

# County of Maui Department of Agriculture Proposed Strategic Plan

2022-2026

Developed By The Maui County Department of Agriculture  
Community Impact Working Group

Prepared by Jennifer Karaca

# Overview

The purpose of this strategic plan is to assist the Council and Administration in the establishment of the Maui County Department of Agriculture. The following recommendations were proposed by the Maui County Department of Agriculture Community Impact Working Group (CIWG) based on the needs of the agricultural sector. The proposed actions in this plan were also presented to the community in a survey. Since many of these actions overlap the need for Executive actions, funding and legislative changes, the CIWG feels that the Administration and the Council should work together to establish timelines, targets based on the proposed reporting requirements and financial status of the County, to achieve the best results.

The CIWG feels confident that with the cooperation of the executive and legislative branch at the County of Maui and through the utilization of grant writing, community partnerships and third party contractors these actions are realistic to begin. If the County places the proper support behind this department it will not only be able to make huge impacts to Maui's agricultural sector and community at large within the first five years. The CIWG also believes it will really show how Maui County can be a global leader when showcasing model solutions to complex global issues, such as food security.

The CIWG supports the Department hiring third party agencies to help draft plans and working to build community partnerships to develop programs and projects to help accomplish these goals and think it would be quite beneficial in the beginning phases. However, the positions listed below will be crucial in helping the department start off successfully. Our agricultural sector spans 4 islands, and is extremely diverse. The Department will need employees to help obtain outside additional funding to build capacity and dedicated staff to compile issues in the community and work to address them in the beginning phases of the Department's establishment.

The CIWG came up with the following proposed actions for the Department to work on in the first 5 years of operation. The CIWG focused on putting these actions into years based on priority and necessity. However, also realizes that many of those actions will end up spanning multiple years, so there were more actions put it to year one, in hopes to get those initiated first because they will either make the most impact, take the longest and/ or because they may need to be started before some of the actions in the following years can take place.

## Mission Statement

The County of Maui's Department of Agriculture will support the development and continued management of a sustainable regional agricultural system for Maui County, to promote resident and ecosystem health and well-being and create a thriving circular agro-economic system that can be a model for the rest of the world.

## Vision Statement

To be known as bridge and the County's agricultural experts and resource center working to put Maui County on the map as the leader in sustainable agriculture.

## Core Values

1. Develop a sustainable regional agricultural system for Maui County.
2. Build the economic resiliency of the county communities by increasing opportunities in the agricultural sector.
3. Boost health and food security through ensuring access to locally grown agricultural products.
4. Promote healthy ecosystems through natural-resource regeneration and protection, including through advising other agencies and the council on all programs and projects that affect the agricultural section.
5. Develop and implement programs to diversify and expand sustainable forms of agriculture through leveraged resources and business support.

# STRATEGIC ISSUES (aka Areas of Need)

- ❖ Infrastructure
- ❖ Markets & Distribution
- ❖ Funding
- ❖ Research and Development
- ❖ Education, Outreach and Advocacy
- ❖ Policy and Regulation Assistance
- ❖ Agency Coordination
- ❖ Workforce Development
- ❖ Invasive Species, Pests and Threats
- ❖ Resources Regeneration and Protection
- ❖ Contracts and Procurement
- ❖ Transportation
- ❖ Agricultural Theft, Vandalism and Liability

# ORGANIZATION-WIDE STRATEGIES

## 2022

- Lay the foundation for the organization
- Hire staff
- Develop the infrastructure to prepare for high growth
- Develop communication pathways within the Department as well as to the Administration, Council, Federal and State Agencies.
- Begin crucial year one actions items

## 2023

- Continue to execute any year one actions not yet finished
- Begin year 2 actions items and the reporting process for year 1
- Continue to utilize feedback to update departmental strategy and staff to maximize efficiency, equitably.

## 2024-2026

- Begin the standardization of all recurring processes
- Continue the action items prioritized for years 3-5
- Develop expansion of programs and divisions as needed
- Continue feedback loops to continue to develop the next strategic five year plan.

# CUSTOMER SEGMENTS

<b>Geographic- Districts</b>	<b>Demographics- Ag Operation Sizes</b>	<b>Psychographics- Activities</b>	<b>Persona- Jobs to be Done</b>
Upcountry, Northshore, Central, South and West Maui	Low-sales- Between \$1,000 and \$149,999	Farming	Agricultural Operations
East Maui	Moderate- GCFI between \$150,000 and \$349,999	Ranching	Educational and/ or Research Institutions
Lanai	Midsize- GCFI between \$350,000 and \$999,999	Forestry	Non-profit Organizations
Molokai	Large- GCFI between \$1,000,000 and \$4,999,999	Conservation	Marketing or Product Development
Kahoolawe	Very large- GCFI of \$5,000,000 or more	Aquaculture	Distribution Channels

\*\*GCFI = annual gross cash income\*\*



# Proposed Year 1 Positions

- (1) Director**
- (1) Deputy Director**
- (2) Departmental Grant Writers**
- (2) Community Needs Grant Writers**
- (4) Food Access Coordinators**
- (1) Cultural Resource Liaison**
- (1) Waste & Resource Regeneration Specialist**
- (1) Ombudsperson**
- (4) Inspectors/ Community Liaisons**

Note: County Clerk's office had 11 full time positions and 20 temporary positions with total of 74 months, which would equal approximately additional 6 full-time positions. The salaries and wages budget for the County Clerk's office in the FY22 budget was \$876,272 and the total budget \$2,089,372.

# Year 1

Continue to support the ag micro-grant program	Grant Writers/ Cultural Resource Liaison
Work with legislators to allow commercial composting as an approved Ag activity on agricultural lands	Waste Regeneration Specialist/ Ombudsperson
Begin communications with State and Federal government to decrease the introduction of invasive at the airport, ports, via mail delivery and retail locations	Waste Regeneration Specialist/ Ombudsperson
Negotiate with State and Federal government to relax rules and regulations for the harvest and consumption of exotic wildlife (custom/personal and commercial use)	Cultural Resource Liaison / Ombudsperson/ Waste & Resource Regeneration Specialist
Support the P20 State legislation to include ag, and science in all K12 programs	Food Access Coordinators/ Grant Writers
Support farm to school feeding efforts	Food Access Coordinators/ Grant Writers
Work with the Maui Police Department, Prosecuting Attorney's Office, county and state to address the losses from agricultural theft, poaching and vandalism	Inspectors/ Ombudsperson/ Cultural Resource Liaison
Collaborate with the State to ensure real estate agents learn the zoning laws for agriculture	Inspectors/ Ombudsperson/ Cultural Resource Liaison
Develop special and revolving funds to provide funding for local agriculture	Grant Writers/ Cultural Resource Liaison
Develop equitable grant programs to fund agricultural operations	Grant Writers/ Cultural Resource Liaison
Represent the agricultural communities voice on water issues to develop an action plan and costs, in collaboration with the Department of Water, which will address ag communities concerns. (Listed in full plan)	Cultural Resource Liaison / Ombudsperson/ Waste & Resource Regeneration Specialist
Develop the capacity for research and development within the Department	Cultural Resource Liaison / Ombudsperson/ Waste & Resource Regeneration Specialist
Support opportunities and initiatives for community gardens and educational programs, including the leasing of county owned land	Food Access Coordinators/ Grant Writers
Full legal assessment of current agricultural cross sectors with federal and state agency's to negotiate and address ag issues	Cultural Resource Liaison / Ombudsperson/ Waste & Resource Regeneration Specialist
Set up up emergency storage and food centers	Food Access Coordinators/ Grant Writers
Set up food banks in Lana'i, Hana and Molokai	Food Access Coordinators/ Grant Writers
Develop a streamlined County permitting process for agriculture	Inspectors/ Ombudsperson/ Cultural Resource Liaison



## Year 2

- Develop a plan to support food system resiliency
- Support countywide USDA Compliant (including livestock inspection and testing) slaughter houses, existing, stationary, mobile and Co-ops
- Support countywide USDA inspectors for processing exotic wildlife (feral ungulates, rabbits and fowl)
- Develop a management plan for feral ungulates, rabbits and fowl
- Develop programs to increase onsite farm housing
- Create database for ag businesses to be connected with available resources
- Coordinate transportation sharing to support the distribution of local products
- Develop a food distribution plan on island and inter-island for the whole county



## Year 3

- Develop and fund a comprehensive Countywide Composting system including plans to evaluate expansions to district facilities
- Develop educational programs for the Water Use and Development Plan and ag related water issues
- Support needs for cold storage and equipment
- Support needs for processing, packaging and distribution facilities
- Support needs for commercial kitchens
- Develop and support programs to increase agricultural related industries, occupational skills training, and educational opportunities
- Collect and collate the data needed for the Department, Ag sector and research needs
- Support financial assistance programs for food insecurity at farmers markets and retailers

## Year 4

- Develop programs to support local agricultural product retailers and markets and marketing and Procurement co-ops
- Develop a certification course for community members to become approved hunt inspectors for introduced species hunts for resale
- Support community nutritional and food safety testing programs
- Gather data on obstacles that prevent farm workers from being paid livable wages and develop programs and incentives to minimize barriers

## Year 5

- Develop benchmarks to begin meeting minimum local purchasing goals and implement at the county level
- Develop thresholds to transition from eradication to management of invasive species, using environmentally friendly methods
- Expand Maui, Lanai, & Molokai Food Hub Efforts
- Support farm food safety and product development programs

## APT Committee

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**From:** Jennifer Karaca <karacajy@gmail.com>  
**Sent:** Tuesday, March 8, 2022 11:18 AM  
**To:** APT Committee  
**Subject:** Fwd: Documents for Posting from the 3/15 Meeting  
**Attachments:** Presentation Strategic Plan DOA .pdf; Strategic Plan DoA (2).pdf; Bill 54 (2022) DoA Director ^0 Deputy qualifications-amended with tracking.docx; Bill 54 (2022) DoA Director ^L0 Deputy qualifications-amended clean.docx; Bill 54 (2022) DoA Director ^LL0 Deputy qualifications-amended clean.pdf

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From: **Jennifer Karaca** <[karacajy@gmail.com](mailto:karacajy@gmail.com)>  
Date: Tue, Mar 8, 2022 at 8:56 AM  
Subject: Documents for Posting from the 3/15 Meeting  
To: Shane Sinenci <[ssinenci@yahoo.com](mailto:ssinenci@yahoo.com)>, Shane M. Sinenci <[Shane.sinenci@mauicounty.us](mailto:Shane.sinenci@mauicounty.us)>, <[shane.sinenci@gmail.com](mailto:shane.sinenci@gmail.com)>, Gina M. Young <[gina.flammer@mauicounty.us](mailto:gina.flammer@mauicounty.us)>, <[alison.stewart@mauicounty.us](mailto:alison.stewart@mauicounty.us)>, Kasie Apo Takayama <[kasie.apotakayama@mauicounty.us](mailto:kasie.apotakayama@mauicounty.us)>

Aloha All,

I have attached the revised bill for the Director and Deputy Director Qualifications, 2 in word, a version with track changes and a clean version and a clean version in pdf form. Shane said we should just be able to post this version so we don't even have to deal with the previous version and any drama or confusion that may cause, please let me know if this is not the case so that I can prepare the group and myself to write testimony accordingly. I have also attached the Full Strategic Plan PDF and the presentation on the strategic plan that I will present at the meeting so it can all be posted. Please let me know that you have received it and if you have any questions or concerns.

Thank you all for all of your hard work and energy on this and I hope you have a wonderful day.

Mahalo,

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