

STATE OF HAWAI'I
AGRIBUSINESS DEVELOPMENT CORPORATION (ADC)
MEMORANDUM

Date: December 8, 2025

To: ADC Board of Directors

From: Wendy Gady, Executive Director, Agribusiness Development Corporation

Subject: Weekly Report on Strategic Objectives (December 1–5, 2025)

I. Overview

This memorandum provides an update on progress toward ADC's strategic objectives, including operational activities, program management, land acquisition efforts, strategic planning, and administrative functions for the week of December 1–5, 2025.

II. ADC 2023 Strategic Plan Goals

1. Increasing Agricultural Productivity
 2. Land Acquisition & Development
 3. Irrigation System Development & Maintenance
 4. Improve Components of the Food System
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III. Key Activities and Achievements

A. Strategic Milestones

- Anela Akana, Climate Resilient Food & Product Innovation Network Manager, completed site visits to Entrepreneurial Product Manufacturing Facilities in New Zealand and Singapore to study best management practices, standard operating procedures, and business plan models.
- Final stages of support for the Strategic Planning Permitted Interaction Group are underway.
- The ADC Annual Report is nearing completion.

- *Nourishing Hawai'i's Future* aired on KITV on December 8 at 8:00 p.m. and will re-air on December 31 at 7:00 p.m., featuring Chair Jayson Watts and Deputy Director Wicker, and highlighting ADC's mission-aligned contributions.
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IV. Operational Focus Areas

A. Board of Directors Support

- Preparing materials, budget reviews, and CIP updates for the December ADC Board of Directors Meeting.

B. Public Relations

- December ADC Newsletter is in development.

C. Capital Improvement Projects (CIP)

- Continuing coordination with the Attorney General's Office on Letters of Intent and draft Purchase & Sales Agreements for Board-approved parcels.
- Advancing procurement documents for HPP Operations & Maintenance.
- Responding to project-related inquiries from Budget & Finance.

D. O'ahu Operations

- Land appraisal for the slaughterhouse site is progressing.
- Continued coordination with HCDA and PBR Hawai'i on COFAH.
- Managing workload adjustments within the Waiāhole Team following two staff injuries.
- Participated in meetings with HDAB and the U.S. Army Corps of Engineers regarding Reservoirs 155 and 225.

E. Kaua'i Operations

- Proceeding with the assessment process for the Kekaha Agricultural Processing Facility with the selected bidder.
- Conducting due diligence for land acquisitions at Grove Farm and Gay & Robinson.
- Supporting new licensees and responding to inquiries from farmers regarding anticipated land acquisition timelines.

- Met with the Governor’s Office to review acquisition status and outline next-phase action steps.

F. Strategic Planning

- Incorporating feedback from the Strategic Planning Permitted Interaction Group into the draft Strategic Plan.
- Working with the Hawai‘i Risk Management Office (DAGS) to integrate BMPs and SOPs.
- Developing 10-year budget projections in coordination with program staff.

G. Administrative

- Received a request from the Auditor’s Office for updates on outstanding recommendations.
- Preparing the Annual Report to DBEDT (due December 15, 2025).
- Completing Resolution Reports for the Food Systems Working Group and the Agricultural Corridor.
- Drafting short- and long-term policy recommendations for eradication activities on ADC-managed lands.

H. Capacity Building & Staffing

- Reached out to local college accounting departments regarding recruitment for Accountant IV positions: no available applicant list from DHURD at this time.
- Contract Manager and Project Manager attended onboarding sessions with HCDA, planning additional onboarding with other DBEDT divisions.
- Scheduling interviews for O‘ahu Property Manager applicants.
- Reviewing and updating Position Descriptions (many last revised in 1989), ongoing staff performance evaluations and professional development planning.

V. Upcoming Events and Key Dates

Date	Event
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Dec 8	WIS Transition Meeting
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Date Event

Dec 8–
9 Agricultural Food Policy Summit, Wahiawā

Dec 12 BLNR Agenda Item: East Kauaʻi Irrigation System Transfer; Board submittals due;
DBEDT Holiday Party

Dec 15 DBEDT Managers Retreat (Session 2 of 2)

Dec 16 Nourishing Hawaiʻi's Future Stakeholder Meeting

Dec 18 ADC Board of Directors Meeting – Oʻahu, Foreign Trade Zone

Dec 25 Christmas Holiday – ADC Offices Closed

Jan 1 New Year's Day – ADC Offices Closed

Jan 21 Opening Day at the Legislature

Jan 22 ADC Board of Directors Meeting (Location TBD)