

# Hawaii Department of Agriculture Overview of Strategic Plan

Updated December 16, 2008

| Increase Markets and Product Value   | Increase Production Value<br>(volume, profitability, crop)   |
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| Bridge sanitary and phytosanitary barriers to markets<br>-approved treatments for mainland and foreign markets<br>-coordinate approval efforts with marketing efforts<br><b>PI, ADD, QAD</b> | Tighten biosecurity to protect agriculture, environment and human health<br>-prevent introduction; control or eradicate diseases and pests affecting livestock, aquaculture and crops<br><b>AI, ADP, PI, Admin</b>                                     |
| Promote Hawaii products in local, domestic and foreign markets<br><b>ADD, ADP</b>  | Facilitate development of value added products and other activities to increase farm income; strive to achieve the most efficient and productive use of the state's lands to attain the state's food and energy objectives.<br><b>ADD, ARM, Admin.</b> |
| Establish analytical, diagnostic, and inspection services to assure safe and high quality products and fair commercial practices<br><b>ADP, QAD, AI</b>                                      | Assure land, water and financing for farming<br><b>ADC, Ag Loan, ARM, Admin.</b>   |
| Provide tools to assist marketing and add value<br>-branding, truth in labeling, statistics, market intelligence<br><b>ADD, MS, QAD</b>  | Provide tools needed for production agriculture<br>-pesticides, risk management, disaster response/recovery<br><b>ADD, Ag Loan, AI, Admin., ARM, PEST.</b>   |
| Provide market research and analysis to identify new opportunities to produce agricultural products for different markets<br><b>ADD</b>  | Support research to solve production problems, improve varieties and performance<br><b>ADC, ADD, PI</b>  |
| Address transportation issues<br>Ad hoc: <b>ADD, AI, Admin., PI,</b>   | Address labor and agriculture worker housing issues<br>Ad hoc: <b>ADC, ADD, Admin.</b>   |

Lead and co-lead divisions for the accomplishment of goals and objectives are identified in **bold font**, support divisions are identified in regular font.

Admin = Chairperson's Office

ADC = Agribusiness Development Corporation

ADD = Agriculture Development Division

ADP = Aquaculture Development Program

Ag Loan = Agricultural Loan Division

AI = Animal Industry Division

MS = Measurement Standards Branch

PEST = Pesticides Branch

PI = Plant Industry Division

QAD = Quality Assurance Division

# Hawaii Department of Agriculture Strategic Plan

Updated December 16, 2008

**Mission:** To lead the State's effort to maintain the agricultural sector of Hawaii's economy, including livestock production, forestry, crops and aquaculture, in a strong and competitive condition by providing policies, services, loans, subsidies, environmental protection, land and water, operations, facilities, advice, coordination, and information so as to achieve appropriate rates of growth, high levels of employment, reasonable returns on investment, and steady gains in real personal income.

| <p style="text-align: center;"><b>Goal 1</b><br/><b>Increase Markets and Product Value</b></p>   | <p style="text-align: center;"><b>Goal 2</b><br/><b>Increase Production Value</b></p>   |
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| <p><b>Objective 1:</b></p> <p><b>Bridge Sanitary And Phytosanitary Barriers To Markets</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Negotiate export agreements for specific products and markets;</li> <li>▪ Facilitate discussions for a private sector development of a second irradiator in Hawaii to be located on Oahu;</li> <li>▪ Identify industry needs for export and import phytosanitary requirements;</li> <li>▪ Facilitate discussion between the United States Department of Agriculture and the private sector for the use of a private treatment facility for the sterilization of fruit fly pupae;</li> <li>▪ Establish a data management system ("Invicta") to more efficiently track the movement of pests from foreign, domestic and island sources to strengthen Export Certification Programs;</li> </ul> | <p><b>Objective 1:</b></p> <p><b>Tighten Biosecurity To Protect Agriculture, Environment And Human Health</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Establish a joint use inspection facility at Honolulu International Airport for the inspection of agricultural products and other regulated commodities by State and Federal Quarantine Programs;</li> <li>▪ Establish a system of transition inspection facilities for sea containers to assure the more efficient handling and inspection of cargo arriving in Hawaii from domestic ports;</li> <li>▪ Assign and advance dairy and beef herds in the Voluntary Johne's disease (VJD) control and status program;</li> <li>▪ Control and reduce the prevalence of bovine tuberculosis (BTB) in feral swine;</li> <li>▪ Conduct surveillance for high impact disease agents, i.e., avian influenza, West Nile and classical swine fever viruses, by performing pathological examinations and collecting appropriate specimens for laboratory testing;</li> <li>▪ Register livestock premises as part of the National Animal Identification System to facilitate rapid disease trace back;</li> <li>▪ Conduct statewide surveys to delineate infestations of regulated pests for control or eradication.</li> </ul> |

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| <p>Objective 1: (continued)</p> <ul style="list-style-type: none"> <li>▪ Develop food safety certification procedures and standards and assist producers to incorporate them into their daily operations;</li> <li>▪ Assist Kauai papaya farmers to reopen the Kauai Tropical Fruit Disinfestation Facility;</li> <li>▪ Contain, control and/or eradicate plant pests that enter the state through chemical and mechanical means or through biocontrol strategies;</li> <li>▪ Seek federal and private sector funding to conduct foreign explorations to search for and introduce potential biocontrol agents of targeted weeds and plant pests;</li> <li>▪ Upgrade biocontrol facilities and/or investigate the potential for building new modernized facilities to increase the biocontrol program's capabilities to respond to new emerging and established pests.</li> </ul> | <p>Objective 1: (continued)</p> <ul style="list-style-type: none"> <li>▪ Reduce the risk of <i>Brucella suis</i> infections in domestic swine herds and maintain Hawaii's Swine Brucellosis Free status in domestic swine;</li> <li>▪ Expand the aquatic animal broodstock and seedstock products segment of the aquaculture industry;</li> <li>▪ Apply new information on rabies virus and public policy to analyze the quarantine program and respond to needs of users and the general public.</li> </ul>  |
| <p><b>Objective 2:</b></p> <p><b>Promote Hawaii products in local, domestic and foreign markets</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Develop and promote the Hawaii Food Safety Center website to assist buyers seeking food safety certified supply chain members and products;</li> <li>▪ Facilitate development of higher-end farmers' markets to showcase the high quality of Hawaii's agricultural and value-added products;</li> <li>▪ Conduct sales generating activities in selected target or niche markets with the highest demand for selected agricultural products and value-added processed products in local, domestic and international markets;</li> <li>▪ Continue the Hawaii Export Readiness Training (ERT) Program.</li> </ul>  | <p><b>Objective 2:</b></p> <p><b>Facilitate development of value added products and other farm income activities; support energy and food security</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Develop open ocean aquaculture;</li> <li>▪ Develop the freshwater and marine aquarium products segment of the aquaculture industry;</li> <li>▪ Support and sustain the livestock industries in Hawaii;</li> <li>▪ Continue to administer the livestock feed reimbursement program;</li> <li>▪ Facilitate development of ag-tourism as a complementary activity to farming.</li> </ul> |

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| <p><b>Objective 3:</b></p> <p><b>Assure safe and high quality products and fair practices</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Identify and implement technologies designed to provide food safety traceability, risk assessment and certification for farmers, distributors, shippers and retailers;</li> <li>▪ Implement more efficient and accurate measurement technologies to increase consumer confidence;</li> <li>▪ Establish recall procedures in the event of bioterrorism or other bacterial or chemical contamination;</li> <li>▪ Create hybrid internet system designed to reduce on-line advertising costs;</li> <li>▪ Register livestock premises according to requirements of the National Animal Identification System (NAIS) to facilitate trace back of animals.</li> </ul> | <p><b>Objective 3:</b></p> <p><b>Assure land, water and financing for farming</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Actively manage lands transferred from DLNR to DOA under the Non-Agricultural Parks program;</li> <li>▪ Identify, transfer, and manage important public agricultural lands and additional public agricultural lands within the Agricultural Parks and Non-Agricultural Parks programs;</li> <li>▪ Monitor the Galbraith Estate land purchase and support the land acquisition for agricultural purposes;</li> <li>▪ Improve the reliability, capacity, and operational efficiency of existing state operated irrigation systems and appurtenances;</li> <li>▪ Explore the development of new or additional water sources for activation during emergencies or drought;</li> <li>▪ Increase the utilization rate of lands within the existing Agricultural Parks program and develop the Kunia Agricultural Park;</li> <li>▪ Increase the overall number of loans and dollar amount loaned over time and to increase private lenders' involvement in participation loans;</li> <li>▪ Create or preserve a minimum of 100 agricultural/aquacultural jobs and expand or preserve 250 acres of agricultural lands annually. Generate \$3,000,000 in annual farm income from new borrowers.</li> </ul> |

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| <p><b>Objective 4:</b></p> <p><b>Provide tools to assist marketing and add value</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Identify agricultural products (or groups) with high revenue growth potential and related target or niche markets;</li> <li>▪ Provide timely, accurate and useful statistics of Hawaii's agriculture to support production, marketing, policy, planning and research functions;</li> <li>▪ Promote the Seals of Quality program to protect Hawaii's brand cachet in local, domestic and international markets;</li> <li>▪ Expand the Buy Fresh, Buy Local call-to-action campaign to raise awareness and increase consumption of local produce by local consumers and visitors.</li> </ul> | <p><b>Objective 4:</b></p> <p><b>Provide tools needed for production agriculture</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Manage pesticides use to minimize environmental effects and maintain important pesticides uses.</li> <li>▪ Promote AGR-Lite insurance program;</li> <li>▪ Complete repairs to the irrigation systems damaged by natural disasters.</li> </ul> |

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| <p><b>Objective 5:</b></p> <p><b>Provide market research and analysis to identify new opportunities to produce agricultural products for different markets</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Provide relevant market reports, analyses and other pertinent information to support understanding of agricultural commodity markets.</li> </ul>                               | <p><b>Objective 5:</b></p> <p><b>Support research to solve production problems, improve varieties and performance</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Facilitate continuation and expansion of Federal/State sponsored offshore aquaculture research on species, systems, environmental impacts and economic benefits;</li> <li>▪ Continue the matching fund program request for proposal (RFP) process to attract a larger pool of research funding applicants and to ensure greater effectiveness, transparency and accountability;</li> <li>▪ Fund research to enable informed decision-making on pesticides potential to leach into the water supply;</li> <li>▪ Support research for the development of a tea industry on the Big Island.</li> </ul> |
| <p><b>Objective 6:</b></p> <p><b>Address transportation issues</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Explore and identify various consolidation and distribution venues to deliver products to identified target or niche markets in the most efficient manner;</li> <li>▪ Expedite and simplify procedures for the movement of dogs and cats to and from the State.</li> </ul> | <p><b>Objective 6:</b></p> <p><b>Address labor and agriculture worker housing issues</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Facilitate discussions with federal, county, state, and non-profit organizations concerned with rural housing;</li> <li>▪ Partner with organizations to establish agricultural housing units;</li> <li>▪ Coordinate with DLIR in identifying pools of available farm labor.</li> </ul>   |