM: Wendy Gady, Executive Director, Agribusiness Development Corporation

SUBJECT: Executive Director Self-Evaluation and Progress Summary

Dear Members of the Executive Director Evaluation, Goals and Objectives Permitted Interaction Group,

Please accept this memorandum as my formal self-evaluation, outlining key accomplishments, ongoing priorities, and forward-looking goals during the current reporting period. The following summary reflects the collective work of the Agribusiness Development Corporation (ADC) team and our continuing efforts to strengthen agriculture, food resilience, and public trust in our work.

I. Organizational Leadership & Communication

- Held **weekly staff meetings** to improve coordination, communication, and alignment across projects.
- Issued public announcements welcoming **new Board members** and highlighting key milestones, including coverage by **KHON**.
- Conducted a comprehensive **Board orientation and O'ahu asset tour** to build governance awareness and operational context.
- Provided testimony and coordination to support **Board appointments**, progressing toward a fully seated and functional Board.
- Improved **Board meeting preparation**, including timely agenda packets and better alignment with strategic goals.
- Supported two **legislative sessions**, tracking and testifying on key agriculture and infrastructure-related bills.

II. Project and Asset Development

- Successfully **closed the Dole Wells**, resolving a long-standing operational issue after **four years**—a major milestone in land and water resource management.

- Acquired the **Becks facility**, significantly enhancing ADC's infrastructure for value-added production and agribusiness.
- Executed **21 Rights of Entry**, enabling ongoing agricultural use of ADC-managed lands.
- Advanced **land release strategies** through PIG sessions addressing land access, solar energy, infrastructure, and distribution systems.
- Partnered with stakeholders on business plans for **egg-cracking** and **small animal slaughterhouse facilities**, supported by proposed legislation.
- Completed the **5-Year Capital Improvement Project (CIP) Plan** to guide long-term investment in statewide agricultural infrastructure.
- Led drafting of the agency's **strategic plan**, aligned with **HRS §163D** and informed by feedback from the Board, stakeholders, and industry.

III. Grants and Federal Funding (New Milestone)

Led ADC's **first-ever competitive and federal grant submissions**, including:

- **Defense Community Infrastructure Program (DCIP)**
- **WaterSMART** (U.S. Bureau of Reclamation)
- **Farm to School Grant Program** (USDA)
- **Federal earmark requests** submitted to the **Hawai'i Congressional Delegation**

These submissions reflect expanded organizational capacity and progress in diversifying ADC's funding streams.

IV. Audit Response, HR & Operational Capacity

- Continued implementation of responses to **audit findings**, including planning improvements and internal controls.
- Hired key staff: **Property Manager and Water Manager (Kaua'i)** and **Accountants IV and V**, enhancing operational and financial capacity.
- Resolved the **PMRF billing backlog**, improving fiscal tracking and compliance.

- Engaged with the **Department of Health and Board of Water Supply** regarding compliance issues, including progress on the **NPDES permit**.
- Launched a **comprehensive review of position descriptions** and began developing a **market-based compensation analysis** to support recruitment and retention of top-tier talent.

V. Professional Development & Organizational Culture

- Supported team professional growth, including **Ken Nakemoto's training** and **staff leave** (e.g., **Mark Takemoto's vacation**) for wellness and work-life balance.
- Completed the **Hawai'i Investment Ready (HIR) program**, strengthening internal strategy and funder engagement.
- Initiated **team-building efforts** to foster a collaborative and mission-aligned culture.
- Committed to **ongoing development** for both staff and leadership, especially in procurement, planning, and executive management.

VI. Strategic Alignment & Systems Improvement

- Advanced implementation of the **strategic plan**, ensuring compliance with **HRS §163D** and alignment with community and sector priorities.
- Improved budgeting processes to better reflect strategic priorities and operational needs.
- Committed to:
 - Expanding **knowledge of the state procurement process** to improve efficiency and compliance.
 - Implementing a **CIP estimating system** to increase accuracy in project budgeting and planning and to enhance support for legislative requests.

VII. Community & Sector Engagement

- Continued work with the **Wahiawā community**, including houselessness and agricultural land use initiatives.

- Partnered with the **Department of Education** to explore agricultural education and farm-to-school pathways.
 - Represented ADC at the **Ag Leadership Conference**, including leading a session to highlight agency progress and sector collaboration.
 - Engaged in **PIG sessions** covering land use, value-added production, solar energy, and distribution infrastructure.
-

VIII. Goals and Forward Commitments

As we look to the future, I am committed to the following goals:

- Continue improving **Board meeting preparation** and strategic alignment with governance needs.
 - Finalize and operationalize the **strategic plan**, rooted in **HRS §163D** and stakeholder input.
 - Complete the **position description review** and conduct a **compensation market analysis**.
 - Deepen **internal communication tools**, onboarding, and leadership development across the team.
 - Gain a **deeper understanding of the state procurement process** to reduce delays and enhance project delivery.
 - Deploy a **Capital Improvement Project estimating tool** to better forecast costs and guide funding requests and execution.
 - Improve response time to internal requests for information (i.e. C&Rs, Budget Questions, etc.)
-

Mahalo for your continued guidance and support. I remain fully committed to building an accountable, capable, and forward-looking organization that strengthens Hawaii's agricultural future.

Respectfully submitted,

**Agribusiness Development Corporation
Executive Director
Performance Goals and Objectives FY2026**

Annual Goals and Objectives:

1. LEADERSHIP & ADMINISTRATION

Specific Goals:

- **ADC Agribusiness Strategic Plan (ADC ASP):** Office of Planning and Sustainable Development (OPSD) and the University of Hawai'i Community Design Center (UHCDC) to provide the draft ADC ASP to the ADC Board by July 30, 2025. ADC ASP to be reviewed, refined, finalized, and rolled out by ADC Board by September 30, 2025. Staff continue to assist OPSD and UHCDC in completing the ADC ASP.
- **Property Acquisition:** Complete the acquisition of strategic agricultural lands and water systems including the East Kauai Irrigation System, Wahiawa Irrigation System by Q4 FY26.
- **Infrastructure Improvement Plan:** Develop and implement a five-year strategic infrastructure improvement development plan for ADC's assets, including irrigation systems, reservoirs, and post-harvest processing centers by Q2 FY26.
- **Food Security and AG Diversification:** Establish new initiatives to promote diversified agriculture and agribusiness innovation, including the Food and Product Innovation Network and the Regional Food Hubs by Q3 FY26.
- **Compliance and Risk Management:** Address and resolve 100% of outstanding audit findings by Q2 FY26.

Establish a comprehensive risk management framework, including liability assessments and mitigation strategies for agricultural operations by Q2 FY26.
- **External AG Training Programs:** Collaborate with educational institutions and workforce development organizations to create at least two new agricultural training programs focusing on irrigation management, agribusiness, food safety, and value-added production by Q4 FY26.

- **PIG Facilitation:** Track the number of Permitted Interaction Group (PIG) meetings facilitated with assigned staff and ensure 90% of meetings are completed on schedule with progress reports submitted to the ADC Board.

Measurable and Achievable:

- **ADC Agribusiness Strategic Plan:** Final ADC Agribusiness Strategic Plan rolled out by ADC Board by September 30, 2025.
- **Property Acquisition:** Status of acquisition of strategic agricultural lands and water systems by Q4 FY26.
- **Infrastructure Improvement Plan:** Five-year strategic infrastructure improvement development plan completed and implemented by Q2 FY26.
- **Food Security and AG Diversification:** Initiatives established by Q3 FY26.
- **Compliance and Risk Management:** 100% of outstanding audit findings addressed, resolved and reported to Board by Q2 FY26.
Comprehensive risk management framework established and implemented by Q2 FY26.

External AG Training Programs: Two new agricultural training programs established and implemented by Q4 FY26.

- **PIG Facilitation:** 90% of PIG meetings were on schedule and timely progress reports are submitted to Board.

2. MANAGEMENT & FISCAL STEWARDSHIP

Specific Goals:

- **Legislative Support & Advocacy:** Track and provide input on legislative bills annually that impact agricultural development and ADC's mission.
Develop policy recommendations to the Legislature on improving agricultural land use, irrigation infrastructure, and food security by Q1 FY26.
- **Financial Plan and Budget:** Develop a multi-year financial plan that aligns operational budgets with strategic priorities, ensuring fiscal sustainability by Q1 FY26.
- **Grant Opportunities:** Secure and manage grants, such as the WaterSMART Drought Grant and other federal funding opportunities to support agricultural

development with a target of securing at least \$10M in new funding by Q4 FY26.

- **Land Stewardship:** Maximize utilization of ADC's agricultural lands through new license agreements and awards by Q4 FY26.

Establish performance metrics and conduct annual evaluations for all active licenses to ensure optimal land and resource use.

- **Yardi System Implementation:** Yardi System to be running at full operational capacity to include land management by Q1 FY26. YARDI System to include water use agreements if it is best practical system available to ADC.

Measurable and Achievable:

- **Legislative Support & Advocacy:** Provided Legislature with input supporting agriculture development and ADC's mission before and during 2026 legislative session.

Provided policy recommendations to the Legislature, by Q1 FY26.

- **Financial Plan and Budget:** Multi-year financial plan developed, by Q1 FY26.
- **Grant Opportunities:** Report to ADC Board on all Grant opportunities applied for and status on a quarterly basis.
- **Land Stewardship:** Report to ADC Board on the increase in ADC Ag land licenses between FYE 25 to FYE 26. Report provided to ADC Board on a quarterly basis.
- **Yardi System:** Yardi System fully operational and generating reports on land management, and if applicable, water use agreements. Ongoing quarterly reports provided to ADC Board starting Q1 FY26.

3. STAFF DEVELOPMENT

Specific Goals:

- **Staff Meetings:** Conduct bi-weekly staff meetings to ensure alignment with organizational goals and implement a quarterly performance review system by Q2 FY26.
- **Cross Training:** Introduce cross-training programs for 100% of staff to enhance operational flexibility and knowledge sharing by Q3 FY26.

- **Work Monitoring System:** Conduct staff quarterly performance reviews to adjust and balance staff workload.
- **Continuing Education:** Achieve at least 100% staff participation in one State DHRD or private training by Q4 FY26.
- **Staff Positions:** Hire key personnel including a grant writer, climate-resilient food network manager, and Kauai water management team to strengthen internal capacity by Q2 FY26.

Measurable and Achievable:

- **Staff Meetings:** Confirm 26 bi-weekly staff meetings held in FY26.
- **Work Monitoring System:** Quarterly report to ADC Board on workload distribution and balance, to not burn out staff.
- **Cross Training:** Confirmed 100% of staff completed at least one cross-training program by Q4 FY26.
- **Continuing Education:** Confirmed 100% staff participation by Q4 FY26.
- **Staff Positions:** All staff positions filled by Q2 FY26. ADC Board is kept informed on changes in open and filled staff positions.

4. BOARD RELATIONS

Specific Goals:

- **Weekly Reports:** Ensure 100% of ED Weekly Reports are submitted on time and uploaded to the ADC website within 48 hours.
- **Timely Board Packages:** Distribute comprehensive Board packages at least five business days before each meeting, maintaining 100% on-time delivery rate. Allows Board sufficient time to review meeting materials and time for any questions.
- **Major Project Schedule:** Update and share the CIP Major Project Schedule quarterly. Allows detailed tracking and reporting of CIP projects and strategic plan progress.

Measurable and Achievable:

- **Weekly Reports:** Monitor/confirm Weekly Reports submitted on time and uploaded to ADC website within 48 hours.
- **Board Packages:** Monitor/confirm receipt of Board packages 5 business days prior to each Board Meeting with 100% on-time delivery.
- **Major Project Schedule:** Monitor/confirm receipt of quarterly CIP Major Project Schedule.

5. COLLABORATION, COMMUNITY RELATIONS AND MEDIA

Specific Goals:

- Conduct at least three stakeholder engagement sessions annually to gather input and feedback on ADC projects and initiatives.
- Partner with industry associations, such as the Hawaii Farm Bureau and University of Hawaii, to enhance public outreach and education efforts on agricultural innovations.
- Ensure that ADC projects align with statewide agricultural plans and goals, including the State's mandate to double food production by 2030, with progress reports submitted bi-annually to the Legislature.
- Issue quarterly public updates or media releases highlighting ADC's accomplishments, including project milestones, funding achievements, and strategic partnerships. Improved public perception through stakeholder feedback throughout FY26.
- Establish a media relations strategy to promote ADC's role in supporting Hawaii's agricultural resilience, with a goal of increasing positive media coverage by 25% by Q4 FY26.

Measurable and Achievable:

- Confirm minimum three stakeholder engagement sessions by Q4 FY26.
- Confirm partnerships with external organizations and public outreach.
- Board oversight that ADC's efforts align with statewide AG plans and goals and bi-annual progress report submitted to Legislature.

- Monitor/confirm three public relations statements or media engagements by Q4 FY 2026. And collaboration with ADC's public relations companies.
- Monitor/confirm implementation of media relations strategy in FY26, with positive media coverage. ADC contracted media company to track increasing positive media coverage and provide metrics on improvement.

6. PERSONAL DEVELOPMENT

Specific Goals:

- **Mentorship:** Executive Director to work with Mentor, Board Member Glen Hong, to improve executive management of ADC including staff optimization, internal and external priorities, plan and schedule of department activities and execution.

Board shall create a FY 2026 Mentorship Permitted Interaction Group ("PIG") to discuss mentorship efforts and impact.

- **Leadership Delegation:** Conduct bi-monthly check-ins with the ADC Board Chair to assess progress in delegation and leadership distribution.
- **Professional Growth:** Complete at least two professional development courses by Q4 FY26.
- **Retention and Salary Increase:** ADC ED to prepare performance-based self-evaluation to justify yearly salary adjustment by May 15, 2026.

Measurable and Achievable:

- **Mentorship:** Mentor Glen Hong to report to Mentorship ED PIG on monthly basis for Q1 FY26. Ongoing Mentorship ED PIG meetings to be determined after Q1 FY26.
- **Leadership Delegation:** ADC Board Chair to provide status on delegation and leadership distribution prior to FY26 ED Evaluation.
- **Professional Growth:** Confirm ED completion of two professional development courses by Q4 FY26.
- **Retention and Salary Increase:** Receipt of ED Self-evaluation by May 15, 2026.

ADC FY2025 budget actual

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**ITEM
C - 3**

Agribusiness Development Corporation (ADC)

2025 actual summary

G-25-161 Revenues	FY2025 Budget	FY2025 Actual	Variance
Legislative Appropriation	3,430,359.00	3,520,359.00	90,000.00
Restriction	(243,036.00)	(243,036.00)	-
Total Revenues	3,187,323.00	3,277,323.00	90,000.00
G-25-161 Expenditures FY2025	Budget	Actual	Variance
Kekaha	-	250.50	250.50
Galbraith	620,000.00	587,025.52	(32,974.48)
East Kauai		1,266.04	1,266.04
East Kauai irrigation System	500,000.00	441,788.79	(58,211.21)
Whitmore 24 (UH)	-	225,000.00	225,000.00
Whitmore Wings	-		-
Whitmore 256	325,000.00	82,120.82	(242,879.18)
Paalaa Uka	120,000.00		(120,000.00)
Kalepa	255,000.00	253,248.21	(1,751.79)
Kunia	205,000.00		(205,000.00)
Payroll	1,068,174.00	901,822.32	(166,351.68)
Admin	94,149.00	113,284.26	19,135.26
Insurance		4,560.19	4,560.19
Transfer to Special fund			-
Waiahole Water System			-
Total Expenditures	3,187,323.00	2,610,366.65	(576,956.35)
Revenue less expenditure	-	666,956	666,956

ADC FY2025 budget actual

Page 2 of 3

Agribusiness Development Corporation			
S-25-312 Revenues	FY2025 Budget	FY2025 Actual	Variance
Kekaha	579,122.00	241,107.15	(338,014.85)
Galbraith	386,517.00	533,076.19	146,559.19
OHA/DHHL (Ceded Land Fee)	(408,282.00)	(336,856.47)	71,425.53
Navy 2468	490,498.00	-	(490,498.00)
Misc	10,500.00	70,893.62	60,393.62
East Kauai (Kalepa)	216,914.00	107,596.46	(109,317.54)
Whitmore 24	56,952.00	22,746.00	(34,206.00)
Tamura Warehouse	19,166.00	17,569.20	(1,596.80)
Whitmore 256	118,354.00	125,206.86	6,852.86
Kalaelo Rendering Plant	37,120.00	27,840.06	(9,279.94)
Dole 73	1,741.00	1,451.20	(289.80)
Paalaa Uka	94,526.00	76,904.66	(17,621.34)
Other	-	2,003,763.43	2,003,763.43
Total Revenues	1,603,128.00	2,891,298.36	1,288,170.36
S-25-312 Expenditures FY2025	Budget	Actual	Variance
Kekaha	557,620.00	203,406.06	(354,213.94)
Galbraith	575,850.00	382,181.24	(193,668.76)
East Kauai (Kalepa)	-	14,987.87	14,987.87
Whitmore 24	911,990.40	914,901.09	2,910.69
Whitmore 256	-	185,457.04	185,457.04
Whitmore 194	-	23,344.59	23,344.59
Paalaa Uka	93,750.00	-	(93,750.00)
Payroll	327,229.00	-	(327,229.00)
Admin	221,719.60	363,668.90	141,949.30
Insurance	200.00	-	(200.00)
Other	15,050.00	19,288.51	4,238.51
Total Expenditures	2,703,409.00	2,107,235.30	(596,173.70)
Revenue less expenditure	(1,100,281)	784,063	1,884,344

ADC FY2025 budget actual

Page 3 of 3

Waiahole Water System	FY2025	FY2025	
S-24-325 Revenues	Budget	Actual	Variance
Water Delivery	1,440,454.00	1,431,379.61	(9,074.39)
Investment Earnings	12,500.00	51,811.59	39,311.59
Total Revenues	1,452,954.00	1,483,191.20	30,237.20
S-325 Expenditures FY2025	Budget	Actual	Variance
Payroll	556,541.00	624,792.45	68,251.45
GO Bond Repayment	433,468.00	425,635.19	(7,832.81)
Admin	279,594.00	109,867.07	(169,726.93)
Machinery and Equipment	40,000.00	9,579.22	(30,420.78)
Insurance	-	1,000.00	1,000.00
Materials & Supplies	71,400.00	15,884.42	(55,515.58)
R & M	71,951.00	7,918.55	(64,032.45)
Total Expenditures	1,452,954.00	1,194,676.90	(258,277.10)
Revenue less expenditure		288,514	288,514

JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA



GOV. MSG. NO. 1353

EXECUTIVE CHAMBERS
KE KE'ENA O KE KIA'ĀINA

June 30, 2025

The Honorable Ronald D. Kouchi
President of the Senate,
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawai'i 96813

The Honorable Nadine Nakamura
Speaker, and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawai'i 96813

Aloha President Kouchi, Speaker Nakamura, and Members of the Legislature:

This is to inform you that on June 30, 2025, the following bill was signed into law:

H.B. NO. 300, H.D. 1,
S.D. 1, C.D. 1

RELATING TO THE STATE BUDGET.
ACT 250

Mahalo,

A handwritten signature in black ink that reads "Josh Green M.D." in a cursive style.

Josh Green, M.D.
Governor, State of Hawai'i

H.B. NO. 300
H.D. 1
S.D. 1
C.D. 1

PROGRAM APPROPRIATIONS

ITEM NO.	PROG. ID	PROGRAM	EXPENDING AGENCY	APPROPRIATIONS			
				FISCAL YEAR 2025-2026	M O F	FISCAL YEAR 2026-2027	M O F
1		OPERATING	AGR	1,826,443A		1,826,443A	
2			AGR	109,046B		109,046B	
3			AGR	100,000N		100,000N	
4			AGR	300,000T		300,000T	
5			AGR	186,848W		127,848W	
6			AGR	138,624P		138,624P	
7							
8		18. AGR171 - AGRICULTURAL DEVELOPMENT AND MARKETING					
9				11.00*		11.00*	
10		OPERATING	AGR	1,109,694A		1,067,694A	
11			AGR	15,000B		15,000B	
12				0.75*		0.75*	
13			AGR	2,051,568N		2,051,568N	
14				1.25*		1.25*	
15			AGR	5,289,219P		5,289,219P	
16							
17		19. AGR141 - AGRICULTURAL RESOURCE MANAGEMENT					
18				26.50*		19.00*	
19		OPERATING	AGR	4,221,136A		1,798,532A	
20				13.50*		13.50*	
21			AGR	2,851,320B		2,851,320B	
22				*		7.50*	
23			AGR	2,747,123W		1,375,787W	
24		INVESTMENT CAPITAL	AGR	5,000,000C		C	
25			AGR	1,000N		N	
26							
27		20. AGR192 - GENERAL ADMINISTRATION FOR AGRICULTURE					
28				33.00*		32.00*	
29		OPERATING	AGR	5,580,886A		5,556,126A	
30				*		1.00*	
31			AGR	P		164,450P	
32		INVESTMENT CAPITAL	AGS	1,900,000C		2,200,000C	
33							
34		21. BED170 - AGRIBUSINESS DEVELOPMENT AND RESEARCH					
35				13.50*		13.50*	
36		OPERATING	BED	4,825,616A		4,823,166A	
37				0.50*		0.50*	
38			BED	82,126U		82,126U	
39				2.00*		2.00*	
40				6.00#		6.00#	
41			BED	16,259,661W		4,048,264W	
42		INVESTMENT CAPITAL	BED	111,201,000C		5,150,000C	
43							
44		22. AGR153 - AQUACULTURE DEVELOPMENT					



H.B. NO. 300
H.D. 1
S.D. 1
C.D. 1

CAPITAL IMPROVEMENT PROJECTS

				APPROPRIATIONS (IN 000'S)			
ITEM NO.	CAPITAL PROJECT NO.	TITLE	EXPENDING AGENCY	FISCAL YEAR 2025-2026	M O F	FISCAL YEAR 2026-2027	M O F
1		AGR141 - AGRICULTURAL RESOURCE MANAGEMENT					
2							
3	4.	STATE IRRIGATION SYSTEM RESERVOIR					
4		SAFETY IMPROVEMENTS, STATEWIDE					
5							
6		PLANS, LAND ACQUISITION, DESIGN, AND					
7		CONSTRUCTION FOR THE STATE IRRIGATION					
8		SYSTEM RESERVOIR SAFETY IMPROVEMENTS.					
9		THIS PROJECT IS DEEMED NECESSARY TO					
10		QUALIFY FOR FEDERAL AID FINANCING AND/OR					
11		REIMBURSEMENT.					
12		TOTAL FUNDING	AGR	5,000 C			C
13			AGR	1 N			N
14							
15		AGR192 - GENERAL ADMINISTRATION FOR AGRICULTURE					
16							
17	5.	MISCELLANEOUS HEALTH, SAFETY, CODE,					
18		AND OTHER REQUIREMENTS, STATEWIDE					
19							
20		DESIGN AND CONSTRUCTION FOR					
21		IMPROVEMENTS TO ADDRESS HEALTH, SAFETY,					
22		CODE, AND OTHER REQUIREMENTS, STATEWIDE.					
23		TOTAL FUNDING	AGS	1,900 C		2,200 C	
24							
25		BED170 - AGRIBUSINESS DEVELOPMENT AND RESEARCH					
26							
27	6.	ACQUISITION OF AGRICULTURAL LANDS,					
28		KAPAIA, KAUAI					
29							
30		LAND ACQUISITION FROM GROVE FARM ON					
31		KAUAI.					
32		TOTAL FUNDING	BED	39,000 C			C
33							
34							



H.B. NO. 300
H.D. 1
S.D. 1
C.D. 1

CAPITAL IMPROVEMENT PROJECTS

ITEM NO.	CAPITAL PROJECT NO.	TITLE	EXPENDING AGENCY	APPROPRIATIONS (IN 000'S)			
				FISCAL YEAR 2025-2026	M O F	FISCAL YEAR 2026-2027	M O F
1	7.	ACQUISITION OF AGRICULTURAL LANDS,					
2		WAIMEA, KAUAI					
3							
4		LAND ACQUISITION FOR AGRICULTURAL					
5		LANDS ON KAUAI, TMKS: 1-6-001-045, 1-6-					
6		001-030, AND 1-6-001-028.					
7		TOTAL FUNDING	BED	1,300 C			C
8							
9	8.	AGRICULTURAL INFRASTRUCTURE					
10		IMPROVEMENTS, OAHU					
11							
12		PLANS, DESIGN, CONSTRUCTION, AND					
13		EQUIPMENT FOR IMPROVEMENTS TO					
14		AGRICULTURAL INFRASTRUCTURE IN WAHIAWA					
15		AND WAIALUA, OAHU.					
16		TOTAL FUNDING	BED	9,200 C			C
17							
18	9.	ANIMAL PROCESSING AND STORAGE					
19		FACILITY, OAHU					
20							
21		PLANS, DESIGN, CONSTRUCTION,					
22		EQUIPMENT, AND FURNISHINGS FOR A					
23		DEDICATED SMALL ANIMAL PROCESSING AND					
24		STORAGE FACILITY ON OAHU TO SUPPORT POST-					
25		SLAUGHTER HANDLING. THIS FACILITY WILL					
26		INCLUDE AREAS FOR CARCASS BREAKDOWN, MEAT					
27		CUTTING, PACKAGING, CHILLING, AND COLD					
28		STORAGE TO EXPAND LOCAL CAPACITY FOR					
29		SAFE, HIGH-QUALITY MEAT PROCESSING. THE					
30		PROJECT WILL SERVE SMALL- AND MID-SIZED					
31		PRODUCERS, IMPROVE LOCAL FOOD SYSTEM					
32		INFRASTRUCTURE, AND ENHANCE THE					
33		AVAILABILITY OF HAWAII-GROWN MEAT FOR					
34		CONSUMERS.					
35		TOTAL FUNDING	BED	17,000 C			C
36							
37							



H.B. NO. 300
H.D. 1
S.D. 1
C.D. 1

CAPITAL IMPROVEMENT PROJECTS

ITEM NO.	CAPITAL PROJECT NO.	TITLE	EXPENDING AGENCY	APPROPRIATIONS (IN 000'S)			
				FISCAL YEAR 2025-2026	M O F	FISCAL YEAR 2026-2027	M O F
1	10.	COMMERCIAL LAND PURCHASE, OAHU					
2		LAND ACQUISITION OF COMMERCIAL LAND					
3		ON OAHU, TMK 7-1-006-001.					
4		TOTAL FUNDING	BED	500 C		4,500 C	
5	11.	CONSTRUCTION FOR A STATE POSTHARVEST					
6		FACILITY, OAHU					
7		PLANS, DESIGN, CONSTRUCTION, AND					
8		EQUIPMENT FOR A POSTHARVEST FACILITY ON					
9		OAHU, TMKS 7-1-002:004 (por.); 009					
10		(por.); 023 (por.).					
11		TOTAL FUNDING	BED	22,076 C			C
12	12.	FOOD AND PRODUCT INNOVATION NETWORK					
13		(FPIN), STATEWIDE					
14		PLANS, DESIGN, CONSTRUCTION,					
15		EQUIPMENT, LAND ACQUISITION, AND					
16		FURNISHINGS FOR A FOOD AND PRODUCT					
17		INNOVATION NETWORK, STATEWIDE.					
18		TOTAL FUNDING	BED	350 C			C
19	13.	FOOD PROCESSING PLANT, OAHU					
20		LAND ACQUISITION, PLANS, DESIGN,					
21		EQUIPMENT, AND FURNISHING FOR A FOOD					
22		PROCESSING PLANT, OAHU, TMKS 7-4-005-032					
23		and 7-4-005-018.					
24		TOTAL FUNDING	BED	6,275 C		650 C	
25	14.	IRRIGATION SYSTEM, OAHU					
26		PLANS, DESIGN, LAND ACQUISITION,					
27		REHABILITATION, AND EXPANSION COSTS FOR					
28		AN AGRICULTURAL IRRIGATION SYSTEM,					
29		WAHIAWA, OAHU.					
30		TOTAL FUNDING	BED	2,000 C			C
31							
32							
33							
34							
35							
36							
37							
38							
39							
40							
41							



H.B. NO. 300
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C.D. 1

CAPITAL IMPROVEMENT PROJECTS

ITEM NO.	CAPITAL PROJECT NO.	TITLE	EXPENDING AGENCY	APPROPRIATIONS (IN 000'S)			
				FISCAL YEAR 2025-2026	M O F	FISCAL YEAR 2026-2027	M O F
1	15.	PURCHASE OF LAND LOCKED BETWEEN					
2		STATE-OWNED LAND, OAHU					
3							
4		LAND ACQUISITION FOR AGRICULTURAL					
5		LANDS ON OAHU, TMK 6-5-002-027.					
6		TOTAL FUNDING	BED	3,000 C			C
7							
8	16.	SMALL ANIMAL SLAUGHTERHOUSE, OAHU					
9							
10		LAND ACQUISITION, PLANS, DESIGN,					
11		CONSTRUCTION, AND FURNISHING EQUIPMENT					
12		FOR A SMALL ANIMAL SLAUGHTERHOUSE.					
13		GROUND AND SITE IMPROVEMENTS, EQUIPMENT,					
14		AND APPURTENANCES, OAHU.					
15		TOTAL FUNDING	BED	4,000 C			C
16							
17	17.	WAIHOLE WATER SYSTEM IMPROVEMENTS,					
18		OAHU					
19							
20		PLANS, DESIGN, CONSTRUCTION AND					
21		EQUIPMENT FOR IMPROVEMENTS TO THE					
22		WAIHOLE WATER SYSTEM AND APPURTENANT					
23		WORKS.					
24		TOTAL FUNDING	BED	2,500 C			C
25							
26	18.	WASTEWATER RECLAIMED WATER IRRIGATION					
27		SYSTEM, OAHU					
28							
29		PLANS, DESIGN, CONSTRUCTION, AND					
30		EQUIPMENT FOR A WASTEWATER RECLAIMED					
31		WATER IRRIGATION SYSTEM AND INTAKE PUMP					
32		STATION, WAHIAWA, OAHU.					
33		TOTAL FUNDING	BED	4,000 C			C
34							
35							



Date: 09/09/25

DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM

Program ID / Org Code: BED170/KB

Program Title: Agribusiness Development Corporation

FINANCIAL PLAN FOR : ADC Operating Expenses (S-312-B)

	PRIOR FY	CURRENT FY	OUT YEARS (Estimate)						COMMENTS / NOTES
	FY2024-25	FY 2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	FY2031-32	
SOURCES OF REVENUE									
Begin of Year Cash Balance	1,022,907	1,071,510	972,371	855,966	730,442	590,974	437,029	268,056	
Revenues: (list by source)									
RENTALS, LAND, FEES	962,880	866,592	883,924	910,442	933,203	956,533	980,446	1,004,957	
INVESTMENT POOL ACCOUNT - IN	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	
SERVICES	500,000	500,000	515,000	530,450	546,364	562,754	579,637	597,026	
SALE OF WATER	175,049	175,049	175,049	175,049	175,049	175,049	175,049	180,300	
ADMINISTRATIVE FEES	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
Subtotal Revenues	1,650,429	1,554,141	1,586,473	1,628,441	1,667,115	1,706,836	1,747,632	1,794,784	
Total Revenues	2,673,336	2,625,651	2,558,844	2,484,406	2,397,557	2,297,810	2,184,661	2,062,840	
EXPENDITURES/	PRIOR FY	CURRENT FY	OUT YEARS (Estimate)						COMMENTS / NOTES
	FY2024-25	FY 2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	FY2031-32	
OPERATING COSTS									
PERSONNEL	23,340	24,040	24,761	25,504	26,269	27,057	27,869	28,705	
PERSONAL SERVICES BY OTHR STATE DEPT & AGENCIES	381,100	392,533	404,309	416,438	428,931	441,799	455,053	468,705	
MATERIALS AND SUPPLIES	180,250	185,658	191,227	196,964	202,873	208,959	215,228	221,685	
GENERAL OFFICE/ADMIN EXPENSES	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	
TRAVEL AND SUBSISTENCE	15,450	19,313	19,892	20,489	21,103	21,736	22,388	23,060	
LAND AND RENTAL EXPENSES	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	
REPAIR AND MAINTENANCE	4,244	4,371	4,502	4,638	4,777	4,920	5,068	5,220	
SERVICES-ON-A-FEE BASIS (NOT STATE EMPLOYEE)	952,750	981,333	1,010,772	1,041,096	1,072,329	1,104,498	1,137,633	1,171,762	
MISCELLANEOUS/EMERGENCY	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	
EQUIPMENT AND FURNITURE	3,183	3,278	3,377	3,478	3,582	3,690	3,801	3,915	
Total Expenditures	1,601,826	1,653,280	1,702,878	1,753,965	1,806,583	1,860,781	1,916,604	1,974,103	
Transfers: (itemize below)									
Total Net Transfers	-	-	-	-	-	-	-	-	
End of Year Cash Balance	1,071,510	972,371	855,966	730,442	590,974	437,029	268,056	88,738	
Encumbrance	-								
Unencumbered Cash Balance	1,071,510	972,371	855,966	730,442	590,974	437,029	268,056	88,738	

Date: 09/09/25

DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM

Program ID / Org Code:

BED170/KC

Program Title:

Agribusiness Development Corporation

FINANCIAL PLAN FOR :

Waiahole Water System Operating Expenses (S-325-B)

	PRIOR FY	CURRENT FY	OUT YEARS (Estimate)						COMMENTS / NOTES
	FY2024-25	FY 2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	FY2031-32	
SOURCES OF REVENUE									
Begin of Year Cash Balance	1,397,813	1,362,029	1,164,660	949,339	715,454	462,163	213,980	(29,654)	
Revenues: (list by source)									
INVESTMENT POOL ACCOUNT - IN	5,000	5,000	5,000	5,000	5,000	5,001	5,002	5,002	
SALE OF WATER	1,326,125	1,193,513	1,205,448	1,217,502	1,229,677	1,266,567	1,304,564	1,343,701	
Subtotal Revenues	1,331,125	1,198,513	1,210,448	1,222,502	1,234,677	1,271,568	1,309,566	1,348,703	
Total Revenues	2,728,938	2,560,542	2,375,108	2,171,841	1,950,131	1,733,731	1,523,546	1,319,049	
EXPENDITURES/	PRIOR FY	CURRENT FY	OUT YEARS (Estimate)						COMMENTS / NOTES
OPERATING COSTS	FY2024-25	FY 2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	FY2031-32	
PERSONNEL	562,277	579,145	596,520	614,415	632,848	651,833	671,388	691,530	COMMENTS / NOTES
PERSONAL SERVICES BY OTHR STATE DEPT & AGENCIES	79,568	81,955	84,414	86,946	89,554	92,241	95,008	97,859	
MATERIALS AND SUPPLIES	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143	
GENERAL OFFICE/ADMIN EXPENSES	13,792	14,206	14,632	15,071	15,523	15,989	16,468	16,962	
GO BOND PAYMENT	425,635	426,369	427,171	427,832	428,556	428,557	429,270	430,068	
REPAIR AND MAINTENANCE	244,007	251,327	258,867	266,633	274,632	282,871	291,357	300,098	
SERVICES-ON-A-FEE BASIS (NOT STATE EMPLOYEE)	160	165	170	175	180	185	191	197	
MISCELLANEOUS/EMERGENCY	6,365	6,556	6,753	6,955	7,164	7,379	7,600	7,828	
EQUIPMENT AND FURNITURE	3,278	3,376	3,478	3,582	3,689	3,800	3,914	4,032	
Total Expenditures	1,366,909	1,395,881	1,425,769	1,456,388	1,487,968	1,519,752	1,553,200	1,587,716	
Total Net Transfers	-	-	-	-	-	-	-	-	
End of Year Cash Balance	1,362,029	1,164,660	949,339	715,454	462,163	213,980	(29,654)	(268,667)	
Encumbrance	-	-	-	-	-	-	-	-	
Unencumbered Cash Balance	1,362,029	1,164,660	949,339	715,454	462,163	213,980	(29,654)	(268,667)	

Active Contract Log

Department Name: DBEDT
Annual Report:

Contract Information*													Period of Performance	
Authorized Statute 103(D) or 103(F)	Division // Office Name // Attached Agency	Procurement Officer Name	Contract No.	Type: Goods/ Services/ Construction/HHS	Method of Procurement	Contract Description	Declared Disaster Ready? Could the contract scope be used during a declared disaster? Y/N	Contractor Name	Notice of Award Date	Awarded Amount	Funds added through Modifications	Total Contract Amount	From (MM/DD/YY)	To (MM/DD/YY)
103D	DBEDT-ADC	W. Gady	72828	SERVICES	PROFESSIONAL SERVICES	The Consultant will develop promotional website for ADC for ADC, provide outreach and relationship building with current user base, monitor news cycles for ADC, and develop content for up to six newsletters.	Yes	Becker Communication	1/29/2025	\$ 58,800.00	\$ -	\$ 58,800.00	1/29/2025	1/29/2026
103D	DBEDT-ADC	W. Gady	72737	SERVICES	IFB	Primary service is maintenance of diesel well pump system, distribution piping, water meters, as well as maintenance of reservoirs	Yes	ITC Water Management Inc.	12/10/2024	\$ 149,922.11	\$ -	\$ 149,922.11	12/23/2024	12/22/2025
103D	DBEDT-ADC	W. Gady	72990	SERVICES	PROFESSIONAL SERVICES	Drainage system maintenance that addresses erosion and sediment loading as well as maintaining inspection on a biennial basis	Yes	R.M. Towill	4/9/2025	\$ 59,886.00	\$ -	\$ 59,886.00	4/9/2025	4/8/2026
103D	DBEDT-ADC	W. Gady	73022	SERVICES	PROFESSIONAL SERVICES	The Consultant will design a subdivision of any necessary infrastructure within the City and County of Honolulu. Perform all field survey work necessary to accurately asses all land dimensions of COAFH as well as design convenience code/restriction guidelines for the layout of development proposed within COAFH	Yes	PBR Hawaii & Associates Inc.	4/11/2025	\$ 173,580.00	\$ -	\$ 173,580.00	4/25/2025	4/24/2026
103D	DBEDT-ADC	J. Nakatani	68620	SERVICES	PROFESSIONAL SERVICES	Water Quality Management and Best Management Practices.	Yes	Stantec GS Inc.	2/28/2020	\$ 529,046.44	\$ 1,656,893.46	\$ 2,185,939.90	3/27/2020	9/28/2025
103D	DBEDT-ADC	J. Nakatani	69980	SERVICES	PROFESSIONAL SERVICES	Assist the ADC with applying for a NPDES permit. The Consultant will also perform required field work and testing related to the NPDES permit.	Yes	5Ks ENV - Island Resource Solutions LLC	12/2/2021	\$ 69,392.00	\$ -	\$ 69,392.00	2/3/2022	2/24/2026
103D	DBEDT-ADC	M. Takemoto	71450	SERVICES	IFB	Roving Security Guard Patrol.	Yes	Allied Universal	5/3/2023	\$ 524,937.88	\$ 1,136,990.80	\$ 1,661,928.68	5/16/2023	5/15/2026

Contract Information*													Period of Performance	
Authorized Statute 103(D) or 103(F)	Division // Office Name // Attached Agency	Procurement Officer Name	Contract No.	Type: Goods/ Services/ Construction/HHS	Method of Procurement	Contract Description	Declared Disaster Ready? Could the contract scope be used during a declared disaster? Y/N	Contractor Name	Notice of Award Date	Awarded Amount	Funds added through Modifications	Total Contract Amount	From (MM/DD/YY)	To (MM/DD/YY)
103D	DBEDT-ADC	J. Nakatani	69543	SERVICES	PROFESSIONAL SERVICES	Engineering services for the Kekaha Bridge and Interior Road Improvements project.	Yes	Coffman Engineers, Inc.	3/10/2021	\$ 75,000.00	\$ -	\$ 75,000.00	5/22/2021	5/21/2026
103D	DBEDT-ADC	J. Nakatani	70056	SERVICES	PROFESSIONAL SERVICES	Plans and design for the Kekaha Bridge and Interior Road Improvements project.	Yes	SSFM International, Inc.	3/10/2022	\$ 283,599.40	\$ -	\$ 283,599.40	3/18/2022	3/17/2026
103D	DBEDT-ADC	J. Nakatani	69866	SERVICES	PROFESSIONAL SERVICES	Plans and design for the Christian Crossing Bridge Repairs project.	Yes	Kai Hawaii, Inc.	8/24/2021	\$ 329,535.00	\$ -	\$ 329,535.00	11/3/2021	11/2/2025
103D	DBEDT-ADC	J. Nakatani	69101	SERVICES	PROFESSIONAL SERVICES	Engineering services for the Christian Crossing Bridge Repairs project.	Yes	SSFM International, Inc.	7/28/2020	\$ 90,000.00	\$ -	\$ 90,000.00	9/21/2020	9/20/2026
103D	DBEDT-ADC	J. Nakatani	68661	SERVICES	PROFESSIONAL SERVICES	Plans and design for the Waiahole Water System Improvements project	Yes	R.M. Towill	2/10/2020	\$ 1,531,531.00	\$ -	\$ 1,531,531.00	4/20/2020	4/19/2026
103D	DBEDT-ADC	J. Nakatani	68344	SERVICES	PROFESSIONAL SERVICES	Legal services relating to the Purchase Power Agreement that is being proposed for execution by ADC and the Kauai Island Utility Cooperative.	Yes	Kobayashi, Sugita, and Goda	12/31/2019	\$ 50,000.00	\$ -	\$ 50,000.00	1/2/2020	1/1/2026
103D	DBEDT-ADC	J. Nakatani	68225	SERVICES	PROFESSIONAL SERVICES	Engineering services for the Waiahole Water System Improvements project.	Yes	Brown and Caldwell	8/6/2019	\$ 520,000.00	\$ -	\$ 520,000.00	11/21/2019	11/20/2025
103D	DBEDT-ADC	J. Nakatani	65202	SERVICES	PROFESSIONAL SERVICES	Plans and design for the Wahiawa Reclaimed Water Irrigation System project.	Yes	Brown and Caldwell	4/6/2016	\$ 2,473,673.00	\$ 500,000.00	\$ 2,973,673.00	9/21/2016	9/20/2025
103D	DBEDT-ADC	J. Nakatani	65457	GOODS	EXEMPT - PREAPPROVED	Implementation of a cooperative research and Development Agreement for papaya research.	Yes	USDA PBARC	11/22/2016	\$ 85,000.00	\$ 85,000.00	\$ 170,000.00	2/1/2017	1/31/2026
103D	DBEDT-ADC	J. Nakatani	69998	CONSTRUCTION	RFP/COMPETITIVE PURCHASE OF SERVICES	Purchase equipment and construct a feed mill on Oahu.	Yes	Diamond Head Seafood, Inc.	9/16/2021	\$ 4,000,000.00	\$ -	\$ 4,000,000.00	2/16/2022	2/28/2029
103D	DBEDT-ADC	M. Takemoto	71405	SERVICES	PROFESSIONAL SERVICES	Develop design-build scope of work for agricultural infrastructure improvements	Yes	Bowers + Kubota Consulting, Inc.	6/14/2023	\$ 350,000.00	\$ 150,000	\$ 500,000.00	7/6/2023	12/31/2025
103D	DBEDT-ADC	M. Takemoto	71413	GOODS	PROFESSIONAL SERVICES	Provide consulting services to create a comprehensive accounting system.	Yes	Spire Hawaii LLP	6/16/2023	\$ 219,581.00	\$ -	\$ 219,581.00	7/6/2023	12/31/2025
103D	DBEDT-ADC	M. Takemoto	71432	CONSTRUCTION	RFQ	Security camera installation.	Yes	Integrated Security Technologies, Inc.	5/17/2023	\$ 146,121.67	\$ -	\$ 146,121.67	7/6/2023	12/29/2025
103D	DBEDT-ADC	W. Gady	70801	GOODS	IFB	Property management software.	Yes	Yardi Systems, Inc.	10/21/2021	\$200,655.52	\$ -	\$ 200,655.52	1/18/2023	1/17/2028

Contract Information*													Period of Performance	
Authorized Statute 103(D) or 103(F)	Division // Office Name // Attached Agency	Procurement Officer Name	Contract No.	Type: Goods/ Services/ Construction/HHS	Method of Procurement	Contract Description	Declared Disaster Ready? Could the contract scope be used during a declared disaster? Y/N	Contractor Name	Notice of Award Date	Awarded Amount	Funds added through Modifications	Total Contract Amount	From (MM/DD/YY)	To (MM/DD/YY)
103D	DBEDT-ADC	W. Gady	72579	SERVICES	PROFESSIONAL SERVICES	Design water infrastructure to deliver water to ADC property; preparation of contract docs for bidding and construction of plans & specs	Yes	Mitsunaga & Associates, Inc.	10/3/2024	\$ 69,482.00	\$ -	\$ 69,482.00	10/03/24	10/02/25
103D	DBEDT-ADC	W. Gady	72680	SERVICES	IFB	Land Clearing and Fire Mitigation	Yes	Raymond N. Kalilikane III dba RNK Contractors	10/30/2024	\$ 429,050.00	\$ 42,500	\$ 471,550.00	11/14/24	11/13/25
103D	DBEDT-ADC	W. Gady	72484	CONSTRUCTION	PROFESSIONAL SERVICES	Construction of a back-up well and irrigation waterlines for the Waiahole Water System	Yes	Integrated Construction, Inc.	6/13/2024	\$ 4,396,925.00	\$ -	\$ 4,396,925.00	08/20/24	08/19/26
103D	DBEDT-ADC	W. Gady	72450	SERVICES	RFQ	Agricultural Infrastructure Improvements to repair Well Pump #24	Yes	ITC Water Management, Inc.	6/6/2024	\$ 3,499,720.54	\$ -	\$ 3,499,720.54	08/14/24	08/13/26
103D	DBEDT-ADC	W. Gady	72454	CONSTRUCTION	IFB	Waiawa Hydro Plant Improvements	Yes	ITC Water Management, Inc.	6/12/2024	\$ 2,734,428.58	\$ -	\$ 2,734,428.58	08/14/24	08/13/26
103D	DBEDT-ADC	W. Gady	72639	SERVICES	PROFESSIONAL SERVICES	Water Quality monitoring for Outfalls 004, 005, and 006	Yes	Element Environmental LLC	11/6/2024	\$ 42,002.00	\$ -	\$ 42,002.00	11/08/24	11/07/25
103D	DBEDT-ADC	W. Gady	72940	CONSTRUCTION	IFB	Install a 4" and 2" BWS water meter in Whitmore, oahu	Yes	JBC Engineering and Constuction, LLC	2/26/2025	\$ 373,500.00	\$ -	\$ 373,500.00	03/11/25	03/10/26
103D	DBEDT-ADC	W. Gady	73266	CONSTRUCTION	IFB	Repair damaged bridge concrete abutments, wingwall and aprons, fill void along abutment and misc scour repairs. Installing new approach slabs.	Yes	Kaikor Consrtuction Group, Inc.	5/16/2025	\$ 636,080.00	\$ -	\$ 636,080.00	06/24/25	06/23/26
103D	DBEDT-ADC	W. Gady	73183	CONSTRUCTION	RFP/COMPETITIVE PURCHASE OF SERVICES	Design and Construct a High-Pressure Processing Facility	Yes	Ralph S. Inouye Co. , Ltd.	4/11/2025	\$ 6,930,000.00	\$ -	\$ 6,930,000.00	06/13/25	06/12/27
103D	DBEDT-ADC	W. Gady	170-5121	GOODS	RFQ	Installation of signs at various location, Wahiawa, Oahu	Yes	Kukui Restoration LLC	6/2/2025	\$ 39,620.82	\$ -	\$ 39,620.82	6/2/2025	6/1/2026
103D	DBEDT-ADC	W. Gady	170-5122	SERVICES	RFQ	Feed facility Proof of Concept study	Yes	UHCDC	6/2/2025	\$ 225,000.00	\$ -	\$ 225,000.00	6/2/2025	6/1/2026
103D	DBEDT-ADC	W. Gady	170-5123	GOODS	IFB	New full-sized 4-wheel drive truck, Kauai	Yes	Midpac Auto Center, Inc.	6/4/2025	\$ 117,968.54	\$ -	\$ 117,968.54	6/4/2025	6/3/2026
103D	DBEDT-ADC	W. Gady	170-5135	GOODS	RFQ	New mid-sized 4-wheel drive truck, Kauai	Yes	Midpac Auto Center, Inc.	6/4/2025	\$ 38,352.11	\$ -	\$ 38,352.11	6/13/2025	6/12/2026
103D	DBEDT-ADC	W. Gady	170-6024	GOODS	RFQ	Installation of vehicle barriers, Wahiawa, Oahu	Yes	D.Y. Mikami Construction, Inc.	8/4/2025	\$ 60,350.00	\$ -	\$ 60,350.00	8/13/2025	8/12/2026
103D	DBEDT-ADC	W. Gady	170-6082	SERVICES	RFQ	Appraisal services for fair market value of agricultural land on Kauai	Yes	ACM Consultants, Inc.	10/13/2025	\$ 9,947.64	\$ -	\$ 9,947.64	10/14/2025	10/13/2026

Current Projects Tracking Template: Kauai

											ADC's Role			
Project Name	Brief Description	Budget	Island	Sen.	Rep.	Start Date	End Date	Stakeholders	Vendors	Legislative Ask?				
										(Y/N)	Lead	Supporting Role	Landowner	Status
Grove Farm Land Purchase	Acquisition of Agricultural Lands, Kapaia, Kauai - Purchase of 1040 acres of land Kauai The purchase will be a portion of TMK(4)3-8-018:001, approximately 1,000 acres. ADC will hire consultant to perform an appraisal, which will determine the purchase price. The land has tenants actively farming portions of the property. The ADC will purchase the farmable portions of the property. The land has irrigation which may be part of the east Kauai irrigation system that the ADC is working to manage.	\$39M	Kauai	Kouchi	Evslin	1-Aug	6/30/2027	County of Kauai, DOT, Department of Corrections & Rehabilitation, DOE		Y	X			Appraisals due
Gay & Robinson Land Purchase	Purchase of three parcels Acuisition of TMKS (4)1-6-1-28, (4)1-6-1-30, (4)1-6-1-45. The Kekaha ditch crosses through one of these parcels. The owner is offering the three parcels for sale as a package. State ownership will allow the state to control access to the ditch system.	\$1.3M	Kauai	Kouchi	Moriwaki	1-Aug	6/30/2027	KAA		Y	X			Waiting on release of funding for appraisal
Christian Crossing Bridge Repair	Complete repairs and improvements to the Christian Crossing Bridge on Kauai Restore the approaches and washed-out portions of the left abutment, remove damaged concrete, voids, and cavities on the bridge abutments. Restore to engineer's specification. \$900K in funding was used to repair the bridge after storm damage. the current funds will complete the improvements.	\$1M	Kauai	Kouchi	Evslin	1-Aug	6/30/2027			Y	X			

Current Projects Tracking Template: Kauai

[illegible]

ADC's Role

Legislative Ask? (Y/N)	Lead	Supporting Role	Landowner	Status
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Current Projects Tracking Template: Big Island

ADC's Role														
Project Name	Brief Description	Budget	Island	Sen	Rep	Start Date	End Date	Stakeholders	Vendors	Legislative Ask? (Y/N)	Lead	Supporting Role	Landowner	Status
ADC Annual Report	ADC submits an annual report to the legislature through DBEDT every December. The annual reports are due 20 days before the start of the legislative session.	ADC does not have an appropriated budget for this project.	Big Island	Statewide	Statewide									
ADC Strategic Plan	The ADC is tasked to develop a strategic plan every 5 years. The strategic plan will be used to guide the ADC's activities and will focus the corporations efforts to forward agriculture in Hawaii. The document is evergreen and will be referenced regularly within the 5 year period.	ADC is working with UHCDC and internal and external entities to develop the document.	Big Island	Statewide	Statewide									
DBEDT Economic Recovery Ops Plan	Due to the growing drought conditions and risk of wildfire in the state the DBEDT office is working with the offices of Hawaii Wildfire Management organization (HWMO) and Hawaii Office of Recovery and Resiliency (HI-ORR) in developing a proactive plan and approach to prevention and planning	ADC does not have an appropriated budget for this project.	Big Island	Statewide	Statewide									
MOU with UHCDC for Concept Development	Concept development of an Entrepreneurial Product Manufacturing Facility	\$250,000	Big Island	Big Island	Richards / Inouye					Y	X			
Hilo Parcel in Shipman Industrial Park	Market Rent Appraisal	Not budgeted	Big Island	Big Island	Inouye					N	X		X	

Current Projects Tracking Template: Oahu

										ADC's Role				
Project Name	Brief Description	Budget	Island	Sen	Rep	Start Date	End Date	Stakeholders	Vendors	Legislative Ask? (Y/N)	Lead	Supporting Role	Landowner	Status
Pedestrian Bridge	DOT construction project to build a pedestrian footbridge connecting Wahiawa with Whitmore. ADC is supporting the project with the land acquisition and supporting the easement and project coordination with DAGS.	ADC budget is \$5MM for the acquisition of the land. Portion of the Wahiawa reservoir project.	Oahu	Dela Cruz	Perruso	FY23		Hawaii Department of Transportation (HDOT), Sustainable Hawaii	Kiewit	Y			X	
DAGS Whitmore Infrastructure	ADC is supporting the development and construction of the infrastructure improvements for the Whitmore project area owned by ADC. This area includes the DOE agricultural product processing facility, the HPP machine facility, and the EPMF project. ADC staff supports the DAGS, DOE, DOT portions of the project as it relates to the property.	ADC does not have an appropriated budget for this project. DAGS appropriation is \$28MM	Oahu	Dela Cruz	Perruso	FY21		Department of Accounting and General Services (DAGS), Hawaii Department of Education (HDOE), Department of Law Enforcement (DLE)		Y		X	X	
HPP, Central Oahu Warehouse High Pressure Processing facility	High Pressure Processing (HPP) will support Hawaii food producers to pasteurize agricultural food products without the use of high temperatures. The facility will open opportunities for Hawaii farmers to create new revenue streams for their farm operations. This area includes the DOE agricultural product processing facility, the HPP machine facility, and the EPMF project. ADC staff supports the DAGS, DOE, DOT portions of the project as it relates to the property.	\$5.5MM FY22 \$9.014MM FY23-24 \$22.076MM FY25-26	Oahu	Dela Cruz	Perruso	FY23		Hawaii Community Development Association (HCDA)		Y	X			
DOE agricultural product processing facility, (Centralized Kitchen)	ADC is supporting the development and construction of the DOE agricultural product processing facility, a centralized meal processing for the DOE. ADC staff supports the DAGS, DOE, DOT portions of the project as it relates to the property.	ADC does not have an appropriated budget for this project.	Oahu	Dela Cruz	Perruso	FY23	Sep-27	HDOE, College of Tropical Agriculture and Human Resilience (CTAHR), Hawaii Department of Agriculture and Biosecurity (HDAB)		Y			X	

Current Projects Tracking Template: Oahu

Project Name	Brief Description	Budget	Island	Sen	Rep	Start Date	End Date	Stakeholders	Vendors	Legislative Ask? (Y/N)	ADC's Role		Landowner	Status
											Lead	Supporting Role		
Farm Fair Field Days site improvements	ADC is in the process of improving the site for future use as a Agricultural Event location. ADC is working to maintain and make non-permanent improvements so the site may be used without impacting future permanent uses of the site.	ADC does not have an appropriated budget for this project. Approx. \$250K has been expended to clear the site of homeless and vegetation. ADC has used revolving funds to clear and improve the walking surface of the site.	Oahu	Dela Cruz	Perruso	Nov-23	Ongoing	Hawaii Farm Bureau Federation (HFBF), HDOT		Y	X		X	
Rodeo Events Farm Field Days site	The project will develop a rodeo event to support and promote the ranching and animal industry in Hawaii.	ADC does not have an appropriated budget for this project.	Oahu	Dela Cruz	Perruso	TBD		Hawaii Cattlemens Association		Y	X			
PBR Lot establishment	The project establishes lots with metes and bounds for easements and project area lots. Work relates to the Whitmore project area	\$250K	Oahu	Dela Cruz	Perruso	FY24				N	X			

Current Projects Tracking Template: Oahu

Project Name	Brief Description	Budget	Island	Sen	Rep	Start Date	End Date	Stakeholders	Vendors	Legislative Ask? (Y/N)	ADC's Role		Supporting Role	Landowner	Status
											Lead				
EPMF, Entrepreneurial Product Manufacturing Facility	Second phase of the HPP facility. ADC is in the planning phase of this project and will need to seek construction funding once the functions and designs of the facility is finalized and supported by stakeholder sponsors.	\$350K project planning ADC does not have an appropriated construction budget for this project.	Oahu	Dela Cruz	Perruso	TBD		HCDA, Leeward Community College (LCC), Mana Up		Y	X				
Feed Mill	Project seeks to study the feasibility of developing a feed mill to support the animal industry in Hawaii.	ADC does not have an appropriated budget for this project.	Oahu	Dela Cruz	Perruso	TBD		University of Hawaii Community Design Center (UHCDC)		Y	X				
Aquaculture Feed Mill	Project is evaluating the feasibility to take food trimmings and create a viable feed for the animal industry. Current testing is using food trimmings, which is a cost to dispose, and producing a viable feed for the aquaculture industry.	There is a \$250K grant ADC is overseeing to develop the feed.	Oahu	Dela Cruz	Perruso	FY2017	Ongoing	Aquaculture Industry		Y	X				
Wahiawa Irrigation System Acquisition	Project is to acquire land related to the Wahiawa Irrigation System. ADC working with DLNR and DAB to acquire and improve the Wahiawa Reservoir and irrigation system.	\$770K for due diligence \$5MM land acquisition	Oahu	Dela Cruz	Perruso	FY25		Department of Land and Natural Resources (DLNR), HDAB		Y		X	X		
Wahiahole Irrigation System Dam & Spillway Repair- Dam Safety Compliance	Engineering, planning, design and construction of the Dam and Spillway to bring up to Compliance	\$26M-lapse 6/30/26, additional \$31.1M requested FY27	Oahu	Dela Cruz	Perruso	FY25		Department of Land and Natural Resources (DLNR), HDAB		Y		X	X		

Current Projects Tracking Template: Oahu

											ADC's Role			
Project Name	Brief Description	Budget	Island	Sen	Rep	Start Date	End Date	Stakeholders	Vendors	Legislative Ask? (Y/N)	Lead	Supporting Role	Landowner	Status
Waiahole Irrigation System	The funds are to be used to study repairs needed for the Waiahole water system. Focus is on the siphons and known damaged points on the ditch.	\$2.5MM	Oahu	Kidani	Pierick	FY26		Waiahole Irrigation System users		Y	X		X	
Waiahole Adit 8 repairs	Related to the "Waiahole Irrigation System" project. This is an identified leak on the irrigation system.	portion of the \$2.5MM appropriation	Oahu	Kidani	Pierick	FY26		Waiahole Irrigation System users		Y	X			
Hydro Feasibility study	The study will provide guidance on the feasibility of hydroelectric power generation related to ADC managed water systems. The power generation will benefit the farms by reducing the energy costs of storage and processing of agricultural products. Revenue generated from the system can support the cost to maintain the water distribution system.	ADC does not have an appropriated budget for this project.	Oahu	Dela Cruz	Perruso	TBD		Hawaii State Energy Office (HSEO)		Y	X			
Small Animal Slaughterhouse	Land acquisition, Plans, designs, and construction of a facility to slaughter and process meat for the small animal industry. Facility will focus on goats, sheep, hogs, chickens, and other small animals for meat production.	\$4MM FY25 Land acquisition \$17MM FY25 construction	Oahu	Kidani	Pierick	TBD		Small Animal Producers, HDOE CTAHR		Y	X			
Mililani Tech Park	Property to be transferred to ADC from HTDC. The property is for high tech agricultural projects. The property has several conditions related to the use. ADC will work with the AG office, Land Use Commission and Castle & Cooke (prior land owner) to address the conditions.	ADC does not have an appropriated budget for this project.	Oahu	Dela Cruz	La Chica	TBD		High Tech Development Corporation (HTDC)		Y	X			

Current Projects Tracking Template: Oahu

Project Name	Brief Description	Budget	Island	Sen	Rep	Start Date	End Date	Stakeholders	Vendors	Legislative Ask? (Y/N)	ADC's Role		Supporting Role	Landowner	Status
											Lead				
Wahiawa Wastewater Treatment Facility Water Reuse project	Funding for the design phase of the project. The project will redirect 1.6MGD of treated wastewater for agricultural use. The project ends nearly 90+ years of treated wastewater discharge that impacts the Wahiawa reservoir and all downstream contact to the ocean. The outcome expands the use of the Wahiawa reservoir water and establishes a near drought resistant water source for agriculture.	\$2.5MM FY14 \$500K FY17 \$1.62MM FY21 \$2MM FY23 \$4MM FY26 current funds to complete 100% of the design and plans	Oahu	Dela Cruz	Perruso	FY2014		City & County of Honolulu		Y	X				
Food Processing Plant, Oahu (Egg Cracking Facility)	Land acquisition and plans for processing eggs to liquid egg product. The project will allow locally produced eggs to be consumed by institutional users who purchase liquid eggs for production of finished food products.	\$6.275MM	Oahu	Dela Cruz	Perruso	TBD		HDOE, and egg producers		Y	X				
MOU UHCDC Food Processing Plant, Oahu (Egg Cracking Facility)	Create an agreement between ADC and UHCDC to develop an egg-cracking facility.	ADC does not have an appropriated budget for this project.	Oahu	Dela Cruz	Perruso	FY26		HDOE, and egg producers, UHCDC		Y	X				
Dole Well Project, wells #24, #25, #26	Improve existing wells and pumps to provide water to existing and new farm operations. Supports active and new farms on 4,500 acres of land.	\$4MM FY21 \$9.2MM FY26	Oahu	Dela Cruz	Perruso	FY23		ADC Tenatns		Y	X				

Current Projects Tracking Template: Oahu

										ADC's Role				
Project Name	Brief Description	Budget	Island	Sen	Rep	Start Date	End Date	Stakeholders	Vendors	Legislative Ask? (Y/N)	Lead	Supporting Role	Landowner	Status
Reservoir 155 & 225, Improvements	Improves two reservoirs by lining the reservoirs to reduce water loss, and redesigns and improves the reservoir walls to improve the dam safety of the reservoir.	\$13MM appropriation to DAB	Oahu	Kidani	Pierick	2004?		Army Corp of Engineers, HDAB		Y	X			
Helemano Irrigation/Tanada acquisition	Acquisition of Helemano reservoir to support agriculture. The state acquisition of surface and subsurface water systems will allow for planning and proper distribution of the resource.	\$2MM	Oahu	Dela Cruz	Perruso	FY26		Castle and Cooke, Dole, ADC Tenants		Y	X			
Dole Parcel Purchase	Acquisition of land. The subject parcel is surrounded on all side by state owned land. The parcel is currently leased by a state tenant. Acquisition creates a contiguous state owned parcel.	\$3MM	Oahu	Dela Cruz	Perruso	FY23		Dole, Farmers on ADC waiting list		Y	X			
Department of Law Enforcement	ADC is supporting the establishment of a Department of Law Enforcement (DLE) presence on ADC land. The DLE has been directed by the legislature to work on agriculture related crimes.	ADC does not have an appropriated budget for this project.	Oahu	Dela Cruz	Perruso	TBD		Farmers and ranchers on Oahu		Y			X	
Vertical Growing Systems	ADC is supporting new and emerging agriculture technologies and growing systems. The use of vertical growing systems allows for land limited locations like Hawaii to make the most of the land to expand food production.	ADC does not have an appropriated budget for this project.	Oahu	Dela Cruz	Perruso	TBD		HDOE and people of Hawaii		Y	X			

Current Projects Tracking Template: Oahu

											ADC's Role			
Project Name	Brief Description	Budget	Island	Sen	Rep	Start Date	End Date	Stakeholders	Vendors	Legislative Ask? (Y/N)	Lead	Supporting Role	Landowner	Status
Ag Worker Housing	ADC is working with other agencies to establish rules related to ag-worker housing and development of ag-worker housing projects.	ADC does not have an appropriated budget for this project. Funds were requested for the FY27 budget	Oahu	Dela Cruz	Perruso	TBD		Farmers, ranchers across the state		Y	X			
Food Systems Working Group	ADC is to support the DBEDT directors office related to the Food System Working Group	ADC does not have an appropriated budget for this project.	Oahu	Dela Cruz	Perruso	FY26		People of Hawaii eating local food		Y	X			
Ag Corridor Report	ADC was directed by the state legislature to study and report to the legislature on the creation of an agriculture corridor to promote and protect agricultural land. The report should consider the infrastructure and other needs that benefit farming along the corridor to promote active agricultural use.	ADC does not have an appropriated budget for this project.	Oahu	Kidani / Dela Cruz / Awa	Pierick / Perruso	FY26		People of Hawaii eating local food		Y	X			
ADC Annual Report	ADC submits an annual report to the legislature through DBEDT every December. The annual reports are due 20 days before the start of the legislative session.	ADC does not have an appropriated budget for this project.	Oahu	Statewide	Statewide	FY26		Hawaii Taxpayers		Y	X			

STATE OF HAWAI'I
**AGRIBUSINESS DEVELOPMENT
CORPORATION**

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STAFF SUBMITTAL TO THE ADC ADMINISTRATIVE COMMITTEE
November 21, 2025

Subject: Request for approval to accept grant funding from Ulupono Initiative LLC for a temporary administrative assistant position.

Applicant: Agribusiness Development Corporation Staff (ADC)

Authority: Section 163D-4(a)(14), Hawai'i Revised Statutes (HRS)

Request for approval to accept grant funding from Ulupono Initiative LLC for a temporary administrative assistant position.

November 21, 2025

BACKGROUND:

In mid-2025, Ulupono Initiative LLC (Ulupono) made ADC aware of certain grant funding that Ulupono had made available through the Hawaii Community Foundation (HCF). Staff made application for a grant in the amount of \$75,000 to fund a temporary administrative assistant position in order to provide assistance to primary ADC staff including the senior administrative assistant, project manager, and asset manager. On November 11, 2025, ADC was notified that the Ulupono management team had approved the grant for recommendation to HCF.

REQUEST:

Pursuant to the June 20, 2024 delegation of authority to the executive director to seek *federal* grant funding, staff request that the Board of Directors approve the acceptance of the grant from Ulupono Initiative LLC in the amount of \$75,000 to fund a temporary administrative assistant (or equivalent) to assist certain other ADC staff members.

REMARKS & DISCUSSION:

Ulupono has approved the grant for recommendation to HCF and HCF will administer the grant. ADC will use the funds to contract with a agency for temporary help. The position will report to ADC and will be subject to staff direction. Ulupono will not have oversight of the position. ADC has requested 1.0 FTE position from the legislature to hopefully be considered and approved in the upcoming session.

RECOMMENDATION(S):

Based on the foregoing, it is recommended that the Board:

1. Approve the Request, subject to the following conditions:
2. Declare that pursuant to Exemption Type 8, Part 1, Item 3 of the Comprehensive Exemption List for the State of Hawai'i, Agribusiness Development Corporation, the Request is de minimis and is therefore exempt from the preparation of an environmental assessment.

Respectfully Submitted,

/s/ LYLE ROE

Asset Manager

Approved for Submittal:

Wendy Gady
Executive Director

Attachment(s):

None

STATE OF HAWAI'I
**AGRIBUSINESS DEVELOPMENT
CORPORATION**

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C - 5

STAFF SUBMITTAL TO THE ADC ADMINISTRATIVE COMMITTEE
November 21, 2025

Subject: Request that the Administration Committee formally review the Corporation's organizational chart so the Committee can review, advise, and make a formal recommendation to Department of Business, Economic Development, and Tourism (DBEDT) Deputy Director Wicker for DBEDT Director Tokioka's approval.
Request the Administration Committee consider updating the Senior Executive Assistant job title to Deputy.

Applicant: Agribusiness Development Corporation Staff (ADC)

Authority: Section 163D-4(a)(3,4), Hawai'i Revised Statutes (HRS)

Request that the Administration Committee formally review the Corporation's organizational chart
November 21, 2025

BACKGROUND:

The Senior Executive Assistant position was created to serve as the second-in-command of the Corporation, working alongside and in partnership with the Executive Director to oversee day-to-day operations, coordinate inter-agency initiatives, supervise staff, and ensure the effective execution of the Corporation's strategic priorities. Over time, the role has evolved into a key leadership position responsible for continuity of operations and organizational management. Attached Exhibit A is the functional version of the Corporations Organizational Chart.

REQUEST:

Request that the Administration Committee formally review the Corporation's organizational chart so the Committee can review, advise, and make a formal recommendation to Department of Business, Economic Development, and Tourism (DBEDT) Deputy Director Wicker for DBEDT Director Tokioka's approval.

Request the Administration Committee consider updating the Senior Executive Assistant job title to Deputy.

REMARKS & DISCUSSION:

Rationale for Title Change:

- The incumbent serves as the Corporation's second-in-command and acts as the Executive Director in the absence, incapacity, or vacancy in the office of the Executive Director. These responsibilities align with those of a Deputy Executive Director rather than an administrative support position.
- The title Deputy Executive Director appropriately conveys the level of authority and responsibility associated with representing ADC before the Legislature, the Governor's Office, and inter-agency or stakeholder groups.
- Updating the title clarifies the Corporation's chain of command and strengthens continuity planning, ensuring ADC maintains effective governance and oversight in all operational scenarios.

RECOMMENDATION(S):

Based on the foregoing, it is recommended that the Committee:

It is respectfully requested that the Administration Committee provide recommendations regarding the Corporations Organizational Chart and consider endorsing a title change from Senior Executive Assistant to Deputy Executive Director to better reflect the duties and responsibilities of the position. If supported, the Committee's recommendation could then be forwarded to Deputy Director Wicker for Director Tokioka's review and formal approval through DBEDT ASO.

Approved for Submittal:

Wendy Gady

Executive Director

EXHIBIT A

