JOSH GREEN, M.D.
GOVERNOR

KEITH A. REGAN
ACTING LT. GOVERNOR

STATE OF HAWAII
AGRIBUSINESS DEVELOPMENT CORPORATION
BOARD OF DIRECTORS

235 SOUTH BERETANIA STREET, ROOM 205
HONOLULU, HAWAI'I 96813

JAYSON M. WATTS
CHAIRPERSON

JASON OKUHAMA
VICE CHAIRPERSON

JESSE COOKE
DAVE HINAZUMI
GLENN HONG
SHARON HURD, Ex-Officio
CIARA W.K. KAHAHANE, Ex-Officio
DEAN OKIMOTO
KAREN SEDDON
NATHAN TRUMP
DANE K. WICKER, Ex-Officio

Notice of Regular Meeting of the Board of Directors

Held via Teleconference with In-Person Location
(Board members will participate virtually.)

THURSDAY, MAY 21, 2026
9:00 a.m.

Pursuant to section 92-3.7, *Hawai'i Revised Statutes (HRS)*, 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 have 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 South Beretania Street, Suite 205
Honolulu, Hawai'i 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 is allowed up to two minutes of testimony per agenda item pursuant to determination of the Board on November 20, 2025.

The public may participate in the meeting via:

ICT:	https://us06web.zoom.us/j/81443660740
Telephone:	(669) 900-6833, Webinar ID: 814 4366 0740
In-Person:	State Office Tower 235 South Beretania Street, Suite 205 Honolulu, Hawai'i 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. abcd@efgh.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 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 is allowed up to two minutes of testimony per agenda item pursuant to determination of the Board on November 20, 2025.

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.

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 is allowed up to two minutes of testimony per agenda item pursuant to determination of the Board on November 20, 2025.

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 Office Tower
235 South Beretania Street, Suite 205
Honolulu, Hawai‘i 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 is allowed up to two minutes of testimony per agenda item pursuant to determination of the Board on November 20, 2025.

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. If 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 THREE FULL BUSINESS DAYS (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 Title VI Non-Discrimination Coordinator
Agribusiness Development Corporation
235 South Beretania Street, Suite 205
Honolulu, Hawai‘i 96813

Phone: (808) 586-0186
Email: 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.

[remainder of this page is left intentionally blank.]

AGENDA

A. Roll Call & Call to Order

B. Approval of Minutes

1. None

C. Chairperson's Report

1. None

D. Committee & Permitted Interaction Group Reports

1. Discussion and possible adoption of the report and findings of the Strategic Planning Permitted Interaction Group regarding its comprehensive review and proposed updates to the Agribusiness Development Corporation's Agribusiness Plan. This work was conducted pursuant to section 163D-5, Hawai‘i Revised Statutes, to ensure the Corporation's strategic roadmap aligns with current agricultural priorities, legislative mandates, and the long-term sustainability of Hawai‘i's diversified agricultural industry. *Pursuant to section 92-2.5(b)(1)(B), Hawai‘i Revised Statutes, this meeting is limited to the presentation of the permitted interaction groups findings and recommendations. Board members may ask clarifying questions of the permitted interaction group members; however, no deliberation or decision-making on the matter will occur at this meeting. Final discussion and action will be scheduled for a subsequent meeting held at least six (6) business days after this presentation.*

2. Discussion and possible adoption of the report and findings of the permitted interaction group established at the December 18, 2025 board meeting to evaluate the performance of the executive director on a semi-annual and annual basis, pursuant to section 163D-3(f), and section 92-2.5(b)(1), Hawai‘i Revised Statutes. *Pursuant to section 92-2.5(b)(1)(B), Hawai‘i Revised Statutes, this meeting is limited to the presentation of the permitted interaction groups findings and recommendations. Board members may ask clarifying questions of the permitted interaction group members; however, no deliberation or decision-making on the matter will occur at this meeting. Final discussion and action will be scheduled for a subsequent meeting held at least six (6) business days after this presentation.*

E. Action Items

1. Discussion and decision regarding the Administration Committee recommendation to i) align the Corporation's governance with state law and the gubernatorial appointment cycle, the Board will consider the Administration Committee's recommendation to amend the Agribusiness Development

Corporation Bylaws. This amendment moves the annual election of officers from June to July of each fiscal year, ensuring that members seated as of July 1st—specifically newly appointed members—are empowered to select the leadership for the term in which they will serve; and ii) formalizes the addition of Secretary and Treasurer positions to address fiscal and administrative gaps that have persisted as a problem since the 2021 State Performance Audit. By modernizing the oversight framework and establishing these roles, the Corporation strengthens its management structure and creates dedicated opportunities for broader board member participation in essential governance and recordkeeping functions.

2. Request to establish a permitted interaction group to complete the performance evaluation of the Executive Director for Fiscal Year 2026, in accordance with section 163D-3(f), Hawai‘i Revised Statutes.

F. Informational Items

1. Briefing by the Executive Director related to tracked legislation related to the Agribusiness Development Corporation for the 2026 legislative session.

ACTIVE MEASURES

A. **HB1800 HD1 SD1 CD1 – RELATING TO THE STATE BUDGET. (T)**
State Budget; Executive Supplemental Budget ($).
Adjusts and requests appropriations for fiscal biennium 2025-2027 funding requirements for operations and capital improvement projects of Executive Branch agencies and programs. Effective 7/1/3000. (HD1)

B. **SB2169 SD1 HD1 CD2– RELATING TO THE AGRIBUSINESS DEVELOPMENT CORPORATION. (T)**
ADC; Real Property; Condemnation; Eminent Domain; Public Use.
Authorizes the Agribusiness Development Corporation to acquire by condemnation any real property or interest in real property, except public lands, under certain conditions. Prohibits any real property acquired by the Corporation by condemnation from subsequently being transferred or taken for any other public use without the Corporation's consent. Effective 7/1/3000. (HD1)

C. **SB2360 SD1 HD2 CD1 – RELATING TO STATE ENTERPRISE ZONES. (T)**
State Enterprise Zones; Qualified Business; State Business Tax Credit; General Excise Tax; Eligible Business Activities; Retail Sales; Value-Added Agricultural Products; Hawai‘i Food and Production Innovation Network; Health Care Services; Exemption; Extension.
Amends the definition of "eligible business activity" for the purposes of

the Enterprise Zone Program to include certain retail sales of tangible personal property, processing of certain value-added agricultural products, the Hawai‘i food and product innovation network, and the provision of certain professional services by health care professionals. For taxable years beginning after 12/31/2026, extends the eligibility period of the state business tax credit for qualified businesses within state enterprise zones. Beginning 1/1/2028, extends the eligibility period of the general excise tax exemption for qualified businesses within state enterprise zones. Applies to qualified businesses who join the Enterprise Zone Program on or after a specific date. Effective 7/1/3000. (HD1)

D. **SB2598 HD1 CD1 – RELATING TO NON-GENERAL FUNDS. (T)**
Special Funds; Revolving Funds.
Authorizes the use of moneys in certain special and revolving funds for operation and administration costs of the programs.

E. **SB2921 SD1 HD1 CD1 – RELATING TO STATE FUNDS. (T)**
Non-General Funds; Accounts.
Transfers to the general fund the excess balances of various non-general funds and programs. (SD1)

F. **SB3320 SD1 HD1 CD1 – RELATING TO THE FOOD AND PRODUCT INNOVATION NETWORK. (T)**
DBEDT; ADC; Food and Product Innovation Network; Food Safety; Regulatory Integration; Performance Indicators; Market Access; Branding Initiatives; Enterprise Zones; Reports; Appropriation.
Requires the Food and Product Innovation Network to integrate a coordinated food safety and regulatory framework. Requires the Agribusiness Development Corporation to establish key performance indicators for the Food and Product Innovation Network, develop a market access strategy, align and harmonize state branding initiatives, and report certain data to the Legislature. Requires the Department of Business, Economic Development, and Tourism to evaluate or adopt enterprise zone incentives in all counties to better support the Food and Product Innovation Network. Appropriates funds. Effective 7/1/3000. (HD1)

2. Executive Director’s report, including updates on current agency projects and acquisitions. Also, please see weekly reports available at https://dbedt.hawaii.gov/adc/reports/.

G. Adjourn

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

May 14, 2026

TO: ADC Board of Directors

FROM: The Permitted Interaction Group created December 18, 2025 to conduct a mid-fiscal year 2026 evaluation of the Executive Director.

Contents of Report:

1. ADC ED Evaluation Overview Report

Attachment: ADC ED Evaluation (Jayson Watts)

Attachment: ADC ED Evaluation (Dane K. Wicker)

Attachment: ADC ED Evaluation (Ciara W.K. Kahahane)

Attachment: ADC ED Evaluation (Nathan Trump)

Attachment: ADC ED Evaluation (David Hinazumi)

Attachment: Executive Director Wendy Gady 6-Month Self Evaluation

Attachment: Staff Survey Compilation

THIS REPORT IS FOR USE AT THE MAY 2026 BOARD MEETING.

Executive Director Mid-Fiscal Year 2026 Evaluation

Date: May 14, 2026

Submitted By: Permitted Interaction Group

I. Introduction

Setting goals and objectives for the Executive Director, including establishing a Mid-Fiscal Year and End-of-Year Evaluation schedule was set forth before the ADC's Administration Committee. A Permitted Interaction Group (PIG) consisting of Board Members Jayson Watts, Dane Wicker, Ciara Kahahane, Nathan Trump, and David Hinazumi was formed to complete this evaluation. This evaluation is based on the performance and success factors and goals and objectives from the FYE25 PIG Report on Executive Director's Evaluation that was presented to the Board of Directors in June 2025.

II. Summary of Evaluation Scores

Performance Scores:

Overall: 2.17, 2.22, 2.60, 3.40, 2.25

Average: 2.53

Success Assessment Scores:

Overall: 2.29, 2.29, 2.71, 3.86, 2.21

Average: 2.67

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**

Progress made on ADC and legislative driven projects.

Land Leases: Executed new land leases at appraised lease rates.

External Engagement & Visibility: Demonstrated strong outreach and stakeholder presence

IV. **Key Areas for Improvement**

Board Meetings: Procedures for conducting meetings need to be established and followed to ensure timeliness and sufficiency of board packages.

Strategic Planning: Concern with a lack of proper planning that lead to late, rushed requests that delay or complicate project completion.

Budgeting & Economic Management: Need to submit budget for Board approval and focus on financial performance of projects and overall operation.

File Management System, Records Retention Policy, and Yardi system: Need to complete and utilize systems.

Legislative Advocacy: Review ADC policy recommendations with Board and provide input to the Legislature before and during session.

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

V. **Recommendations**

This report serves as a mid-fiscal year 2026 evaluation of Executive Director Gady. Beginning with the FYE25 PIG Report and continuing through this evaluation, the Executive Director continues to be tasked to address these comments and will be evaluated at the end of fiscal year 2026.

An end-of-fiscal year 2026 report will be completed to serve as the annual evaluation as required by Section 163D-3(e)-(f), Hawaii Revised Statues. At that time, the report will provide recommendations regarding retention, salary, and goals and objectives for FY27.

Agribusiness Development Corporation

Executive Director's Six Month Performance Review FYE June 2026 (for the period from July 1, 2025 to December 31, 2025)

Jayson Watts

Performance & Success Definitions:

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

Performance Factor	Performance from 5 - 1	Comments
Leadership Skills	2.50	
Strategic Planning (Short & Long-term)	2.50	Strategic planning is currently characterized by a pursuit of project and land acquisitions through the legislative process without a concurrent plan to 'right-size' the agency's operational capacity.
Implementation of Goals and Objectives	2.00	
Oversight of Daily Operations & Organization of Work	2.50	
Problem Solving & Decision Making	2.00	
Anticipation of Needs, Changing Conditions & Environment	2.50	There is a growing misalignment between the agency's strategic expansion and its current operational capacity. While the acquisition of new mandates, such as the Wahiawa Irrigation System, represents significant growth, the concurrent challenges in staffing and equipment procurement create a risk of overextension. To ensure we can fulfill our public purpose, it is essential that our legislative goals are balanced with the internal resources necessary to sustain them.

Budgeting & Economic Management	1.00	Article 6, Section 1 of the ADC Bylaws, requires the Executive Director to "submit the annual Corporation budget to the chairperson for the consideration of the Board of Directors". This has not occured in the almost three years of the current Executive Director's term. This omission prevents the Board and its from exercising its oversight duties regarding fiscal sustainability, accountability, and transparency. This omission mirrors the "material weaknesses" cited in the 2021 State Audit and directly exposes the Board of Directors, who carry the ultimate fiduciary and reputational risk, to liability for lack of fiscal due diligence.
Compliance	1.00	There needs to be alignment with legislative engagement with Board-approved strategies, frequently initiating high-level correspondence regarding new acquisitions before a Board vote has occurred. This undermines the statutory requirement for Board oversight and reverses the governance reforms mandated by the State Auditor.
Risk (Liability) Management	2.00	
PIG Facilitation: 90% of PIG meetings were on schedule and timely progress reports are submitted to the Board	2.00	
Strategic Infrastructure Planning: Development and implementation of a five-year strategic infrastructure improvement plan by Q2 FY26	1.00	Unknown
Final Strategic Plan to ADC Board by September 30, 2025	2.50	While a draft strategic plan was completed, it has stalled due to a lack of budgetary oversight.
East Kauai Irrigation System acquisition by Q4 FY26	2.50	
New initiatives to promote diversified agriculture and agribusiness innovation by Q3 FY26	2.00	
Audit Compliance: Addressing 100% of outstanding audit findings by Q3 FY26	1.50	

Establish a comprehensive risk management framework, including liability assessments and mitigation strategies for agricultural operations by Q2 FY26	2.00	
Create at least two new agricultural training programs focusing on irrigation management, agribusiness, food safety, and value-added production by Q4 FY26	1.50	
File Management System: Implementation and operational effectiveness of electronic/physical file storage by Q3 FY 2024/2025.	2.50	
Records Retention Policy: Development and adherence to ADC-specific records retention policies by Q2 FY 2024/2025.	2.50	
Provide Legislature with input supporting agricultural development and ADC's mission before and during 2026 legislative session. Provide policy recommendations to the Legislature by Q1 FY26	2.50	By providing official testimony and policy recommendations without prior Board consultation, the Executive Director directly contradicts Article 4, Section 1 of the ADC Bylaws, which reserves authority for all significant policy matters to the Board of Directors. This practice repeats the "minimal guidance and oversight" failure identified in the 2021 State Audit, where the Auditor warned that treating the Board as a "formality" undermines the agency's statutory purpose and leaves the ADC without a unified, Board-sanctioned legislative strategy. This lack of coordinated deliberation by exposes the Corporation to unnecessary political and operational risk. This includes the lack of a corporation budget.

Financial Plan and Budget: Develop a multi-year financial plan that aligns with operational budget and strategic priorities ensuring fiscal sustainability by Q1 FY26	1.00	Article 6, Section 1 of the ADC Bylaws, requires the Executive Director to "submit the annual Corporation budget to the chairperson for the consideration of the Board of Directors". This has not occured in the almost three years of the current Executive Director's term. This omission prevents the Board and its from exercising its oversight duties regarding fiscal sustainability, accountability, and transparency. This omission mirrors the "material weaknesses" cited in the 2021 State Audit and directly exposes the Board of Directors, who carry the ultimate fiduciary and reputational risk, to liability for lack of fiscal due diligence.
Report to ADC Board on all Grant opportunities applied for and status on a quarterly basis.	2.50	
Report to ADC Board on the increase in ADC ag land licenses between FYE 25 to FYE 26. Report provided to Board on a quarterly basis.	2.50	
Yardi System fully operational and generating reports on land management, and if applicable, water use agreements. Ongoing quarterly reports starting Q1 FY26.	2.50	
Staff Development & Performance	2.50	
System for Evaluations	2.50	
Culture of Collaboration, Accountability, and Inclusivity	2.50	
Staff Retention	2.50	
Staff Meetings: Conduct a minimum of 26 bi-weekly staff meetings within FY 2025/2026.	2.50	
Cross-Training & Continuing Education: Introduce cross-training programs for staff. Confirm 100% staff participation in at least one cross-training program by Q4 FY26. Confirm 100% staff participation in continuing education by Q4 FY26.	2.50	
Quarterly report to ADC Board on workload distribution and balance.	2.50	
All staff positions filled by Q2 FY26. Report to ADC Board on changes in open and filled staff positions.	2.50	

Weekly Reports: Timely submission and uploading of Executive Director Weekly Reports within 48 hours.	2.50	
Board Packages: Distribution of comprehensive board packages at least five business days before meetings with 100% on-time delivery.	1.00	Article 6, Section 1 of the ADC Bylaws, requires the Executive Director to furnish the Board with information necessary for the "proper administration of its affairs." Late delivery of Board materials violates ADC Bylaws and creates significant legal and reputational exposure for the Board of Directors. While staff completed post-lawsuit Sunshine Law training earlier this year, continued scheduling failures place the Board at personal risk of statutory non-compliance and public scrutiny.
Major Project Schedule Updates: Quarterly updates to the CIP Major Project Schedule.	2.50	
Oral Communication	2.00	
Written Communication	2.00	
Coordination/Collaboration	2.00	
Credibility	2.50	
Stakeholder Engagement: Conduct at least three stakeholder engagement sessions by Q4 FY26.	2.50	
Media Presence: Issuance of quarterly public updates and media releases, with a target of increasing positive media coverage by 25% annually.	2.50	
Professional Growth: Completion of two professional development courses by Q4 FY26.	2.50	

Performance Score Average: 2.17

Success Factor	Success from 5 - 1	Comments
Implementation of ADC's mission and goals	2.50	
Progress in moving ADC forward	2.50	
Handling of media, community, and legislative relations	2.50	
Achievement of Board set goals	2.00	
Efficiency and thoughness of communications to the Board	2.00	
Establishment of a positive staff environment, ethical adherence, and mission-drive focus	2.00	
Projection of a positive image and clear direction for ADC	2.50	

Success Score Average: 2.29

Comments: While the Executive Director has demonstrated a proactive approach to strategic expansion, these efforts are fundamentally compromised by a persistent lack of administrative and fiduciary compliance. Per Article 6, Section 1 of the ADC Bylaws, the Executive Director must "submit the annual Corporation budget to the chairperson for the consideration of the Board of Directors". The three-year failure to provide a budget for the mandated annual vote—combined with the consistent late delivery of materials—directly replicates the "material weaknesses" identified in the 2021 State Audit.

It is particularly concerning that these systemic issues persist, as the Executive Director was hired specifically to remediate the Audit's findings that ADC records. Instead, the current administration continues a pattern of "operating with little to no accountability." These deficiencies do not legally insulate staff; rather, the Auditor warned in 2021 that the Board of Directors bears the ultimate responsibility for the corporation's performance. By allowing Board participation to be treated as "more of a formality," the Board is exposed to personal risk of statutory non-compliance, public scrutiny, and severe legal consequences should governance be challenged. These inherited failures must be cured immediately to ensure organizational accountability and protect the Board.

Overall Evaluation (Check One):

_____ Oustanding _____ Signifcantly Exceeds Exceptations _____ Fully Capable
__X__ Needs Improvement _____ Unsatisfactory

Evaluator's Signature: Jayson Watts Date: April 25, 2026

Agribusiness Development Corporation

Executive Director's Six Month Performance Review FYE June 2026 (for the period from July 1, 2025 to December 31, 2025)

Dane K. Wicker

Performance & Success Definitions:

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

Performance Factor	Performance from 5 - 1	Comments
Leadership Skills	2.00	
Strategic Planning (Short & Long-term)	2.00	with internal and external support
Implementation of Goals and Objectives	3.00	with staff support
Oversight of Daily Operations & Organization of Work	2.00	
Problem Solving & Decision Making	3.00	
Anticipation of Needs, Changing Conditions & Environment	2.00	
Budgeting & Economic Management	2.00	unknown Rev/Exp for FY26 - FY27; have requested budget updates but ED has noted will provide once Yardi is implemented
Compliance	N/A	unknown
Risk (Liability) Management	N/A	unknown
PIG Facilitation: 90% of PIG meetings were on schedule and timely progress reports are submitted to the Board	N/A	
Strategic Infrastructure Planning: Development and implementation of a five-year strategic infrastructure improvement plan by Q2 FY26	2.00	ED has shown able to understand however planning and execution have been at the staff level
Final Strategic Plan to ADC Board by September 30, 2025	N/A	this has been long overdue; ED needs to show how the plan is to be implemented and tie it into Org Chart and Budget
East Kauai Irrigation System acquisition by Q4 FY26	N/A	ED needs to present an update to the Board

New initiatives to promote diversified agriculture and agribusiness innovation by Q3 FY26	N/A	ED needs to include in presenting with Strategic Plan
Audit Compliance: Addressing 100% of outstanding audit findings by Q3 FY26	N/A	ED needs to present an update to the Board
Establish a comprehensive risk management framework, including liability assessments and mitigation strategies for agricultural operations by Q2 FY26	N/A	ED needs to present an update to the Board
Create at least two new agricultural training programs focusing on irrigation management, agribusiness, food safety, and value-added production by Q4 FY26	N/A	ED needs to present an update to the Board
File Management System: Implementation and operational effectiveness of electronic/physical file storage by Q3 FY 2024/2025.	N/A	ED needs to present an update to the Board
Records Retention Policy: Development and adherence to ADC-specific records retention policies by Q2 FY 2024/2025.	N/A	ED needs to present an update to the Board
Provide Legislature with input supporting agricultural development and ADC's mission before and during 2026 legislative session. Provide policy recommendations to the Legislature by Q1 FY26	N/A	ED needs to present an update to the Board
Financial Plan and Budget: Develop a multi-year financial plan that aligns with operational budget and strategic priorities ensuring fiscal sustainability by Q1 FY26	N/A	ED needs to present an update to the Board
Report to ADC Board on all Grant opportunities applied for and status on a quarterly basis.	N/A	ED needs to present an update to the Board
Report to ADC Board on the increase in ADC ag land licenses between FYE 25 to FYE 26. Report provided to Board on a quarterly basis.	N/A	ED needs to present an update to the Board
Yardi System fully operational and generating reports on land management, and if applicable, water use agreements. Ongoing quarterly reports starting Q1 FY26.	N/A	ED needs to present an update to the Board
Staff Development & Performance	N/A	ED needs to present an update to the Board

System for Evaluations	N/A	ED needs to present an update to the Board
Culture of Collaboration, Accountability, and Inclusivity	N/A	Need to survey staff for feedback
Staff Retention	2.00	Current exisiting of staff employed under 1-year; ED should provide current vacancy report to Board
Staff Meetings: Conduct a minimum of 26 bi-weekly staff meetings within FY 2025/2026.	N/A	Have requested Staff Meeting Agendas and regular scheduled updates for DBEDT; have had to establish standing meetings with staff to receive updates and plan projects
Cross-Training & Continuing Education: Introduce cross-training programs for staff. Confirm 100% staff participation in at least one cross-training program by Q4 FY26. Confirm 100% staff participation in continuing education by Q4 FY26.	N/A	ED needs to present an update to the Board
Quarterly report to ADC Board on workload distribution and balance.	1.00	
All staff positions filled by Q2 FY26. Report to ADC Board on changes in open and filled staff positions.		
Weekly Reports: Timely submission and uploading of Executive Director Weekly Reports within 48 hours.	2.00	
Board Packages: Distribution of comprehensive board packages at least five business days before meetings with 100% on-time delivery.	3.00	
Major Project Schedule Updates: Quarterly updates to the CIP Major Project Schedule.	2.00	
Oral Communication	2.00	
Written Communication	2.00	
Coordination/Collaboration	3.00	
Credibility	3.00	Communication needs improvement; organizing and planning needs improvement
Stakeholder Engagement: Conduct at least three stakeholder engagement sessions by Q4 FY26.	N/A	ED needs to present an update to the Board

Media Presence: Issuance of quarterly public updates and media releases, with a target of increasing positive media coverage by 25% annually.	2.00	Currently no media contract in place
Professional Growth: Completion of two professional development courses by Q4 FY26.	N/A	ED needs to present an update to the Board

Performance Score Average: 2.22

Success Factor	Success from 5 - 1	Comments
Implementation of ADC's mission and goals	3.00	
Progress in moving ADC forward	2.00	
Handling of media, community, and legislative relations	2.00	
Achievement of Board set goals	2.00	
Efficiency and thoughness of communications to the Board	2.00	
Establishment of a positive staff environment, ethical adherence, and mission-drive focus	2.00	
Projection of a positive image and clear direction for ADC	3.00	

Success Score Average: 2.29

Comments:

Overall Evaluation (Check One):

_____ Oustanding _____ Signifcantly Exceeds Exceptations _____ Fully Capable
__**X**__ Needs Improvement _____ Unsatisfactory

Evaluator's Signature: Dane K. Wicker Date:

Agribusiness Development Corporation (ADC)
Executive Director Mid-Term Evaluation Report
Evaluation Period: First 6 Months (FY2026)

This mid-term evaluation provides a professional assessment of the Executive Director's performance to date. The intent is to acknowledge progress, identify areas requiring improvement, and provide clear guidance for course correction over the remainder of the evaluation period. This assessment reflects Board expectations, statutory responsibilities, and the level of leadership required to advance ADC's mission.

Overall Assessment

The Executive Director has demonstrated commitment to ADC's mission and has made incremental progress in strengthening certain administrative and operational functions. However, performance to date reflects a gap between the expectations of an Executive Director role and current execution. ADC remains in a transitional state, with limited advancement on core priorities related to strategic planning, organizational alignment, financial management, and execution of new initiatives.

While there is evidence of effort and engagement, the organization has not progressed at the level expected given the duration of leadership and the urgency of ADC's responsibilities. The second half of the evaluation period will be critical to demonstrate measurable improvement.

Strengths

The Executive Director demonstrates an understanding of the broader mission and context in which ADC operates, including the importance of agriculture to Hawai‘i's economy and the need for interagency coordination. There is an appreciation for stakeholder engagement and a willingness to collaborate with partner agencies to build capacity.

The Executive Director performs more effectively when work is structured into defined tasks or phases, and has supported incremental improvements in administrative systems, including contract tracking, internal procedures, and coordination with other agencies. Efforts to build relationships across departments and with stakeholders are noted and provide a foundation that can be further developed.

(continued on next page)

Areas for Improvement

The most significant area requiring improvement is strategic leadership. The Board has consistently requested a comprehensive strategic plan over an extended period, and while drafts and external support have been utilized, there remains no finalized, actionable plan owned and driven by the Executive Director. The absence of a clear strategy has resulted in a lack of direction across the organization, including unclear priorities, timelines, and alignment of resources.

Organizational leadership and structure also require immediate attention. ADC operates across multiple locations, including O‘ahu and Kaua‘i, yet there is no clearly defined structure that aligns staffing, operations, and responsibilities with the organization’s needs. The Board has requested clarity on how ADC should be structured to execute its mission, and this has not been adequately addressed. This gap limits accountability, delegation, and overall effectiveness.

Financial management remains a critical deficiency. There is insufficient clarity regarding ADC’s financial position, including revenue streams, expenditures, and long-term sustainability. Budget discussions lack the level of detail necessary for informed decision-making, and there is no comprehensive financial framework that aligns resources with strategic priorities.

Execution of projects and initiatives has been limited. Most projects currently underway were initiated prior to the current leadership or driven through external direction. There is limited evidence of new initiatives being advanced from concept to implementation, and existing efforts lack consistent tracking, timelines, and accountability measures.

Contract management and procurement practices require improvement. There have been multiple instances where contracts approach expiration without timely preparation of extensions or new procurements. This reflects a reactive rather than proactive approach and creates operational risk for the organization.

Communication across multiple levels, including with the Board, stakeholders, and internally, remains inconsistent. Board materials often lack clarity and actionable detail, public communication lacks structure and continuity, and internal alignment on priorities is not consistently evident. The absence of a formal communications framework further contributes to these challenges.

Overall leadership effectiveness requires improvement. The current approach reflects strengths in supporting and implementing tasks incrementally; however, the Executive Director role requires vision-setting, strategic delegation, and driving execution across the organization. There is limited demonstration of these executive-level leadership functions to date.

To support ADC's progress and address capacity constraints, additional assistance has been provided through coordination with other attached agencies for project management, planning, and operational support. These resources were intended to help accelerate progress and strengthen internal capabilities. Despite this support, expected advancements in key leadership areas have not been fully realized.

Required Course Corrections (Next 3–6 Months)

The following actions are required to demonstrate progress and alignment with the expectations of the Executive Director role:

- Finalize and present a comprehensive strategic plan that includes clear priorities, timelines, measurable outcomes, and an implementation roadmap owned and driven by the Executive Director.
- Develop and present an organizational structure that aligns staffing, operations, and geographic responsibilities (O'ahu and Kaua'i) with ADC's mission and strategic priorities.
- Establish a clear financial framework that outlines revenues, expenditures, cost drivers, and a multi-year outlook tied to strategic initiatives.
- Implement a project execution and reporting system that identifies key initiatives, assigns accountability, and tracks progress against defined timelines and deliverables.
- Develop and implement a proactive contract and procurement management process to ensure continuity, compliance, and forward planning.
- Strengthen communication practices by providing clear, timely, and actionable information to the Board, improving internal alignment, and establishing a consistent external communications strategy.

Conclusion

The Executive Director has demonstrated commitment and incremental progress in select areas; however, overall performance at this stage does not meet the expectations required for the role, particularly in strategic leadership, financial management, organizational alignment, and execution.

The second half of the evaluation period is critical. Demonstrated and measurable progress in the areas outlined above will be necessary to align performance with the responsibilities of the Executive Director and the expectations of the Board. This evaluation is intended to provide clear and constructive guidance to support improved performance and the successful advancement of ADC's mission.

Agribusiness Development Corporation

Executive Director's Six Month Performance Review FYE June 2026 (for the period from July 1, 2025 to December 31, 2025)

Ciara W.K. Kahahane

Performance & Success Definitions:

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

Performance Factor	Performance from 5 - 1	Comments
Leadership Skills	3.00	Prioritization and sequencing of initiatives appears unclear. Greater clarity around priorities and delegation could strengthen overall leadership
Strategic Planning (Short & Long-term)	2.00	
Implementation of Goals and Objectives	2.00	
Oversight of Daily Operations & Organization of Work	3.00	My visibility into daily operations is limited; evaluation is based primarily on Board interactions and reporting.
Problem Solving & Decision Making	3.00	
Anticipation of Needs, Changing Conditions & Environment	3.00	
Budgeting & Economic Management	3.00	I do not have sufficient visibility to effectively evaluate this factor.
Compliance	3.00	I do not have sufficient visibility to effectively evaluate this factor.
Risk (Liability) Management	3.00	I do not have sufficient visibility to effectively evaluate this factor.
PIG Facilitation: 90% of PIG meetings were on schedule and timely progress reports are submitted to the Board	3.00	This factor involves multiple external dependencies beyond the ED's sole control.
Strategic Infrastructure Planning: Development and implementation of a five-year strategic infrastructure improvement plan by Q2 FY26	2.00	This factor involves multiple external dependencies beyond the ED's sole control.

Final Strategic Plan to ADC Board by September 30, 2025	2.00	Progress toward completion of the strategic plan appears ongoing; prioritizing a functional working document that can be circulated to the full Board may help move the process forward more efficiently.
East Kauai Irrigation System acquisition by Q4 FY26	3.00	This factor involves multiple external dependencies beyond the ED's sole control; not yet Q4
New initiatives to promote diversified agriculture and agribusiness innovation by Q3 FY26	2.00	
Audit Compliance: Addressing 100% of outstanding audit findings by Q3 FY26	2.00	
Establish a comprehensive risk management framework, including liability assessments and mitigation strategies for agricultural operations by Q2 FY26	3.00	I do not have sufficient visibility to effectively evaluate this factor.
Create at least two new agricultural training programs focusing on irrigation management, agribusiness, food safety, and value-added production by Q4 FY26	3.00	
File Management System: Implementation and operational effectiveness of electronic/physical file storage by Q3 FY 2024/2025.	3.00	I do not have sufficient visibility to effectively evaluate this factor.
Records Retention Policy: Development and adherence to ADC-specific records retention policies by Q2 FY 2024/2025.	3.00	I do not have sufficient visibility to effectively evaluate this factor.
Provide Legislature with input supporting agricultural development and ADC's mission before and during 2026 legislative session. Provide policy recommendations to the Legislature by Q1 FY26	3.00	I do not have sufficient visibility to effectively evaluate this factor.
Financial Plan and Budget: Develop a multi-year financial plan that aligns with operational budget and strategic priorities ensuring fiscal sustainability by Q1 FY26	3.00	I do not have sufficient visibility to effectively evaluate this factor.

Report to ADC Board on all Grant opportunities applied for and status on a quarterly basis.	2.00	
Report to ADC Board on the increase in ADC ag land licenses between FYE 25 to FYE 26. Report provided to Board on a quarterly basis.	2.00	
Yardi System fully operational and generating reports on land management, and if applicable, water use agreements. Ongoing quarterly reports starting Q1 FY26.	2.00	
Staff Development & Performance	3.00	I do not have sufficient visibility to effectively evaluate this factor.
System for Evaluations	3.00	I do not have sufficient visibility to effectively evaluate this factor.
Culture of Collaboration, Accountability, and Inclusivity	3.00	I do not have sufficient visibility to effectively evaluate this factor.
Staff Retention	3.00	This factor involves multiple external dependencies beyond the ED's sole control.
Staff Meetings: Conduct a minimum of 26 bi-weekly staff meetings within FY 2025/2026.	3.00	I do not have sufficient visibility to effectively evaluate this factor.
Cross-Training & Continuing Education: Introduce cross-training programs for staff. Confirm 100% staff participation in at least one cross-training program by Q4 FY26. Confirm 100% staff participation in continuing education by Q4 FY26.	3.00	I do not have sufficient visibility to effectively evaluate this factor.
Quarterly report to ADC Board on workload distribution and balance.	2.00	
All staff positions filled by Q2 FY26. Report to ADC Board on changes in open and filled staff positions.	3.00	This factor involves multiple external dependencies beyond the ED's sole control.
Weekly Reports: Timely submission and uploading of Executive Director Weekly Reports within 48 hours.	2.00	

Board Packages: Distribution of comprehensive board packages at least five business days before meetings with 100% on-time delivery.	1.00	Board packets are sometimes incomplete or provided without all supporting materials.
Major Project Schedule Updates: Quarterly updates to the CIP Major Project Schedule.	2.00	
Oral Communication	2.00	Communication to the Board could benefit from greater organization and clarity.
Written Communication	2.00	
Coordination/Collaboration	2.00	
Credibility	3.00	
Stakeholder Engagement: Conduct at least three stakeholder engagement sessions by Q4 FY26.	3.00	
Media Presence: Issuance of quarterly public updates and media releases, with a target of increasing positive media coverage by 25% annually.	3.00	
Professional Growth: Completion of two professional development courses by Q4 FY26.	3.00	I do not have sufficient visibility to effectively evaluate this factor.

Performance Score Average: 2.60

Success Factor	Success from 5 - 1	Comments
Implementation of ADC's mission and goals	3.00	
Progress in moving ADC forward	3.00	Organizational culture and effectiveness seems to have improved
Handling of media, community, and legislative relations	3.00	
Achievement of Board set goals	3.00	Greater clarity from the Board regarding prioritization of goals—including identifying “minimum expectations” versus “reach goals”—may support the ED’s ability to execute effectively.
Efficiency and thoughness of communications to the Board	2.00	Communication to the Board could benefit from greater
Establishment of a positive staff environment, ethical adherence, and mission-drive focus	3.00	
Projection of a positive image and clear direction for ADC	2.00	

Success Score Average: 2.71

Comments:

Overall Evaluation (Check One):

_____ Oustanding _____ Signifcantly Exceeds Exceptations _____ Fully Capable
__X__ Needs Improvement _____ Unsatisfactory

Evaluator's Signature: Ciara W.K. Kahahane Date: 5/12/2026

Agribusiness Development Corporation

Executive Director's Six Month Performance Review FYE June 2026 (for the period from July 1, 2025 to December 31, 2025)

Nathan Trump

Performance & Success Definitions:

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

Performance Factor	Performance from 5 - 1	Comments
Leadership Skills	4.00	The ED is relentlessly positive and takes time to thoughtfully engage external stakeholders as well as board members on key projects and issues. The ED supports staff members in comments to ag community and the public and also takes personal responsibility for any organizational shortcomings.
Strategic Planning (Short & Long-term)	4.00	The ED successfully incorporates the strategic vision of multiple stakeholders into the strategic planning process. She understands and communicates challenges and opportunites in expanding Hawaii agriculture.
Implementation of Goals and Objectives	3.00	The ED has made significant progress toward ADC goals and completion of projects. Updating policies, hiring new staff, and licensing vacant lands are some expamples of progress. Implementation can sometimes not be as swift as desired.

Oversight of Daily Operations & Organization of Work	3.00	The ED clearly understands and supports daily operations and staff work. One area of improvement is better organizing and properly delegating tasks to the appropriate staff.
Problem Solving & Decision Making	4.00	The ED makes decisions collaboratively and for the most part, acts decisively.
Anticipation of Needs, Changing Conditions & Environment	4.00	The ED has excellent forward vision and balances immediate needs with a macro perspective.
Budgeting & Economic Management	2.00	The ED has strategically sought to diversify sources of funds by applying for grants and re-evaluating license rates. Overall budgeting process and financial management still needs improvement.
Compliance	4.00	The ED has significantly improved communication and compliance for ADC. She communicates closely with Deputy AG's and assigns staff to work on compliance work. The response to the recent audit's findings was complete and well-received.
Risk (Liability) Management	4.00	The ED is conscious of risks and actively seeks to limit ADC liability while still aggressively pursuing progress.
PIG Facilitation: 90% of PIG meetings were on schedule and timely progress reports are submitted to the Board	2.00	PIG meetings have not met 90% threshold

Strategic Infrastructure Planning: Development and implementation of a five-year strategic infrastructure improvement plan by Q2 FY26	3.00	Development progress made, implementation needs improvement.
Final Strategic Plan to ADC Board by September 30, 2025	3.00	Strategic plan not delivered by deadline. Quality of late strategic plan was excellent.
East Kauai Irrigation System acquisition by Q4 FY26	2.00	Unclear if significant progress has been made in this area.
New initiatives to promote diversified agriculture and agribusiness innovation by Q3 FY26	4.00	The ED actively is seeking out and promoting new initiatives. Her active presence at the legislature and in the community makes new initiatives possible.
Audit Compliance: Addressing 100% of outstanding audit findings by Q3 FY26	4.00	Appears most audit findings have been addressed.
Establish a comprehensive risk management framework, including liability assessments and mitigation strategies for agricultural operations by Q2 FY26	4.00	Draft risk management plan developed.
Create at least two new agricultural training programs focusing on irrigation management, agribusiness, food safety, and value-added production by Q4 FY26	2.00	Unclear if significant progress has been made in this area.
File Management System: Implementation and operational effectiveness of electronic/physical file storage by Q3 FY 2024/2025.	3.00	File storage effectiveness significantly improved. More work still needed.
Records Retention Policy: Development and adherence to ADC-specific records retention policies by Q2 FY 2024/2025.	2.00	Unclear if significant progress has been made in this area.
Provide Legislature with input supporting agricultural development and ADC's mission before and during 2026 legislative session. Provide policy recommendations to the Legislature by Q1 FY26	5.00	Reports submitted to legislature and consistent appearance from ED at hearings.
Financial Plan and Budget: Develop a multi-year financial plan that aligns with operational budget and strategic priorities ensuring fiscal sustainability by Q1 FY26	2.00	Financial plan under development but not completed.

Report to ADC Board on all Grant opportunities applied for and status on a quarterly basis.	4.00	Grants status reported to ADC board consistently.
Report to ADC Board on the increase in ADC ag land licenses between FYE 25 to FYE 26. Report provided to Board on a quarterly basis.	3.00	Communication on ag land licenses is consistent but do not believe report has been made.
Yardi System fully operational and generating reports on land management, and if applicable, water use agreements. Ongoing quarterly reports starting Q1 FY26.	4.00	Yardi system successfully implemented
Staff Development & Performance	3.00	Most staff appear to have increased workload and performance. Need for more development and increased staff numbers
System for Evaluations	2.00	Unclear if system is implemented or effective.
Culture of Collaboration, Accountability, and Inclusivity	3.00	Accountability and inclusivity could be improved per staff response. Collaboration and inclusivity overall is positive
Staff Retention	4.00	Overall increase in number of staff with some attrition. Mostly satisfactory responses to staff surveys
Staff Meetings: Conduct a minimum of 26 bi-weekly staff meetings within FY 2025/2026.	4.00	Appears staff meets on consistent basis.
Cross-Training & Continuing Education: Introduce cross-training programs for staff. Confirm 100% staff participation in at least one cross-training program by Q4 FY26. Confirm 100% staff participation in continuing education by Q4 FY26.	2.00	Some staff have participated in cross-training but most don't appear to have been trained.
Quarterly report to ADC Board on workload distribution and balance.	2.00	needs improvement
All staff positions filled by Q2 FY26. Report to ADC Board on changes in open and filled staff positions.	3.00	Board gets updated on staff changes but could be more organized and consistent.

Weekly Reports: Timely submission and uploading of Executive Director Weekly Reports within 48 hours.	3.00	Was previously very consistent but has not been prioritized
Board Packages: Distribution of comprehensive board packages at least five business days before meetings with 100% on-time delivery.	3.00	Board packages are comprehensive but sometimes late.
Major Project Schedule Updates: Quarterly updates to the CIP Major Project Schedule.	4.00	CIP Project Schedule updated consistently
Oral Communication	5.00	The ED clearly communicates orally to board members, staff and stakeholders.
Written Communication	5.00	The ED clearly communicates through emails and reports to board members, staff and stakeholders.
Coordination/Collaboration	4.00	Collaboration with agricultural stakeholders has risen considerably under current ED. More intergovernmental collaboration would be helpful.
Credibility	4.00	ED is consistent in response to board and stakeholders. Public image is positive.
Stakeholder Engagement: Conduct at least three stakeholder engagement sessions by Q4 FY26.	4.00	Stakeholder engagement appears to be consistent and ongoing.
Media Presence: Issuance of quarterly public updates and media releases, with a target of increasing positive media coverage by 25% annually.	5.00	Media coverage has gone from mostly negative to mostly positive. Public updates are issued consistently.
Professional Growth: Completion of two professional development courses by Q4 FY26.	4.00	One course has already been completed.

Performance Score Average: 3.40

Success Factor	Success from 5 - 1	Comments
Implementation of ADC's mission and goals	3.00	Progress on implementation but ideally would be further along
Progress in moving ADC forward	4.00	ADC is going in positive direction. Main concern is taking on too many new initiatives and projects without enough staff support.
Handling of media, community, and legislative relations	5.00	Positive media coverage, consistent responses to community concerns, and clear consistent communication at legislative hearings.
Achievement of Board set goals	3.00	Significant progress made but some goals yet to be achieved.
Efficiency and thoroughness of communications to the Board	4.00	Excellent communication to board.
Establishment of a positive staff environment, ethical adherence, and mission-drive focus	4.00	Staff environment mostly positive with some concerns. ED is very mission focused.
Projection of a positive image and clear direction for ADC	4.00	Positivity and clear direction in communication has been a strength of current ED.

Success Score Average: 3.86

Comments: The ED exemplifies excellent leadership and portrays the ADC in a positive light despite significant internal and external challenges. The swiftness of progress toward specific projects need to be improved, however, more resources will most likely be needed to adequately meet goals effectively.

Overall Evaluation (Check One):

_____ Oustanding ___X__ Signifcantly Exceeds Exceptations _____ Fully Capable
_____ Needs Improvement _____ Unsatisfactory

Evaluator's Signature: Nathan Trump Date: 3/27/26

Agribusiness Development Corporation

Executive Director's Six Month Performance Review FYE June 2026 (for the period from July 1, 2025 to December 31, 2025)

David Hinazumi

Performance & Success Definitions:

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

Performance Factor	Performance from 5 - 1	Comments
Leadership Skills	2.00	Lack of attention to financials and insufficient updates to judge progress on projects/contracts
Strategic Planning (Short & Long-term)	2.00	Need to see detailed planning for increased land utilization, needed infrastructure/facilities, how initiatives can become self sufficient
Implementation of Goals and Objectives	2.50	Positive progress on land leases and ROEs; lack of substantive updates to judge timeliness and effectiveness
Oversight of Daily Operations & Organization of Work	3.00	Generally positive feedback from staff
Problem Solving & Decision Making	2.00	High concern with handling of NPDES; cites constraints without suggesting solutions
Anticipation of Needs, Changing Conditions & Environment	2.00	Cites constraints without suggesting solutions
Budgeting & Economic Management	1.00	Lack of attention to financial performance
Compliance	2.00	Concern with timeliness and sufficiency of Board agenda, presentation, and minutes; continued concern from FYE25
Risk (Liability) Management	2.00	Concern with NPDES; waiting on management plan

PIG Facilitation: 90% of PIG meetings were on schedule and timely progress reports are submitted to the Board	3.00	
Strategic Infrastructure Planning: Development and implementation of a five-year strategic infrastructure improvement plan by Q2 FY26	2.00	Not complete and no update
Final Strategic Plan to ADC Board by September 30, 2025	2.50	Per ED, draft plan completed October 2025
East Kauai Irrigation System acquisition by Q4 FY26	2.50	Need to keep the Board updated on progress and any potential issues to be considered
New initiatives to promote diversified agriculture and agribusiness innovation by Q3 FY26	2.50	No update
Audit Compliance: Addressing 100% of outstanding audit findings by Q3 FY26	2.00	Need more detailed, substantive updates; concerned with ability to find documents; prior requested completion date by Q4 FY25
Establish a comprehensive risk management framework, including liability assessments and mitigation strategies for agricultural operations by Q2 FY26	2.00	Plan is not complete; need more detailed update
Create at least two new agricultural training programs focusing on irrigation management, agribusiness, food safety, and value-added production by Q4 FY26	2.00	No update
File Management System: Implementation and operational effectiveness of electronic/physical file storage by Q3 FY 2024/2025.	2.00	Remains incomplete from FYE 2025 PIG report and August Board meeting
Records Retention Policy: Development and adherence to ADC-specific records retention policies by Q2 FY 2024/2025.	2.00	Remains incomplete from FYE 2025 PIG report and August Board meeting
Provide Legislature with input supporting agricultural development and ADC's mission before and during 2026 legislative session. Provide policy recommendations to the Legislature by Q1 FY26	2.00	No update

Financial Plan and Budget: Develop a multi-year financial plan that aligns with operational budget and strategic priorities ensuring fiscal sustainability by Q1 FY26	1.00	Work in progress, draft budget with insufficent detail only provided after months of prodding
Report to ADC Board on all Grant opportunities applied for and status on a quarterly basis.	3.00	Reported on Ulupono grant
Report to ADC Board on the increase in ADC ag land licenses between FYE 25 to FYE 26. Report provided to Board on a quarterly basis.	2.50	Aware of increases but no reports provided
Yardi System fully operational and generating reports on land management, and if applicable, water use agreements. Ongoing quarterly reports starting Q1 FY26.	2.00	Per ED, Yardi implemented in November 2025, but no reports have been generated
Staff Development & Performance	3.00	Generally positive feedback from staff
System for Evaluations	3.00	Generally positive feedback from staff
Culture of Collaboration, Accountability, and Inclusivity	1.00	Average score from staff; KAA not included in key issues such as NPDES permit and lease comments; insufficient communicaiton with Board
Staff Retention	2.50	No update/explanation if there was any losses
Staff Meetings: Conduct a minimum of 26 bi-weekly staff meetings within FY 2025/2026.	3.00	
Cross-Training & Continuing Education: Introduce cross-training programs for staff. Confirm 100% staff participation in at least one cross-training program by Q4 FY26. Confirm 100% staff participation in continuing education by Q4 FY26.	3.00	Generally positive feedback from staff
Quarterly report to ADC Board on workload distribution and balance.	2.00	No reports
All staff positions filled by Q2 FY26. Report to ADC Board on changes in open and filled staff positions.	2.50	Need update on how we are trying to fill postions
Weekly Reports: Timely submission and uploading of Executive Director Weekly Reports within 48 hours.	2.50	Sporadic timing; content needs to be more substantive so we can track progress

Board Packages: Distribution of comprehensive board packages at least five business days before meetings with 100% on-time delivery.	1.00	One Board meeting cancelled because posting was not timely; always seem to be last minute; staff reports not always signed; presentations shown are not provided ahead of time
Major Project Schedule Updates: Quarterly updates to the CIP Major Project Schedule.	2.00	Not complete and no updates provided
Oral Communication	2.50	Lack of consistency and timeliness; content needs to be clear and not misleading
Written Communication	2.50	Lack of consistency and timeliness; content needs to be clear and not misleading
Coordination/Collaboration	1.00	Average score from staff; KAA not included in key issues such as NPDES permit and lease comments; insufficient communicaiton with Board
Credibility	2.00	Lack of follow up on repeated requests; lack of accountability - citing lack of direction from Board to make decisions/perform
Stakeholder Engagement: Conduct at least three stakeholder engagement sessions by Q4 FY26.	3.00	
Media Presence: Issuance of quarterly public updates and media releases, with a target of increasing positive media coverage by 25% annually.	3.50	Newsletters and other media releases completed; good attendance at events
Professional Growth: Completion of two professional development courses by Q4 FY26.	3.00	

Performance Score Average: 2.25

Success Factor	Success from 5 - 1	Comments
Implementation of ADC's mission and goals	2.00	Need to improve meeting statutory puropses, timeliness, and addressing audit concerns
Progress in moving ADC forward	2.50	Aware projects are in progress, but difficult to evaluate timeliness and effectiveness
Handling of media, community, and legislative relations	2.50	Coverage/newsletter/attedance at events is positive; unaware of content of legislative communication
Achievement of Board set goals	2.00	Need to focus on financial and project performance
Efficiency and thoroughness of communications to the Board	1.00	Timeliness, responsiveness, and sufficient content to understand issues is lacking
Establishment of a positive staff environment, ethical adherence, and mission-drive focus	3.00	Generally positive feedback from staff
Projection of a positive image and clear direction for ADC	2.50	

Success Score Average: 2.21

Comments: Lack of sustantive updates on project/contract status (to determine timeliness and financial performance), financial statements, and communication to the Board is concerning. Enthusiasm and participation in the community is a positive but must be clear on message being conveyed.

Overall Evaluation (Check One):

_____ Oustanding _____ Signifcantly Exceeds Exceptations _____ Fully Capable
__X__ Needs Improvement _____ Unsatisfactory

Evaluator's Signature: David Hinazumi Date: March 18, 2026

Da: March 16, 2026

TO: David Hinazumi, Administrative Committee Chair, Agribusiness Development Corporation (ADC), Board of Directors

FR: Wendy Gady

RE: Request for 6-month Self Evaluation dated March 5, 2026

Introduction

This self-evaluation provides an opportunity to reflect on my work as Executive Director of the Agribusiness Development Corporation (ADC) during the current evaluation period. It is intended to summarize progress made toward the performance and success factors established by the Board, while also acknowledging the areas where continued growth, refinement, and improvement are needed.

ADC's mission is broad and ambitious, and the organization operates within a complex environment that requires balancing long-term strategic planning with the practical realities of day-to-day operations, regulatory requirements, and stakeholder expectations. Throughout this period, I have worked to strengthen the organizational systems, relationships, and planning processes that support ADC's ability to carry out its statutory responsibilities.

At the same time, leadership within a public organization is a continuous learning process. Each year presents new challenges, opportunities, and lessons that inform how decisions are made and how the organization moves forward. I recognize that there are always areas where I can improve, whether in communication, operational processes, or anticipating the resources needed to accomplish ADC's goals. This evaluation reflects both the progress that has been made and the areas where additional work remains.

My goal in preparing this evaluation is to provide a transparent and thoughtful reflection on the work undertaken during this period. I remain committed to strengthening ADC's organizational capacity, supporting staff and Board collaboration, and continuing to refine the systems and relationships necessary to advance ADC's mission and serve Hawai'i's agricultural community.

Key Accomplishments During the Evaluation Period

• Draft Strategic Plan Completed

A draft statewide strategic plan for ADC was completed within the planned October 2025 timeframe using a limited planning budget. The draft integrates priorities identified by the ADC Board, findings from the Permitted Interaction Group, discussions at statewide board meetings, and input from agricultural stakeholders.

• Implementation of Enterprise Land and Contract Management System
Successfully implemented the Yardi system in November 2025 to improve management of agricultural land licenses, contracts, and billing. This system provides improved tracking, documentation, and reporting capabilities for ADC's land and operational activities.

• Strengthened Organizational Capacity Through Strategic Hiring
Key positions were filled during the evaluation period including the CRFPIN Manager, Commodity Coordinator, Accountant V, and Contract Manager. These hires strengthen ADC's ability to support program development, financial management, and contract administration.

• Improved Financial and Administrative Procedures
Collaborated with staff and partner agencies to strengthen financial management procedures, including development of written Standard Operating Procedures for accounting and financial processes to improve audit readiness and staff onboarding.

• Strengthened Interagency Collaboration
Developed working relationships with partner agencies including the Hawaii Department of Business, Economic Development & Tourism, Hawaii Housing Finance and Development Corporation, and Hawaii Community Development Authority to support staff development, improve operational practices, and leverage expertise across state government.

• Expanded Board Engagement with Agricultural Communities
Supported the Board's initiative to hold meetings across multiple islands, providing opportunities for direct engagement with farmers, agricultural businesses, and community stakeholders. These interactions have strengthened the Board's understanding of regional agricultural challenges and opportunities.

• Advancement of Compliance and Regulatory Responsibilities
Successfully managed compliance responsibilities including issuance of the Kaua'i NPDES permit, timely filing of the contested case, and development of a compliance plan approved by regulatory agencies.

• Strengthened Public Communication and Transparency
Implemented regular public communication through newsletters distributed July–November, providing updates on ADC programs, activities, and initiatives to stakeholders and the broader community.

Priorities for the Balance of the Year

• Improve Board Communication and Strategic Coordination
Continue refining communication tools and reporting processes to ensure the Board receives clear, timely information that supports effective governance and decision-making.

• Finalize and Implement ADC Strategic Plan
Work with the ADC Board to finalize the Strategic Plan and begin implementation of the plan's priorities, including infrastructure investment, land management strategies, and program development.

• Strengthen Financial Planning and Revenue Forecasting
Continue development of a multi-year financial plan aligned with operational needs and strategic priorities, including improved revenue forecasting and long-term capital planning.

• Advance Strategic Infrastructure Investments
Continue development of ADC's 5-year infrastructure improvement priorities and refine project scoring criteria to support transparent and strategic capital investment decisions.

• Strengthen Organizational Systems and Operational Capacity
Further refine internal systems including the Job Tracker, file management processes, and project reporting tools to improve operational efficiency and accountability.

• Expand Stakeholder Engagement and Community Partnerships
Continue strengthening relationships with agricultural producers, community organizations, partner agencies, and legislators to support ADC's mission and improve communication with the communities served by ADC.

• Support Staff Development and Organizational Culture
Continue investing in staff development, cross-training, and professional growth opportunities while fostering a collaborative and mission-driven workplace environment.

Closing Leadership Reflection

Serving as Executive Director of the Agribusiness Development Corporation is both a significant responsibility and a privilege. ADC's statutory mission is ambitious and the needs of Hawai'i's agricultural community are substantial. During this evaluation period, my focus has been on strengthening the organizational systems, relationships, and strategic direction necessary for ADC to carry out that mission effectively.

This period has included meaningful progress in areas such as strategic planning, organizational capacity, financial management practices, compliance, and communication with stakeholders. At the same time, it has also reinforced that building a strong and effective public organization

requires patience, adaptability, and a willingness to continually refine processes as circumstances evolve.

The work of ADC does not occur in isolation. Our success depends on collaboration with the agricultural community, state leadership, partner agencies, and the Board of Directors. I remain committed to maintaining open communication, supporting staff development, strengthening partnerships, and ensuring that ADC continues to operate with transparency, accountability, and a clear focus on its mission.

Looking ahead, my goal is to continue building on the progress made during this period by strengthening operational systems, implementing the Strategic Plan, expanding engagement with agricultural stakeholders, and ensuring that ADC remains well positioned to support the long-term sustainability and growth of agriculture in Hawaiʻi.

I appreciate the continued guidance and partnership of the Board and look forward to working together to advance ADC's mission in the years ahead.

Exhibit A: Reflective Performance / Success Factors Self-Evaluation

Leadership Skills

Leadership is an area of continuous growth and reflection that requires an ongoing commitment to learning, listening, and strengthening relationships with both the Board and staff. I view leadership not as a static skill set, but as a practice that evolves through engagement, humility, and a willingness to improve. My leadership approach focuses on relationship building, supporting staff development, and fostering collaboration both within ADC and across state government. By strengthening these connections and continuing to learn from others, I aim to ensure ADC remains well positioned to fulfill its mission and support Hawai‘i’s agricultural future.

At the core of my leadership philosophy is the belief that strong organizations are built upon strong individual relationships. This begins with establishing trust and maintaining open lines of communication with the Chair and members of the Board of Directors. Regular dialogue with Board members helps ensure alignment on priorities, provides insight into their perspectives, and creates opportunities for thoughtful discussion regarding ADC’s strategic direction. These relationships are essential for supporting informed decision-making and maintaining a governance environment that reflects the statutory structure in which strategy and policy are set by the Board and implemented by the Executive Director and staff.

Equally important is the relationship with staff. Leadership requires creating an environment where staff feel supported in developing new skills, achieving professional goals, and contributing meaningfully to the organization’s mission. One of the most important responsibilities of leadership is helping staff grow in their capabilities and confidence while ensuring they have access to the tools, information, and resources needed to succeed.

During this evaluation period, I made a deliberate effort to connect staff with resources across the Hawaii Department of Business, Economic Development & Tourism and other state agencies to strengthen internal capacity, shorten onboarding periods, and develop stronger operational practices.

For example, recognizing the importance of strong financial management and audit preparedness, I facilitated coordination between our Accountant V, Carol Kwok, and the Director of the Hawaii Housing Finance and Development Corporation (HHFDC), who has extensive experience in audit preparation and compliance. This connection provided valuable onboarding support and helped strengthen our financial management practices. One outcome of this collaboration was the development of more detailed written Standard Operating Procedures that will assist future accounting staff in onboarding.

Similarly, to enhance internal project and contract management capabilities, I reached out to the Hawaii Community Development Authority (HCDA) to explore opportunities for staff to learn from their experience managing complex development projects and contracts. These interactions helped identify best practices that can be adapted to ADC's operational needs and provided both existing staff and the newly hired Contract Manager with exposure to additional approaches and professional development opportunities.

These efforts reflect my belief that leadership involves actively seeking partnerships and knowledge across government to strengthen the organization. No department operates in isolation, and collaboration across agencies can significantly improve operational effectiveness.

I recognize that leadership development is an ongoing process. Strengthening communication, organizational management, and the ability to support teams effectively will remain areas of continued focus and improvement.

Strategic Planning (Short- and Long-Term)

Strategic planning requires balancing long-term vision with near-term operational realities. During this evaluation period, an important milestone was achieved with the completion of a draft of ADC's Strategic Plan by October 2025.

This milestone was achieved with a budget of approximately $90,000 for a statewide strategic planning effort addressing the specific requirements outlined in ADC's statute. The draft plan consolidates multiple initiatives across the organization, identifies priorities for infrastructure, land management, workforce development, and programmatic growth, and aligns those priorities with ADC's statutory mission and the broader goals of the State.

The draft plan draws upon the work of the ADC Board's Permitted Interaction Group, priorities identified by the ADC Board, discussions at the Agricultural Leadership Conference, and board meetings held across the state.

At the same time, strategic planning is not a one-time exercise but an ongoing and iterative process. It requires continuous reassessment of organizational capacity, external constraints, and the pace at which initiatives can realistically move forward.

During this period, I learned several important lessons that will strengthen future planning efforts.

One area where I underestimated the impact of change was the transition to a new Administrative Services Officer within DBEDT and the departure of our long-standing Deputy Attorney General who had supported ADC for many years. I had not fully appreciated the volume of contracts, memoranda of agreement, compliance matters, license reviews, settlements, board submissions, and other legal work that had historically been processed

quickly due to the experience and institutional knowledge of our previous counsel. The transition required a period of adjustment that slowed some implementation timelines. In hindsight, I could have better anticipated these impacts and planned accordingly for staffing transitions.

Another important lesson came from working with the new Board Chair, who emphasized the value of engaging Board members directly with agricultural communities across the state. Holding Board meetings on Kaua‘i, Maui, O‘ahu, and Hawai‘i Island has provided valuable opportunities for Board members to see projects firsthand, meet with farmers and stakeholders, and better understand the regional context of ADC’s work. This approach strengthens strategic planning by grounding decisions in direct engagement with the communities affected by those decisions.

These experiences reinforced that effective strategic planning must account not only for goals and timelines, but also for organizational capacity, staffing transitions, and governance engagement.

Going forward, I intend to build on the progress made through the draft Strategic Plan by refining priorities, strengthening coordination with DBEDT administrative resources, and continuing to engage the Board in discussions with stakeholders across the islands.

Oversight of Daily Operations & Organization of Work

Oversight of daily operations continues to evolve as ADC expands its programs and responsibilities. One operational improvement implemented during this period was the development of an internal Job Tracker system used to monitor projects, tasks, and responsibilities across the organization. While the system has improved visibility into project status and workload distribution, implementation and refinement remain ongoing. Continued work will focus on improving consistency in its use and integrating it more fully into project management and reporting processes.

Problem Solving & Decision Making

Problem solving and decision making within ADC occur within a governance structure that includes both Board policy leadership and Executive Director operational responsibility. As ADC continues to grow into its statutory mandate, clearly defining the delineation of responsibilities between the Board and Executive Director remains an important area for ongoing discussion and clarification.

ADC is currently in a phase where many statutory responsibilities are transitioning from concept into active implementation. This requires a leadership approach that is both forward-looking and adaptable.

One important lesson during this evaluation period is that growth within a state agency often occurs more quickly in concept than in operational capacity. As ADC expands its programs and infrastructure responsibilities, it becomes increasingly important to anticipate not only opportunities but also the administrative and operational support required to sustain that growth.

Moving forward, I will continue strengthening coordination with partner agencies, improving internal processes, and ensuring staff have the resources and training needed to adapt to new responsibilities. Strong communication with the Board, staff, partner agencies, and stakeholders will remain essential.

Budgeting & Economic Management

Progress has been made in establishing a more structured budgeting framework, including development of a 10-year Capital Improvement Plan and preliminary scoring criteria for prioritizing capital investments. However, budgeting and economic management remain areas requiring continued development and Board direction, particularly with respect to long-term revenue projections.

Effective budgeting requires appropriate staffing and reliable financial data. Recruitment challenges have made filling critical financial positions difficult, which has impacted on the pace at which some financial planning initiatives can move forward.

Compliance

Compliance is a foundational responsibility for any state agency and is essential to maintaining public trust. ADC operates within a complex framework of statutes, regulations, procurement rules, environmental permits, and administrative policies.

During this evaluation period, the NPDES permit for Kauaʻi was issued. A contested case was filed within the required timeframe, and a compliance plan was developed and approved by both the Department of Health and the Environmental Protection Agency. Required reporting has been submitted to demonstrate compliance with Clean Water Act requirements.

This period also highlighted how compliance responsibilities can be affected by staffing transitions and administrative capacity constraints. Changes in administrative support structures and legal staffing required adjustments in how contracts, agreements, and regulatory matters are processed.

Moving forward, strengthening documentation systems, tracking mechanisms, and internal compliance procedures will remain a priority.

Risk (Liability) Management

A draft Risk Management Plan has been developed and is currently under internal staff review. Once finalized, the draft will be presented to the Board for consideration and further input.

PIG Facilitation

Permitted Interaction Groups depend heavily on the availability and schedules of volunteer Board members. Based on guidance from previous Deputy Attorneys General, the PIG process involves three primary steps:

1. Formation of the group by the Board Chair
2. Presentation of a draft report
3. Board discussion and vote on the report or recommendation

Communication and Stakeholder Engagement

Oral Communication

My oral communication approach is intentionally tailored to the needs of different audiences, including staff, Board members, legislators, community partners, and media representatives. I strive to present information clearly and strategically in ways that support informed decision-making and constructive dialogue.

Because ADC works with stakeholders who have varying levels of familiarity with its programs and responsibilities, refining communication for different audiences remains an ongoing process. Continued effort will focus on improving clarity, consistency, and responsiveness in communicating ADC's priorities and progress.

Written Communication

Written communication plays an important role in maintaining transparency, supporting organizational alignment, and informing stakeholders. Communications include internal updates, Board materials, public newsletters, and external correspondence.

I continue to focus on ensuring written materials are clear, accurate, and structured in ways that support both decision-making and public understanding. Feedback from Board members has been particularly valuable in strengthening the clarity and effectiveness of written communications.

Coordination and Collaboration

Coordination and collaboration remain essential to advancing ADC's mission. I work closely with staff, partner agencies, community stakeholders, and leadership to maintain alignment around priorities and initiatives.

Given the wide range of groups involved in ADC's work, collaboration strategies must often be tailored to the audience and the specific issues being addressed. Continued effort is focused on strengthening communication channels, encouraging collaborative problem solving, and ensuring stakeholders remain informed and engaged.

Credibility

Maintaining credibility with the Board, staff, stakeholders, and the public is a core leadership responsibility. I strive to ensure transparency, accuracy, and accountability in communications and decision making. Maintaining open communication and responding proactively to issues helps reinforce trust in ADC's leadership and mission.

Stakeholder Engagement

Stakeholder engagement remains a priority as ADC continues strengthening relationships with agricultural communities, legislators, partner agencies, and industry organizations. Engagement strategies continue to evolve to ensure stakeholders remain informed and have opportunities to provide input on ADC initiatives.

Media Presence

ADC continued strengthening public communication and media outreach through newsletters and other communications. Newsletters were distributed in July, August, September, October, and November, providing updates on ADC initiatives and activities.

These communications support transparency and help increase public awareness of ADC's work. Continued efforts will focus on expanding outreach and strengthening positive media engagement.

Professional Growth

Professional development remains an important part of strengthening leadership capacity. During this evaluation period, I participated in two days of Clifton Strengths training offered to managers within the Hawaii Department of Business, Economic Development & Tourism.

This training was one of the most impactful professional development experiences I have had. The framework describing three distinct organizational cultures — product/project, process, and people — helped clarify dynamics within organizations and relationships among teams. These insights have informed us about internal discussions with staff and continue to influence how we communicate and collaborate.

Progress in Moving ADC Forward

Progress has been made in maintaining organizational continuity, strengthening communication with stakeholders, and advancing ADC's priorities. While challenges remain, efforts continue to focus on improving operational systems, building momentum on projects, and positioning ADC for continued growth.

Given the scale of ADC's mission and the needs of the agricultural community, progress will always feel slower than the urgency of the work before us. However, continued incremental progress across multiple initiatives reflects meaningful forward movement for the organization.

ADC Staff Survey for FYE2026 (for the period from July 1, 2025 to December 31, 2025)
For Executive Director Permitted Interaction Group
11 Staff Surveys

Statement	Rating from 1 - 5 (1 strongly disagree - 5 strongly agree)
The Executive Director has clearly explained the goals and objectives of ADC	3,3,5,5,4,5,5,5,4,5,5 = 4.45
I have confidence in the Executive Director of ADC	1,3,5,5,4,5,3,4,4,5,4 = 3.90
The Executive Director provides clear direction for me to complete my projects	1,3,4,5,4,4,4,3,4,5,4 = 3.73
The Executive Director proposes projects to accomplish the goals of ADC	2,3,5,5,3,5,5,3,3,5,5 = 4
The Executive Director sees that projects are completed on time and within budget	1,3,4,4,4,4,4,3,4,5,3 = 3.55
The Executive Director competently navigates the procurement process	1,3,4,4,4,N/A,3,4,4,5,3 = 3.5
I feel that ADC is adequately progressing to meet our goals	2,3,4,5,4,4,4,4,4,5,4 = 3.90
The Executive Director communicates updates and changes in a timely manner	1,3,5,5,4,4,4,4,2,5,3 = 3.64
I feel I can trust what the Executive Director tells	1,3,4,5,4,4,3,3,4,5,4 = 3.64
I feel I can openly express my honest opinions without fear of negative consequences	1,3,5,4,4,4,3,4,5,5,5 = 3.90
I feel there is a positive company culture	2,2,4,3,4,5,3,4,3,5,2 = 3.36
I am given enough authority to make decisions I need to make	1,2,5,4,4,3,4,4,5,5,4 = 3.73
I have a clear understanding of my job role	2,5,5,5,4,4,5,4,5,5,3 = 4.27
ADC provides as much ongoing training as I need	1,4,3,5,4,4,4,5,3,5,5 = 3.90

The Executive Director motivates me to perform to the best of my ability	1,N/A,5,5,4,5,N/A,5,4,5,3 = 4.11

Comments, if any:

Specific comments: From 1 staff member:

Statement	Comments
The Executive Director has clearly explained the goals and objectives of ADC	Clear top down perspective but lacks in execution.
I have confidence in the Executive Director of ADC	Poor execution, excessive lack of communication, and does not seem to care unless she is told to make something a priority
The Executive Director provides clear direction for me to complete my projects	ED either micromanages me or ignores me.
The Executive Director proposes projects to accomplish the goals of ADC	Sometimes, but always with guidance or suggestions from staff. Execution is lacking.
The Executive Director sees that projects are completed on time and within budget	This is one of the ED's poorest performing responsibilities. I would give her a "0" if I could.
The Executive Director competently navigates the procurement process	ED is unaware of the majority of this process, with Mark Takemoto guiding her.
I feel that ADC is adequately progressing to meet our goals	Please review the ED's actual goal achievements from her last ED evaltion, lacking in several areas. ADC is grossly understaffed.
The Executive Director communicates updates and changes in a timely manner	Lack of Communication is standard in this office. There is no timeliness here. There have been no actual movement to accomplish this very important goal and I do not see this changing.

I feel I can trust what the Executive Director tells me	ED constantly changes her directives, denies verbal decisions she's given, which does not allow for trust - she constantly throws employees "under the bus" in meetings. She says one thing, then does another.
I feel I can openly express my honest opinions without fear of negative consequences	I cannot be honest at ADC. ED and management talks down to employees.
I feel there is a positive company culture	I gave this a [rating] for my fellow employees, not for management or the ED.
I am given enough authority to make decisions I need to make	I have no authority, I'm either micromanaged or ignored, no in-between. This is part of the reason why the work that comes out of ADC is lacking, employees are not given the freedom to make necessary decisions in a timely fashion or at all.
I have a clear understanding of my job role	Position Descriptions exist but for the most part are ignored. Several employees are directed to do work for other positions and blamed when they cannot accomplish the work in their position descriptions. Another "thrown under the bus" situation.
ADC provides as much ongoing training as I need	I have never been given training or attended training outside of "talk to so and so, ask them questions on how to do this." This is unacceptable.
The Executive Director motivates me to perform to the best of my ability	Promises made, promises broken. I have been lied to, my work questioned. I have no motivation.

General comments (from 5 staff members):

In the past 12 months, 6 people have left ADC.
In the past 12 months, 8 people have been hired with ADC, with 4 positions still unfilled.
Employees are constantly directed to do work that is not part of their jobs or job description.
The ED is constantly behind on her email, responses, phone calls and meetings.
After ten months, Kauai staff still do not have an actual office or a printer, this is unacceptable.
Several items on the ED's last evaluation have not been met.
ED does not communicate with her staff much, she remains in her office with the door closed.
I personally know of three former employees who left ADC because what they were told that they were going to do for work and what they actually were doing was very different - with at least one of them taking a pay cut.
While the ED is watching closely for staff to finish their work in a timely manner, her weekly reports are left undone for roughly 10 weeks.
ED relies too much on Mark Takemoto to do most of the necessary work.
The ED does not care about the safety of her staff, she requires that the front door to the office remains unlocked even if it is not business hours and there is only one female employee in the office. This is a safety issue and her response is unacceptable.
The ED plays favorites with her employees.
The ED has created a work environment of toxicity, selfishness, and carelessness.
I am exhausted from having to tell the ED the same bit of information multiple times over multiple days/weeks, in multiple formats - please, read your emails, especially the urgent/important ones.
I would not recommend this place of employement to anyone.
Employees will continue to leave and turnover will continue to be high if nothing changes, and it hasn't since her last sub-par evaluation. I urge you to take action on this matter.

There are a few items I'd like to point out that explain some of the scores, mainly 4 and below. 1. I feel that there could be better clarity in what is the ED's decision making capacity and the board's capacity. 2. She has to focus on too many things, such as expanding ADC, leaving not enough bandwith for advancing priority objectives that presently need attention. 3. I feel the BOD is making success difficult for our ED- personal and professional alignment could be improved. 4. Our ability to execute projects, build diversified ag, grow food production in the state, and to fully support and have a positive impact on farming is dependent on funds and decisions not within our control. 5. If the ED had more control to operate ADC dynamically, how it was intended, scores above would be all 5's. Micro-management of our ED delays progress. That should be clearly stated (it was out of her control) and should not be counted in the ED's overall performance.

The Executive Director has a clear vision for the organization and is working to accomplish many goals within a relatively short period of time. However, ADC currently lacks sufficient resources (both staffing and funding) to fully implement everything that is being proposed. Additionally, the ADC Board appears to be taking a more active role in decision-making, which can make day-to-day operations more challenging as the Executive Director must obtain approval before implementing certain decisions. Board requests (especially those that are last minute) can also require additional or duplicative work, which may slow progress and limit the Executive Director's ability to complete tasks as efficiently and in as timely a manner as possible. Despite these constraints, the Executive Director has clearly communicated ADC's goals and objectives and continues to propose projects aimed at advancing those goals. If the Executive Director were able to operate with fewer constraints, performance scores would likely be higher. Greater autonomy would likely allow the Executive Director to work more efficiently and improve overall performance.

My position is new and unique to ADC and yes I do directly communicate with ED Gady on a daily basis I also report to Deputy Director Dane Wicker of DBEDT so I answer to both of my leadership. In terms of training we fall under the DBEDT umbrella so training has been subpar, but I will say that ED Gady has taken steps to provide some training and support for the team. In terms of setting goals for myself and my position ED Gady has been engaged but again my position is so new we are both navigating my job together and has been supportive in my work and ideas. The low score for "positive" company culture is not intended as a reflection on the executive director or staff.

The low score for "positive" company culture is not intended as a reflection on the executive director or staff.