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Retail Grocer

the magazine of the hawaii food industry association

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ALSO:

An App for Local Eats & Surviving the FDA

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The Chair's Message

BY BONNY AMEMIYA



Aloha HFIA Members,

How quickly the days and months have flown by! Although we've covered a lot of ground in the last year, in many ways it feels like we've just begun.

Let me start by first extending my heartfelt congratulations to Alan Nakamura of Tesoro on his ascent to the HFIA Chairmanship. As those who have had the pleasure of working with Alan can attest, he is truly one of the best—genuine, thoughtful, cheerful, hardworking, dedicated, and a great friend with a big heart. I sincerely believe that you couldn't ask for a better person—and a more dedicated one—to take HFIA to the next level.

I also congratulate Roger Godfrey for being the recipient of HFIA's Ni'o Award of Excellence and the ninth inductee into the HFIA Hall of Fame. I've had the pleasure of knowing Roger from his days at Fleming Companies, Inc., and have always had the utmost respect for him as a business leader and as a person. He has always been so genuine, and without doubt, is most deserving of this special recognition. A special mahalo to Miyuki Hirano-Hollingworth for her time and effort leading the Hall of Fame selection committee and for her work on this award and event!

If I could suggest a theme to describe this past year, I would hope that it's captured in the words "collaboration" and "teamwork." I truly believe HFIA is finding its way back to being an association where its members are engaged in a number of different projects and activities, all centered around its core mission while remaining financially viable. Since Dick Botti's retirement, we've been rebuilding the infrastructure of HFIA while moving the organization forward, and I owe much of our steady progress to the dedication and leadership of Alan Nakamura, Stan Brown, John Schilf, Derek Kurisu, Barry Taniguchi, Gary Hanagami, Mike Walters, Lauren Zirbel, and Amy Hammond.

It has been a year of change. We've managed through executive director changes for both HFIA and the Made in Hawaii Festival, with each ED's job description being refined and staffed accordingly to allow for more balanced and effective leadership. We appreciate that Lauren and Amy have brought complimentary strengths to each organization. It's rewarding to see that both have taken ownership and appear to be thriving in their new roles. It is our job to support them so that they can continue to find success and reward in for their efforts.

We've made it a priority to redevelop the HFIA and Made in Hawaii Festival websites to first and foremost portray an updated, appealing, and professional image for our association and also to create a platform that facilitates the sharing of information and resources for our members. Through the new HFIA website, we'll also be able to do a better job of marketing our association and our members; bring awareness to our strong

legislative presence and our community and industry partnerships; perpetuate HFIA's history by hosting the Hall of Fame; and showcase stories on what our most progressive members are doing today. Over time, both sites will continue to evolve to deliver content in an appealing and cost-effective way.

Planning for the 2012 Made in Hawaii Festival, which will be held August 17 to 19, is well under way. With the support of our presenting sponsor First Hawaiian Bank, we have taken extraordinary measures this year to insure that the State of Hawaii's "Made in Hawaii" criteria are properly documented for all products to improve the integrity and authenticity of this event. The Festival, which occurs over the Admissions Day weekend, draws nearly 40,000 shoppers to the Neal Blaisdell Center, all eager to check out the latest in locally-made products from across our state. This special event comes but once a year, so we don't want you to miss it!

Since inception, the HFIA Rainbow Fever for Scholarships for Athletes program, founded by visionary Hall of Fame member Bill Prideaux, has donated over \$1 million dollars to fund fifth-year scholarships for student athletes at UH Manoa and has provided valuable financial support for the UH Hilo Vulcan athletic program. Although this hallmark program has since been replaced by retailer-specific fundraising programs like Foodland's "Give Aloha" and Times Supermarkets' "Shop and Score," over \$900,000 remains in the HFIA Foundation account. And because there has been no new fundraising activity and inconsistent investment returns, disbursements to UH Athletics has been virtually non-existent in recent years.

Now with the approval of the Foundation trustees, investment management will be transferred to the UH Foundation, whereby UHF will bring professional management to maximize investment returns and lower trustee administrative risk, but more importantly, insure regular disbursements to support UH Athletics the way donors had intended. In addition, HFIA members will have the opportunity to be recognized each year as disbursements are made out of our investment account. That sounds like a winning solution to me.

As my tenure as chair comes to an end, I'd like to express what a special honor it's been to have this opportunity to lead HFIA, and I hope that together, we've been able to make a positive difference to this organization. HFIA is special because of the aloha we have for each other—a feeling of family and friendship, and a willingness to help out wherever we can—that I hope we never lose.

Mahalo for all that you do for HFIA and for your continued support. Malama pono.

Bonny Amemiya

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Alan Nakamura at
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Legislative Update

BY LAUREN ZIRBEL



The closing of the 2012 legislative session was especially hectic, with the last month of the Hawaii State Legislature's session happening at the same time as the Honolulu City Council's push for a plastic bag ban. Things were heated, but HFIA made time to meet with the council members and help develop a bill that is more palatable to retailers and consumers than most bag ban legislation passed across the United States. Honolulu County's bill has a delayed implementation date and allows for less costly bag options for retailers and consumers.

Thanks to our many thoughtful state legislators, all bills that HFIA opposed at the Hawaii State Legislature died. These bills included but were not limited to:

- Taxes on sugar-sweetened beverages, syrup, and powder.
- Liquor taxes.
- Increases in the minimum wage.
- Removing the exemption for dietary supplements from the deposit beverage container program.
- Establishing labeling requirements for Hawaii-grown tea.
- Classifying pseudoephedrine as prescription only.
- Requirements that cigarettes be placed at least ten feet away from candy and snacks.
- Requirements that employers provide a minimum amount of paid sick and safe leave.
- Requirements that employers provide meal breaks for employees who work more than a total of five hours a day.
- Part of a bill that would have increased the threshold amount from \$300 to \$750 for theft in the second degree.
- Mandatory labeling of "aspartame" products with a caution statement.
- Prohibiting retailers from displaying or storing tobacco products through self-service displays.

On the positive side, HFIA was successful in passing a few bills that will help our industry. One of these bills is HB 2096, the Unemployment Insurance Bill, which sets the employer contribution rate at Schedule F. This bill keeps rates constant for one more year, avoiding an increase in Unemployment Insurance for employers. Without this bill, the scheduled rate would have increased costs by about \$550 per employee. This one-year mitigation extension will contribute \$107 million in direct savings for Hawaii's businesses. Another positive bill that passed is SB 2228, the Pseudoephedrine Tracking Bill, which will allow retailers to have free access to an up-to-the-second tracking program that can be used by any device with an internet connection. This bill will prevent "smurfing" and production of methamphetamines. This bill will also continue to allow individuals with legitimate allergy problems to access the medications that they need without a prescription.

On April 25th, the Honolulu City Council passed a bill to ban all non-biodegradable plastic bags on Oahu during a council meeting in Kapolei. The bill still allows for biodegradable plastic and paper bags to be distributed. Biodegradable plastic bags run about three cents a bag, which is a big improvement from the bags mandated in other counties. Local suppliers can produce these biodegradable bags.

The bill will not take effect until July 1, 2015, which will give retailers three years to use up their current supply and plan for new bags. The bill was set to be a tax on plastic bag usage, which HFIA supported. However, it was later determined that such a bill would be challenged in court because the council is only authorized to levy property taxes.

HFIA will continue to keep you updated on legislation that affects your business. Mahalo nui loa to all of you who wrote to your legislators in response to HFIA's legislative alerts. Your voice was heard loud and clear at the legislature!

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Recirculating Farms Go Mainstream

BY PHIL LEMPERT, THE SUPERMARKET GURU®

Just a few years ago, it was difficult to imagine viable alternatives to ocean fish farming. Recirculating aquaculture systems were the exception to the rule. But in 2008, when a major push at the federal level to allow fin fish farming in open ocean waters raised concerns from advocacy groups like Food & Water Watch, a group of entrepreneurs, scientists, and established growers got together to talk shop. The result of that important meeting was the formation of a coalition dedicated to making recirculating farm practices more widespread and commonplace.

After two years of research on guiding principles, goals, and industry needs, the Recirculating Farms Coalition officially launched as a new organization in September of this year with the goal of developing eco-friendly, recirculating farms that use clean, recycled water in place of soil to grow plants (hydroponics), fish (aquaculture), or a combination of both (aquaponics).

In the case of an aquaponic farm, for example, a tank of fish is connected to plant beds, so that water flows from the fish tank to the plant beds. The plants then act as natural filters for the fish water; they absorb nutrients from the water that they need to grow, and then the water is circulated back to the fish tanks, cleaned and ready for reuse. In farms that grow just plants or just fish, the filtering mechanism may be designed in any number of ways.

Most farms use some sort of pump to circulate the water. Many farms can run on very small amounts of energy or use renewable energy sources like solar, wind, or geothermal. Many farms also collect and repurpose waste. Some use it as fertilizer for traditional soil agriculture; others process it into methane gas and use that to help power the farm. The possibilities are vast.

Marianne Cufone, Esq., Executive Director of the Recirculating Farms Coalition, says that the time is now

for this type of agriculture. As seafood has become even more popular due to well-advertised health benefits and the search for Omega 3s, nature just can't keep up with our demand. Recirculating farms, she says, are an innovative way to provide fresh, healthy, accessible food grown in a sustainable manner.

"More and more people understand that there is a relationship between good health and good food, and they are asking for healthier food that is produced more naturally to be more accessible. Well-designed recirculating farms are incredibly efficient, can use less water than most other farming methods, and are both ecologically and economically sustainable. They are an investment in a healthy future," says Cufone.

Because they are so versatile in size, shape, and what they can grow, recirculating farms are especially useful in places where space is limited—like in urban areas where a large amount of food is needed. The closed-loop design also makes it possible for these farms to be located virtually anywhere—inside, outside, or some combination of both—and in otherwise unusable spaces. Notably, this means farms can be within the communities that will use the products. Additionally, being a closed system means it's more difficult for pollutants, disease, and parasites to get in.

"Well-designed farms can reuse up to 99% of the water put into the system and recycle waste too. Some farms repurpose byproducts as fertilizer for soil-grown plants or as food for fish that would naturally consume such products in the wild. Many farms are also addressing concerns about taking fish from the wild to feed farmed fish by growing their own small fish and exploring alternate but natural food sources like worms and algae," says Cufone.

Cufone says that critics—and there are many—just haven't taken the time to really look into recirculating farms, and like with any other industry, it can be done as green as possible or not, so

regulation is key. The Coalition is now in the process of creating a map for their website that will show the various recirculating farms all around the U.S. It includes information about what type of recirculating system is used (hydroponic, aquaculture, or aquaponics), what they grow, and where the products are sold to help consumers access them more easily. They are also working on developing specific permitting requirements for these farms and labeling standards for their products. Another upcoming project is the building of a model farm in New Orleans.

"Eating local and thinking global has become a more mainstream practice and people are calling for fresh food, grown and provided in a more eco-friendly manner. Slowly, it seems we are starting to redesign our food culture, moving away from factory farms and back toward sustainably-grown, local, fresh food. Many people already frequent farmers markets and join in community-supported agriculture—essentially buying a share in a farm's products. So retailers are starting to carry more products that fit with this movement too," says Cufone. "The key is to make such products affordable and accessible to everyone.

"With reduced costs for shipping, refrigeration, and operations (like being able to rely on solar power rather than paying for conventional energy), recirculating farms can be a source of sustainable, affordable food, says Cufone. And she expects grocery stores to start carrying more of these products to meet customers' needs in the future.

Cufone adds, "The good news for consumers is that when food from recirculating farms becomes more available—they will have better access to food that's good for them and our world." There are recirculating farms all around the country in all different sizes and forms. Learn more about one of those farms, the Cabbage Hill Farm Foundation, at www.cabbagehillfarm.org.



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DOT...DOT...DOT...



A Collection of Local & National News & Views... BY LAUREN ZIRBEL

FOODLAND SUPER MARKET GRAND CHEF KEONI CHANG WINS FOOD MARKETING INSTITUTE'S CHEF SHOWDOWN!... Keoni won after creating a "Deconstructed Ahi California Roll" for the contest's "Indulgent" category. After 357 submitted recipes, 20 chef finalists, and four category champions, one Grand Chef emerged! Congratulations to Foodland and Chef Chang! "I am thrilled to have won, but perhaps more importantly, I am truly honored to have represented Foodland and Hawaii in this competition amongst the best supermarket chefs," said Chang, corporate chef at Foodland Super Market. "There was a time when no one would say 'supermarket' and 'chef' in the same breath, but thankfully those times have changed. Now more than ever, customers are finding restaurant-quality food at their local supermarket because of people like my fellow competitors who bring their passion and love for sharing great dishes and recipes to the neighborhood grocery store every day."

DID YOU KNOW... A federal judge ordered the State Department of Human Services to correct problems in processing applications for the Supplemental Nutrition Assistance Program for Hawaii's low-income families. The federal requirements call for the processing of applications

within 30 days and within 7 days for applicants facing emergencies. The department must reach full compliance with the requirements in December.

PHILANA BOUVIER MAKES HEADLINES... As newly named general manager and executive vice president for Young's Market Co. Hawaii, Bouvier made headlines in April for her role in the company's recent reinvestment in Hawaii. The *Star Advertiser* article stated, "In the past year, YMCH's sales have risen by 12%!" Congratulations, Philana!

"PINK SLIME" ON ITS WAY OUT... Local supermarket chains such as Times, Foodland, and Whole Foods stated they didn't use the product. Times state that they grind their own beef in the store, while Foodland stated that they only use ground beef that has no fillers or additives. Whole Foods said that they never used the product.

MOTHERHOOD CHANGES SHOPPING PRIORITIES... Drug Store News reports that mothers of young children take into account safety, chemicals in food, and price when they grocery shop. Though 46% said finding lower prices became more important since becoming a mother, 33% said the content of the food has become a higher priority.

DID YOU KNOW... Researchers who tracked snacking by 167 fourth and fifth graders over 24 hours found that they consumed on average about 300 calories from low-nutrient food and 45 calories from fruits and vegetables. Factors might include children skipping breakfast, having more control over snack choices than meal choices, and finding low-nutrient food less filling, *Asian News International* reported.

P&G MOVES BEAUTY UNIT TO SINGAPORE... Procter & Gamble is moving its unit for cosmetics, skin care, and personal care from Cincinnati to Singapore. The move is expected to take two years and involve the relocation of about 20 employees. *The Wall Street Journal* reports that this move is being made to capitalize on a growing Asian-Pacific market, which accounts for nearly half of the world's skin-care sales!

DEREK KURISU HAS BEEN CONFIRMED... to the Board of Directors of the Agribusiness Development Corporation! HFIA was proud to support Derek's gubernatorial nomination to the board. We know he will do outstanding work for the State of Hawaii just like he does as the Chairperson of HFIA's Industry and Community Relations Committee, where he spearheaded Hoku, a group of 10 organizations that have joined forces to support each other, make the food supply safer and more sustainable, and help the economy. The organizations include both private and public ones, and range in focus from agriculture to retail to restaurants to general business groups. (See page 14 for the full story on Hoku.)

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Lei Fresh Finds Local Grown Food & Surviving the FDA

Educational happenings at the HFIA Board Meeting

BY JASON Y. KIMURA

HFIA's March board meeting featured both something for the consumer in the form of a helpful cell phone app, and then waded into a serious subject: how to survive an FDA inspection. Below are brief overviews of what was covered at the meeting. Contact information is available if you want more information.

An App for Local & Fresh

Imagine being anywhere in Hawaii and tracking down fresh local produce, dairy products, seafoods, and meats via a cell phone app. Come September 2012, you'll be able to do just that via the Lei Fresh phone app. A TV and radio advertising campaign will be launched during the summer so you'll know exactly when the app will be available for download. Then you can start honing in on supporting local offerings via supermarket, mom-and-pop store, or farmers' market. The Lei Fresh app is one of five projects supported by grants from the Hawaii Community Foundation that aim to be catalysts for innovation among nonprofit groups. The app will be available for iPhone, Android, and iPad.

Launched by the Hawaii Agricultural Foundation, the free Lei Fresh app will not only help you find what types of local foods are available and where, but also track prices. Don't quite know how to use that shredded green papaya or rambutan? Use the app to find recipes that use local ingredients. App users will also be able to see photos and updates from farmers. Melanie Kosasa, Lei Fresh Project Manager, pointed out that Hawaii has the largest per capita mobile phone usage in the U.S., which amounts to 1.1 million subscribers. Projections show that in 2013 one out of two phones will be a smart phone.

"To get more people to buy local and buy fresh in Hawai'i requires a thriving, interactive network connecting the agricultural industry with businesses and customers," said Kosaka. "Lei Fresh will help build a sustainable future for Hawaii's agricultural industry by increasing consumer interest in local products, thereby increasing consumption and production. Best of all, consumers will have easy access, literally in the palm of their hand, to inventory and product

information in real-time and by store location." Kosasa is also the creator of ShareYourTable.com, an online gathering place for food aficionados that celebrates Hawaii's rich diversity of traditions and pleases the palates of everyone from home cooks to sophisticated foodies.

It's easy for retailers to participate, says Kosasa. Retailers can just send a list of Hawaii products they carry and make a commitment to spend 10 minutes two to three times a week letting the Lei Fresh folks know what's available in their stores and they'll take care of the rest. There's even a tutorial service for employees. Lei Fresh understands that availability fluctuates daily and by location. "Whether your inventory of locally grown products is large or small, this is an opportunity to showcase your store's commitment to Hawaii," concluded Kosasa. For more information, Melanie Kosasa can be reached at 808-739-0624, or at melanie.kosasa@gmail.com.

Surviving an FDA Inspection

The Food and Drug Administration (FDA) is supposed to protect consumers by keeping food safe, but undergoing an FDA inspection can be detrimental to your business if you don't know your rights or handle it in the wrong way. That's where Food Safe Pacific, LLC, comes in. Food Safe Pacific specializes in food safety consulting for manufacturers, distributors, retailers, and restaurants.

To help your business prepare, and to make sure it's on the up and up before an FDA inspection, Food Safe Pacific can conduct mock FDA audits, help with HACCP (Hazard Analysis & Critical Control Points) planning, GMP (Good Manufacturing Practice) audits, ServSafe training, SQF (Safe Quality Food), and more. Food Safe Pacific founder and president Jan Gardner has over 20 years



Jan Gardner

Melanie Kosasa

of food safety and regulatory experience, including as an FDA inspector in Honolulu.

Like a former IRS agent that can defend you from the IRS, who better to consult than a former FDA inspector to help with an FDA inspection? At the HFIA board meeting, Gardner outlined "How to Survive an FDA Inspection." Being prepared, professional, and knowing your rights and responsibilities equals a successful inspection, she says. It was clear from her presentation and anecdotes that Gardner was a reasonable and very fair FDA inspector who is supportive of business. Today, she continues that support, only from the other side of the fence.

Preparation includes everything from confirming the FDA inspector's identity and checking his or her credentials, taking scrupulous notes, knowing what information and access you are required to provide, taking photos, consulting your legal counsel, and more. Being professional, says Gardner, means keeping your cool and being respectful. It also means remembering that an FDA inspector is the food police, and that anything you say and do can be used against you in a court of law. "Don't provide answers to things that haven't been asked," she emphasized.

Gardner points out that knowing your rights can help ensure you are treated fairly. You can video record your inspection and request an unredacted version of your inspection and the analysis of samples collected. Finally, if you think you've been treated unfairly, you can contact the Ombudsman. Gardner concluded her presentation with a list of FDA forms you should know and where to find FDA manuals online. For more information, email Jan Gardner at jan@foodsafepacific.com, or visit her company's website at www.foodsafepacific.com.

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Amount Per Serving

Customer Satisfaction	100
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	% Daily Value
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Total Fat 0g	0%
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Budget Fat from Transport	0g	0%
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Reliability*

Tacoma/Honolulu	96%
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Oakland/Honolulu	96%
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Los Angeles/Honolulu	94%
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*Q2 2010 actual on-time vessel performance
based on zero-tolerance through 5/21/10

Local Customer Service	100%
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Shipment Security	100%
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Transit Times: Days to/from Honolulu

Arrives HON**

Tacoma (Sun)	7 days
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Oakland (Sun)	4 days
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A Star is Born

BY JASON Y. KIMURA



Take a pen and draw a star without lifting the tip. This simple symbol is made up of a series of interconnected lines, each of which is essential to and strengthens the whole. That's the idea behind "Hoku," which is Hawaiian for "star." Hoku is the unofficial name of a group of organizations that have joined forces to support each other, make the food supply safer and more sustainable, help the economy, and, according to Chair Derek Kurisu, "make Hawaii the greatest place in the world." The group is a food policy collaboration between private and public organizations that represents everything from agriculture to food service, and from general business to technology research (*see box*).

Kurisu also serves as HFIA's Industry and Community Relations Chair. Hoku's vice chair is Joy Gold of the Hawaii Farm Bureau Federation. Currently, the fledgling group is in its initial stages, and is meeting to identify and define the issues. "We've been working in silos, but we will

try to work as one," says Kurisu. "When we come together, we can reduce duplication [of efforts] and develop strength in numbers." This is particularly important in a depressed economy, when the money organizations have to promote their causes is tight, he notes. By pooling limited resources and collaborating on projects, the group's efforts can be more efficient and have a greater impact.



Derek Kurisu with State Representative Jerry Chang and HFIA ED Lauren Zirbel

Networking is another benefit of the group. For example, if there is an oversupply of an agricultural product, a manufacturer represented by one of the member organizations may be able to make use of it. "It's about solving problems and helping each other to make a bigger impact for Hawaii," says Kurisu. At a recent meeting, Hoku member organizations discussed how they might collaborate to create pools of qualified job applicants by building a better connection with education at the community colleges and the DOE.

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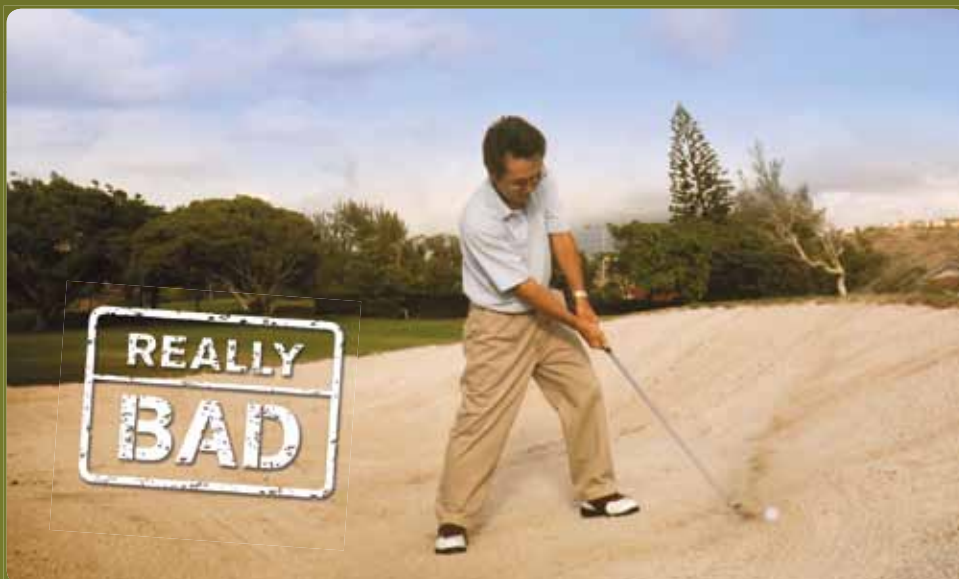
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HOKU MEMBER ORGANIZATIONS

- Career and Technical Education Department (U.S. Department of Education)
- Chamber of Commerce Hawaii
- College of Tropical Agriculture and Human Resources (CTAHR, University of Hawaii)
- Department of Agriculture
- Hawaii Farm Bureau Federation
- Hawaii Food Industry Association
- Hawaii Food Manufacturers Association
- Hawaii Marketing Alliance
- Hawaii Restaurant Association
- Manoa Innovation Center (University of Hawaii)



Jason Yoshimi is the world's worst golfer.



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Kurusu cites Buy Local promotions as an example of how efforts can be consolidated. There may be differences in the definitions of what constitutes a “local” product among the different organizations, but the focus is on looking for common ground to find win-win situations while setting aside differences, much like how retailers and wholesalers come together at HFIA. “We’ve been doing the same

things—like Buy Local promotions—within different organizations, but what if we do it collectively?” he asks. “Each organization has a major strength and all sorts of resources.” In this sense, each organization is a star unto itself, and like the stars on the U.S. flag, form a powerful union, Kurisu says metaphorically. “Put these stars together, and they become really powerful.”

New Members

FOOD SAFE PACIFIC, LLC

PROFILE: Located in Hawaii, Food Safe Pacific, LLC, is a full-service food safety consulting company offering consulting, auditing, and training for manufacturers, distributors, retailers, and restaurants. Food Safe Pacific helps companies interact with the U.S. Food and Drug Administration (FDA) and offers the following:



- FDA food facility registration
- Mock FDA Audits
- Food safety and facility audits in manufacturing and retail
- FDA GMP (Good Manufacturing Practice) audits
- Food safety planning, design, and education
- HACCP (Hazard Analysis & Critical Control Points) planning
- ServSafe Training
- Food labeling reviews

REASON FOR JOINING HFIA: Food Safe Pacific joined HFIA to meet others, network, and to help members with their food safety needs.

UNIQUE TO THE COMPANY: Food Safe Pacific is the only locally owned and operated food safety consulting company in Hawaii. It was founded by Jan Gardner, a former investigator with the U.S. Food and Drug Administration at the Honolulu Resident Post. She has 20-plus years of food safety experience and an extensive knowledge of food safety issues and processes.

LOCATION & SERVICE AREA: Food Safe Pacific focuses on the Hawaiian Islands, but also can service the U.S. territories, as well as the other 49 states.

CONTACT INFORMATION:

Jan Gardner, President
Phone: 808-753-726, Fax: 808-737-0310
Email: jan@foodsafepacific.com
Address: 4348 Waialae Ave. # 919, Honolulu, HI 96816

PACIFIC ENVIRONMENTAL SOLUTIONS

PROFILE: Provides environmentally friendly, proactive solutions for plumbing problems caused by grease. The company uses friendly bacteria that gives off carbon dioxide and water as byproducts. Pacific Environmental Solutions also assures that



companies are in compliance with City and County grease trap requirements.

REASON FOR JOINING HFIA: Member companies are an untapped market that is generally not aware of the company’s environmentally friendly solutions to grease in plumbing.

UNIQUE TO THE COMPANY: Pacific Environmental Solutions is the sole distributor in Hawaii for Environmental Biotech International products. The company also has its own laboratory.

LOCATION & SERVICE AREA: Located on Sand Island, Pacific Environmental Solutions services the entire state.

CONTACT INFORMATION:

Phone: 808-848-0513
Email: www.pacificenvironmental.solutions@gmail.com
Web: www.environmentalbiotech.com
Address: 2333 Alahao Place, #1, Honolulu, HI 96819

THE PASHA GROUP – PASHA HAWAII

PROFILE: For over 60 years, The Pasha Group has provided freight and logistics services for importers, exporters, and suppliers. Their expert personnel provides the total freight and logistics management necessary to facilitate the safe, reliable delivery of cargo throughout the U.S. and worldwide. Pasha transports shipments of every kind, from small packages to heavy, oversized cargo.



REASON FOR JOINING HFIA: To partner and support the members of HFIA to better serve the people of Hawaii.

UNIQUE TO THE COMPANY: The MV Jean Anne is the first Pure Car Truck Carrier to be built in the United States to service the Hawaii Market.

LOCATION & SERVICE AREAS: San Diego, Honolulu, Maui, and Hilo

CONTACT INFORMATION:

Reggie Maldonado, General Manager, Pasha Hawaii
Phones: 808-538-2130; 808-523-8625
Email: Reggie_Maldonado@pashanet.com
Address: 677 Ala Moana Blvd., Suite 700, Honolulu, HI 96813



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From Seed to Market

BY JASON Y. KIMURA



Lettuce ready for harvest at Nalo Farms.

Farmers at War

At Nalo Farms, Dean Okimoto was just getting warmed up on the issues local farmers face. When the “enemies” of the aforementioned war strike, he says, it’s like taking all your savings, putting it on the ground, and burning it. Also present were growers from Ho Farms and Kahuku Farms, which distribute produce through Local Island Fresh Edibles, a sister company of Nalo Farms.

Despite the difficulties, the 16-acre farm is one of the most successful farms in Hawaii today. Nalo Farms supplies approximately 120 restaurants with over 3,000 pounds of their tasty micro-greens every week, not to mention the produce sold at supermarkets and farmers’ markets. Overproduction is donated to the Hawaii Foodbank and Meals On Wheels. For most of its 30 years of existence, Nalo Farms was a chefs’ farm that grew everything on two and a half acres, related Robert Higa, who acts as the farm’s chief executive. “Dean made it perform like five acres,” he says. The farm was later able to get an additional 13 and a half acres—albeit in a different location—to allow the ground to lay fallow. There are nine to 10 acres in production at any given time. “We weren’t able to do this before,” explains Higa. “The largest living organism on a farm is the soil. Rest is important, because the molds and fungi eat each other, and the bugs have nothing to eat.”

The Sustainability Enemy Within

“What is sustainability?” asks Higa. “How are farmers going to make a buck?” Unfortunately, many give answers to the former question, but too often forget about the

Many might think of farming as a peaceful occupation. Dean Okimoto, owner of Nalo Farms, thinks of it as *war*—a war against bugs, disease, equipment failure, expenses, prices, wind, rain, and even hail. It was an eye-opener for members who participated in an exceptional HFIA educational event on April 23. Participants were treated to a behind-the-scenes look at the process of growing, processing, and distributing produce by following locally-grown garden delicacies from seed to market.

The day-long event took members by chartered tour bus first to Nalo Farms, then to lunch and the rooftop garden of Sweet Home Waimanalo Café and Market, and then to Armstrong Produce.



HFIA members show their appreciation for the educational day away.

latter. What about practicality, he asks? There are a lot of hurdles to profitability. Audits cost time and money. Emissions restrictions prevent small, efficient Japanese farm machinery from being imported. Code requirements for simple buildings remain excessive.

The bugs are a major problem, with about 20 new invasive pests entering Hawaii each year. Farmers can’t spray until a pest is identified, then it’s too late to harvest. Another issue is water. “Land is available, but there’s no water,” noted Okimoto, expounding on the subject of sustainability. “Irrigation systems need to be fixed.” Hawaii’s constitution places water as a public trust with regard to domestic use, environmental issues, and cultural issues. “Ag is not one of these,” Okimoto emphasized. “Ag needs to be elevated to be equal to these three so the public can decide what’s best.” There’s not enough land, he says, because there’s no water. “It’s a question of what we wish to sustain,” says Higa. “We have to set priorities and get back to our roots. Hawaii is an agrarian state; the first Hawaiians were farmers.” According to Okimoto, there’s a lot of talk about supporting sustainability, but not enough action.



A processing plant worker loads greens onto a conveyor belt.



Hanawahine hands out samples of baby mizuna.

A Water Ride for Leafy Greens

Leafy greens have the highest standards of food safety. Food safety is all about washing, cleaning, proper storage, who touched it, logging, and other documentation. Unfortunately, food safety decisions are top down, according to Okimoto. All the permitting for Nalo Farms' processing plant, which is small, took two years, in which time the cost went up from \$500,000 to \$1.5 million, making profitability virtually impossible.

Still, Nalo Farms' processing plant is state-of-the-art. It washes and packages their produce while preserving the "cold chain" to maintain freshness and food safety. It is here that the Nalo Greens mix is made, but the recipe is not always the same. In the summer, when the vegetables are spicier, more lettuce is added. A lettuce variety called Tango makes your salad look fluffier, more appealing. "[The processing plant] is like a water park ride for greens," says Les Hanawahine, Farm General Manager. "The greens are delivered in refrigerated vans that keep them at an optimal 35 to 40 degrees.

The Birds and the Bees

Next was a visit to see the farm lands and the micro-greens currently growing. It was peaceful there, despite the "war." There was row upon row of micro-greens, tightly planted and irrigated by "T-tape," which conserves water by releasing it from tiny holes. Far away at the end of the rows, a brightly clad farm worker stooped to cut lettuce by hand with a knife. Hanawahine handed out fresh cut baby mizuna to

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tour participants to taste. The leaves were crisp but delicate, sweet, delicious.

Hanawahine explained that farming is done by observation. Watering is given based on the amount of rainfall, and by looking, observing. The tightness of the plantings cause the greens to fight for nutrients, but a little stress, she says, makes them taste better, and the leaves more tender. A fortuitous partnership helped Nalo Farms' crops: They let a beekeeper keep bees on their property and observed that production went up and mildew and fungus went down. "There are different protocols for different crops," says Higa. "There's a reason for everything that is done."

Farming Looks Up at Waimanalo Café

The next stop was lunch at Sweet Home Waimanalo Café and Market along Kalanianaʻole Highway. Co-owner Jo Kapololu served up a variety of wraps featuring Nalo Farms greens, which were the perfect thing to serve after the group's sampling out on the fields. After lunch, she took tour participants onto the roof of her establishment via an unlikely stairway built over a trailer-kitchen to see her "FarmRoof." Owned by Alan Joaquin (husband of Hawaii News Now anchor Tanya Joaquin) FarmRoof is a local company focused on designing and installing mini-farms in urban environments.

"Pests don't thrive on urban rooftops," said Kapololu, who has co-owned Sweet Home Waimanalo with Kevin Vaccarello for two years. Her rooftop crops, though delicious looking, weren't quite ready for the luncheon. She isn't sure yet whether her FarmRoof will work out financially for the café. The greens grow in sausage-shaped modules that contain patented, soil-less, organic growing materials that last a year. Kapololu had arugula, Asian mustard greens, herbs, three types of kale, tomatoes, strawberries, and more in her FarmRoof, which uses only 10% of the water a ground-based farm of equal size would require. The main advantage is that the greens are nutrient-dense because of their freshness. The FarmRoof, which can be removed in two to three hours, has a tough, 20-year membrane under it to protect the roof.

A Strong Arm of Distribution

Armstrong Produce's Mapunapuna facility was the final leg of the educational event. Armstrong is one of the biggest supporters and promoters of local produce. The food wholesaler's role is to bring produce from farmers to retailers, as it's difficult for growers to make deliveries, especially to large retailers. The food wholesaler also takes care of food safety issues while the goods are in its possession. If a grower goes directly to the retailer, then the grower is also responsible for these issues. It's also easier for retailers, instead of taking deliveries from dozens of growers.

"We source locally as much as we can," Letitia Uyehara, Armstrong Marketing Director, "but there are not enough



Jo Kapololu with her rooftop farm.

local growers." The company has 125 to 130 local producers statewide, representing about 25% of the produce they supply to customers. From a production standpoint, half or more of the local producers are on Oahu. "Local produce is in great demand from customers," says Uyehara, "so we comb the islands for produce." There are no size restrictions—as long as items meet quality standards. Uyehara says that some producers supply just one restaurant or one supermarket, but Armstrong will take it. "It's more about consistency," she says. Consumers want produce like strawberries year round, Uyehara points out, but some products can't be grown here in large quantities.



An Armstrong staff member moves a pallet of Kula onions.

With Mark Teruya at the helm as chairman and CEO, Armstrong is a locally-owned, third generation family-run wholesale produce company. Teruya's grandparents, Yoken and Ushi Teruya, were truck farmers in Kailua in the 1920s and 30s. To support a family of nine, the Teruyas began to buy and sell produce from neighboring farms, which evolved into a small wholesale business on River Street in downtown Honolulu. The Teruyas expanded their operations over the next three decades, and in 1979, Harold Teruya—Mark's father—bought Armstrong Produce and decided to keep the name. The company has since grown to include its 66,000-square-foot Mapunapuna facility—as

well as distribution warehouses on Maui and the Big Island—to become the largest wholesale produce company in Hawaii.

Keeping the Refrigerator Door Closed

Armstrong Produce is a cutting edge, totally enclosed, temperature-controlled facility maintained at a cool 60 to 65 degrees 24/7 in its main warehouse area. “We felt that we needed to make a change and leaped in to put up a facility that doesn’t allow the cold-chain cycle to break,” Teruya said when the Mapunapuna facility was built in 2005. Chill boxes line the facility, and are kept at anywhere from 32 to 52 degrees, depending on what type of produce is being stored in them. At 32 degrees, the coldest chill box held crates of items like pears and apples from New Zealand and Seattle the day HFIA members visited. Another chill box held specialty lettuce and other greens, broccoli, and produce at 36 degrees. The warmest, at 48 to 50 degrees, held tomatoes, watermelons, pineapples, and mangoes. Doors to the chill boxes come down automatically in 30 seconds to preserve temperatures. Armstrong avoids mixing produce that emits ethylene gas and those that don’t. Occurring naturally in certain fruits and vegetables, ethylene causes ripening, and eventually spoilage.

Speaking of ripening, Teruya is particularly proud of Armstrong’s banana ripening chambers, which can store 20 pallets, or about 40,000 pounds of bananas. Bananas are sent to Armstrong in boxes and are green. They are ripened to customer specifications using a process of monitoring and controlling the emission of ethylene gas. For example, hotels want ready-to-eat bananas, and Armstrong can deliver them perfectly ripe and spotlessly yellow. “The bananas that come out...are a brighter yellow and strong-holding,” says Teruya.

Armstrong Produce doesn’t process produce like Nalo Farms, but does repackage it in a HACCP (Hazard Analysis & Critical Control Points)-certified area. Repackaging is done for supermarkets and other customers that require quantities less than a case. When cases are broken, produce is relabeled for traceability. The company instituted a produce tracking system that can trace a product down to one bag. Food safety and traceability is taken seriously at Armstrong, which has a computerized tracking system that can tell where produce came from, when it came in, who it was sold to, and if there is more in inventory. “We can go one step forward, and one step back,” says Uyehara. “We can trace [items] down to the one-pound size.”

Always forward looking, Armstrong is moving into new technologies like RFID (radio frequency identification), which uses smart labels or tags that tracks and identifies products such that it is possible to track the temperature of an avocado crop as it is transported from Escondido, California, to Los Angeles to Hawaii in 10-minute increments. “We’re trying to improve everyday to serve our customers,” says Teruya.

“As relationships are nurtured and develop, we hope to encourage [local] farmers to grow more,” Uyehara says, but



Mark Teruya and Letitia Uyehara (left front) with HFIA members in front of Armstrong Produce.

cautions that it’s not that easy. “Expansion takes a small farm into a different realm.” Labor, transportation, food safety, and other issues become much more complicated, and many farmers may be reluctant to make the jump.”

Dean Okimoto of Nalo Farms added one more key to sustainability: “If you see something in the supermarket or farmers’ market that says ‘Nalo Greens,’ buy it!

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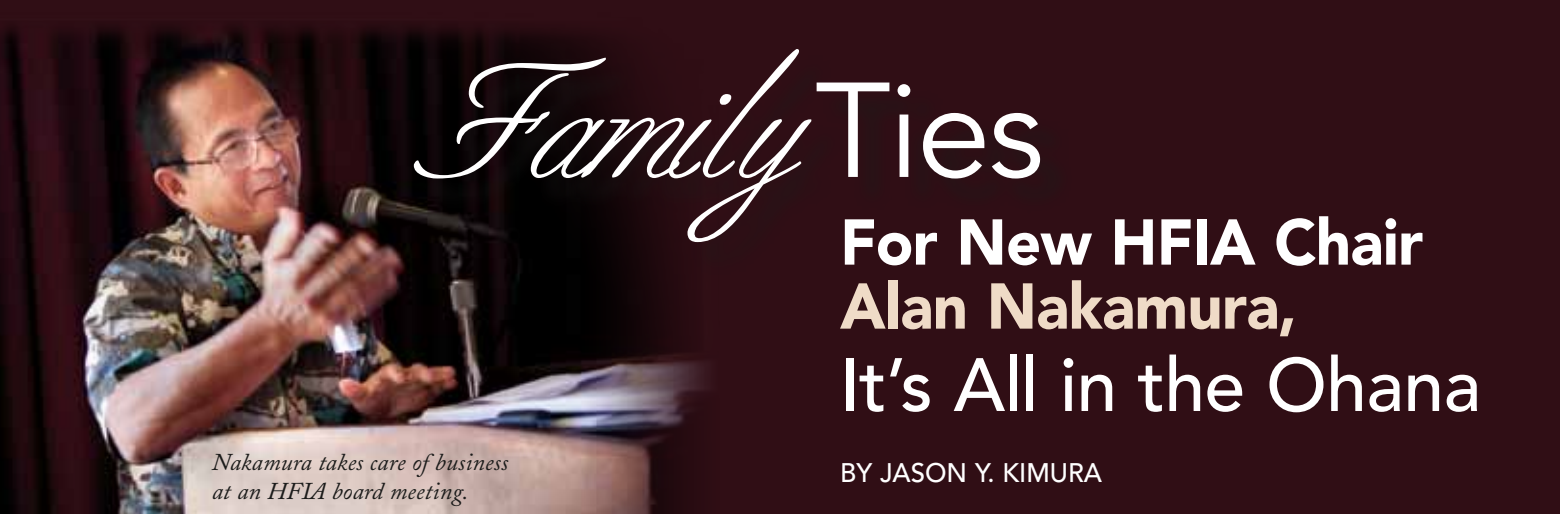
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Nakamura takes care of business at an HFIA board meeting.

Family Ties

For New HFIA Chair Alan Nakamura, It's All in the Ohana

BY JASON Y. KIMURA

It has been said that the key to having a good life is to surround yourself with good people. Alan Y. Nakamura has found that to be true during his tenure with the Hawaii Food Industry Association. "Over the past 25 years, HFIA has become an extension of my family," he says. "It is quite unique, blending retailers and suppliers within one organization. Add to that a number of influential associate members and it has become a fabulous family with tremendous networking opportunities for its members. Most importantly, the

quality of people within HFIA is simply amazing." Now serving as board chair of the organization he has grown to love, Nakamura envisions doing his part to preserve and grow that unique quality of camaraderie among new members for the next generation.



Nakamura hands out drinks at Ag Day 2011.

THE GOING GOT TOUGH

For a while, it looked as though changing times and the loss of key players might get the best of HFIA. The big box stores had changed the paradigm of retailing, precipitating a consolidation of suppliers. Shortly after the 2010 convention and the election of the new Executive Committee, the new chair was let go from his company. The whole nomination process had to be restarted. Bonny Amemiya (now immediate past chair) went from the secretary-treasurer position to chair. The three officers of HFIA's board had only one year of board leadership between them. To compound the complexity, HFIA founder Dick Botti was set to retire at the end of that year.

At the time, HFIA was an organization within an organization. It was managed by Botti's Legislative Information Services of Hawaii (LISH); it didn't have its own office or personnel. Of necessity upon Botti's retirement from HFIA, the two organizations separated, and HFIA had to become its own entity.

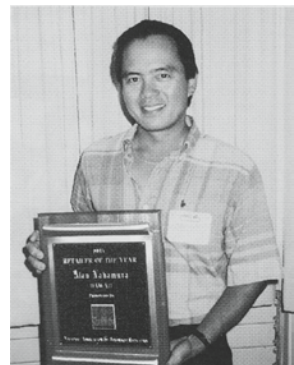
HFIA GOT TOUGH

Despite the difficulties, it was also a period of remarkable progress. Gary

Hanagami was hired as executive director. With an impressive career of high profile positions at Oscar Mayer, Kraft Foods, and Rainbow Sales & Marketing behind him, Hanagami acted as a general manager and subcontracted a set of people to handle some of HFIA's communications and legislative functions. He recognized that an active, highly engaged board needed to be created. A reformulated Executive Committee was established, as well as the board at-large. Executive Committee members chaired standing committees, including Government Relations & Advocacy, Member Industry Relations, and Member Education committees. Each now has its own chair, vice chair, members, charter, and subcommittees, creating opportunities for other board members and members to get involved. Nakamura believes that the involvement of members is the key to fostering camaraderie and preserving that which makes HFIA special.

Amemiya served two consecutive terms as chair during this transitional period. "I am so lucky to follow in the footsteps of Bonny," said Nakamura. "After volunteering to stay an extra term as chair, she has anchored our efforts to stabilize and rejuvenate HFIA, and leaves a solid foundation with a larger member base, renewed focus, and a solid balance sheet." He also commended the many experienced directors, including Hanagami, Barry Taniguchi, and Paul Kosasa, crediting them with helping to generate new energy within the HFIA. Hanagami praised the Executive

In 1993, Nakamura was honored with the Heublein Retailer of the Year Award and became chair of the HFIA Education Committee.



*Congratulations
Alan and Roger*



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Committee for holding HFIA together and bringing the organization through this transitional period: "Progress [was] made faster than expected because we [had] a proactive executive board." The committees, Hanagami believed, would make the board responsive to major opportunities, and will help HFIA live up to its mission:

"The Hawaii Food Industry Association actively promotes the interests of Hawaii's food and beverage retailers and suppliers through highly effective government relations and advocacy, members' education, industry, and community relations."

ROOTED IN THE FOOD INDUSTRY

Nakamura grew up in Kaimuki until his family moved to Hawaii Kai during his intermediate school years. His father was a sales rep for Kraft Foods, and as a youth, he followed his father around on weekends, helping him stock shelves, build floor displays, and front-facing products at many Oahu grocery stores. Nakamura also worked at Foodland Hawaii Kai during his years at Kalani High School and college, and learned the food retail business from the ground up as courtesy clerk, produce clerk, stock clerk, and cashier. Prior to leaving Foodland at the end of his senior year at the University of Hawaii at Manoa, he was asked if he was interested in becoming a store manager but declined.

While attending the University of Hawaii, he double-majored and earned bachelor's degrees in Psychology and Japanese Language with the hopes of becoming either a child psychologist or working in the travel industry. It was a departure from his food industry roots, but anyone who knows Nakamura will first attest that he's a nice guy, and v that if you need something done, he will do it—meaning that his choice of psychology as a major was rooted in a desire to help others, specifically children. However, he discovered that it was extremely difficult to get into graduate school in the field.

As for Japanese, Nakamura had taken it since the eighth grade to converse with his grandparents, and felt that a college degree would help him get a travel industry management job. After graduating, he worked as an operations manager for a small travel agency catering to Japanese tourists, then as a manager of a small tourist gift distributor at the airport.

Nakamura later went back to his roots in the food industry, first as manager at Perry's Smorgy at the Outrigger and as



Nakamura (right) recognized with the rest of the Convention Committee at last year's HFIA Convention.

A woman with long dark hair, wearing a black and white striped shirt, is smiling while driving a blue convertible car. The background shows a desert landscape with hills under a clear sky. The text "Fuel Your Summer With TESORO!" is overlaid on the top half of the image. The TESORO logo and copyright information are at the bottom.

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assistant manager at Zippy's Vineyard, then for the next 18 years as director of sales at Fastop convenience stores. He was hired by Tesoro Hawaii Corporation in 1999 and is now going on 13 years as regional merchandising manager working out of their retail office at the Palama convenience store and gas station.

During his early years in the retail industry, Nakamura held down two jobs so his wife Anne could stay home to raise their three young sons, and he was rarely home. When Joey was 5 and twins Chad and Kurtis were 7, Nakamura quit one of his jobs so he could realize his dream to coach basketball for his sons' team. "It was the happiest time in my life and the best decision I ever made," he reflected. Now, with his kids grown up, Nakamura has more time to shoot hoops—basketball is his first love—sing karaoke with friends, and try out his cooking skills. "My goal is to retire by 85, when the college bills are finally paid off!" he jokes.

A FAMILY AFFAIR

Twenty-five years ago when Nakamura first joined HFIA, he described himself as shy and wondering what he was doing amongst a room full of top execs. "I was quickly befriended by directors such as Tom Okuyama, Minoru Morimoto, Hoagy Gamble, Ray Sabanal, and George Miura, some of

Nakamura in front of the Tesoro gas station and convenience store he works out of.



Thank you Bonny
for the great job you've
done over the last 2 years!



Welcome Alan
to the helm of HFIA



Bringing Hawaii's favorite food to you!



HFIA reloads in 2011 with Nakamura next in line to become Board Chair.

the best, nicest people I have ever known," he remembers, "and they made me feel at home as part of the HFIA family. I admired them for their influence within the food industry, their foresight, energy, professionalism, and humility."

Nakamura began attending conventions in the early 1990s and met many members with young families. Over the years, his sons grew up with and reunited with their peers each year—the foundation that made HFIA a part of Nakamura's extended family. He has since chaired the Education, Convention, and Social committees, and spent many years emceeding functions with his "Okinawan brother," Jay Higa of the *Honolulu Star-Advertiser*. One wouldn't think of him as shy anymore, as Nakamura seems quite willing to don outlandish costumes for Socials. It was Paula Aona who helped get Nakamura's feet wet by "coercing" him to join the Social Committee, but it was good experience. "I'm still close to the people I worked with 20 years ago," he says. "I've always had high respect for the people of HFIA—it's a classy organization. A lot of credit goes to Dick Botti."

ENVISIONING THE WAY FORWARD

Nakamura hopes to perpetuate HFIA's special qualities by growing the camaraderie among new members through encouraging involvement. The business world can be dog-eat-dog, he says, and life is too short to ignore the importance of good friends. HFIA can find new ways to expand to perpetuate the organization into the future. "The key to HFIA's success is participation by the retailers," says Nakamura. "Where the retailers are, the suppliers will follow." Having retailers and suppliers in the same organization is unique to HFIA; on the mainland, they would have their own associations, he notes.

While serving as executive director, Hanagami noted that HFIA's mission must be fulfilled in three ways: legislatively, by actionable internal, and external communication, and via community outreach programs. The job of the ED is to move HFIA in the direction of living up to its stated mission. After Hanagami's departure as ED, the Executive Committee appointed Lauren Zirbel to the position. "We are fortunate to have a youthful, vibrant executive director in Lauren Zirbel, [who is] a pragmatic and effective lobbyist with a maturity that belies her years," reflected Nakamura. "Lauren has already created a bridge between the HFIA and many state legislators and city council members, and has been able to steer a number of legislative bills in HFIA's favor."

Nakamura says that HFIA members need to become increasingly involved in submitting testimony. "It can't be the same five or six people," he says. "It needs to be 50 or 60. HFIA has the potential to become even more influential. [The legislative aspect] is the main benefit of membership because

laws directly affect business.” Nakamura recalls that Botti used to say, “don’t complain if a law you don’t like passes if you didn’t do anything about it.”

Education will also be an important aspect of member involvement from a different standpoint, according to Nakamura. He envisions providing educational events on strong topics covering both business and social issues. On the business side, this would include topics such as the benefits of social media, trends in the food industry, the economy, real estate, and more. He is looking to pair these with pertinent social topics such as health issues, the gravity of drug abuse, and other valuable general information. “Education adds value to membership,” says Nakamura, who would like people to come away saying they attended a half dozen HFIA workshops that helped their business.

On the community front, Nakamura would in particular like to see HFIA work to collect more food for the Hawaii Foodbank. After all, at HFIA, it is all about the food, and

with regard to the less fortunate, the Foodbank is an obvious choice. Like many member companies, Nakamura has his cause at Tesoro Hawaii—Special Olympics Hawaii. Tesoro is a year-round mission partner, and contributes \$75,000 or more to support events. Funds help the nonprofit organization provide year-round training and Olympic-style competitions for youth and adults with intellectual disabilities.




Alan Nakamura, HFIA Chair


Anne Nakamura often jokes to her husband with the rhetorical question: “So you have another three HFIA meetings this week?” Well, he says, “I did have three last week.” Meetings sometimes tend to run about 6 to 8 a month, even before Nakamura became chair, but he doesn’t dwell on it. He considers the time well spent with good people and good friends. In addition, he thanks all the members who contribute so much throughout the year in goods, services, and sponsorships, as well as those who attend HFIA’s fundraising functions such as the Social, Golf Tournament, and Convention. “Everything is appreciated,” he says. “The greatest gift is the gift of time. Our members are highly competent and thoughtful people who give their time for the benefit of the HFIA and its members.” He ends on an inclusive note, “We’re always looking for new people, fresh ideas, new energy—and new lifetime friends.”

EXECUTIVE COMMITTEE

Alan Nakamura	CHAIR
Stan Brown	VICE CHAIR
John Schilf	TREASURER
(To be announced)	SECRETARY
Bonny Amemiya	IMMEDIATE PAST CHAIR
Lauren Zirbel	EXECUTIVE DIRECTOR (ex-officio, non-voting)
Barry Taniguchi	Advisor (non-voting)



ABC Stores congratulates
ALAN NAKAMURA
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And, thank you to
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for your outstanding
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We look forward to another
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Congratulations
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and
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HFIA HALL OF FAME

Honoring the Unretiring Roger Godfrey

BY JASON Y. KIMURA

The question can arguably be asked, “Is Roger Godfrey retired, or does he retire the positions he’s held?” Just reaching 80 this year—a young-looking 80 at that, and energetic—the jury is still out. Whatever the case may be, the Hawaii Food Industry Association has bestowed its greatest honor upon Godfrey by inducting him into its Hall of Fame and honoring him with the Ni’o Award of Excellence. Ni’o means “the pinnacle.” The award is therefore bestowed upon individuals who have reached the pinnacle by their outstanding contributions to both the food industry and community-at-large, by sharing their knowledge, leadership, integrity, and passion...their commitment to excellence. The Ni’o Award of Excellence will henceforth serve to commemorate induction into HFIA’s Hall of Fame. Past inductees to the HFIA Hall of Fame are Dick Botti, John Fujiaki, Sr., George Miura, Tom Okuyama, Bill Prideaux, Maurice Sullivan, Take Takara, and Tony Taniguchi.

“[Roger Godfrey] is an icon in the industry,” says Dick Botti himself. “He’s lived the industry.” Botti should know. He is the founder of HFIA and was its head for 40 years until his retirement in 2010. Godfrey is calm, mild mannered, and knowledgeable about the industry, says Botti. Brian Christensen of Pint Size Hawaii noted, “Roger has been very active in the



Roger Godfrey and Yukio



Roger Godfrey (front) with his family. Left to right are his mother, Norma Godfrey, brother, Dudley Godfrey, Jr., and father, Dudley Godfrey, Sr.

food industry since 1974.” That makes 38 years, but counting his time in the business on the mainland, it’s over 50.

Godfrey was born and raised in Milwaukee, Wisconsin—and in the food industry. His family owned the Godfrey Company, a wholesale grocer that evolved into Sentry Stores, which had 45 company-owned stores and 45 independently owned stores. His first job was a working in the Godfrey Company produce warehouse at age 15. Godfrey went on to earn a BBA in Finance and Marketing from the University of Wisconsin, and then served as Chief of the Accounting Division for the U.S. Army Finance Corps in Europe.

After earning an MBA from Stanford University in 1958, Godfrey became department manager of Lucky Stores in San Leandro, California. He worked for two years, then headed back to Waukesha, Wisconsin, to be store manager at Sentry Markets for the family business. After

two years, Godfrey returned to California and in 1963 bought from bankruptcy court a single store in San Jose, California. In two years, he turned the store around into a profitable operation with \$2.5 million in sales. In a total of 10 years, Godfrey had acquired other supermarkets from the Bay Area to San Jose to build a 10-store chain called Key Markets, a \$25 million operation, for which he established operational guidelines and goals for about 250 employees. Asked about his phenomenal success, Godfrey was once quoted as saying it was due to "a great meat guy for a partner, a great produce guy, and a go-for-broke attitude by all." However, an industry colleague said it was also because of his honesty and integrity, and described Godfrey as "someone who cares about you in both business and personal matters."

After the Key Markets was sold, Godfrey was hired by Certified Corporation. He was originally slated to stay in California, but was sent to Hawaii to be a retail service manager for a couple of years. He ended up staying. Godfrey eventually became Certified's executive vice president and general manager in Hawaii, where sales volume increased by 60% and profitability by 500%. Despite his efforts, Certified closed operations in 1985, and Godfrey moved on to Foodland Supermarkets, where he became director of distribution at their distribution center. There he initiated labor-savings systems and productivity records that reduced labor costs by 15%.

Godfrey's time at Foodland was short-lived. Fleming

Companies, Inc., a \$15 billion company, came to Foodland and said they wanted to be their supplier. Foodland responded that it was hard to buy from the mainland, so Fleming flipped it and proposed they buy Foodland's distribution center. Foodland would in turn buy from Fleming—and that's what happened in 1986. Godfrey was asked to stay on for a year "just to get things off the ground and running smoothly," but eventually, he became Fleming's division president. At first, the business wasn't gaining enough steam. Godfrey's boss told him that he'd have to



Left to right are Ron Hellstrom, Foodland, Jimmy Tomikiyo, Foodland, Roger Godfrey, Fleming, Joe Nozama, Foodland, Maurice Sullivan, Foodland, and Don Bender, Haleakala Dairy.

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get the business up to \$100 million or Fleming would close the division. No other companies came as customers because the distribution center still had the perception that it was Foodland's warehouse. "[We needed to] break the [impression] of Foodland," recalled Godfrey, which they were able to do. Some food service companies such as Times and a few smaller stores came around. Military business—which was unusual for Fleming—grew, and that brought in gross revenues to \$100 million all by itself. The distribution center also attracted fast food restaurants—a first for Fleming—like Kentucky Fried Chicken (KFC) and Burger King. New customers combined, the food distribution center grew to \$300 million under Godfrey's leadership. "It got to be a good-sized business," Godfrey modestly stated. Fleming's Hawaii division had become the state's largest full service food wholesaler.

At Fleming, Godfrey brought considerable change to distribution and warehouse management. The division used refrigerated trailers for deliveries over flatbed trucks, and worked closely with suppliers and established team-building programs that facilitated faster business development. As a result of his efforts, Godfrey was honored with the Chairman's Award, Fleming's highest honor.

Very active in the Hawaii Food Industry Association for many years, Godfrey served as Chairman of the Board in 1996 in the midst of his tenure at Fleming. As chairman, he was concerned with many issues that are still relevant to HFIA today, such as generating more income through



Roger Godfrey on the cover of HFIA's magazine



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the expansion of the membership base in both food and non-food industry businesses. Another key back then and today is HFIA's lobbying efforts on behalf of member interests. Although not originally from here, those who have worked with Godfrey say that he has the ability to identify with the people of Hawaii and the problems in the community, that he lives the aloha spirit, and is a consummate professional.

Gary Hanagami remembers some years ago when Godfrey had invited him and a few others to play golf, one of his recreational pursuits. "He was as competitive as heck and managed to thrash me," said Hanagami, who expected as much from someone so accomplished and with such a strong work ethic, "but he is such a nice guy you don't mind being beaten by him—he's humble and competitive at the same time."

Godfrey retired from Fleming in 2000 at 68 years of age. It was while he was at Fleming that Hanagami met him. At the time, Hanagami was director of sales and marketing at Kraft Foods, and Godfrey was a customer. He remembers being welcomed by Godfrey with open arms the first time they met. Hanagami also remembers that Godfrey was so well liked that at his retirement party, virtually "every person in retail, suppliers, and even competitors" attended. "People tend to gravitate to him," Hanagami added. "When others talk about Roger,



Times donates \$25,000 to the Hawaii Foodbank in 2005. Left to right are Gerald Shintaku of Kraft Foods, Dick Grimm of the Hawaii Foodbank, Roger Godfrey, and radio personality Sweetie Paccaro.

they say he is a gentleman, is humble and likeable, and works hard."

Soon after Godfrey "retired" from Fleming, the Teruya family, owners of Times Supermarkets, approached him and asked if he wanted to buy the supermarket chain. He said he knew a fellow named John Quinn who would be interested. At first, Godfrey agreed to act as a consultant only. However, during the due diligence phase before the purchase went through, he realized that a number of



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Congratulations to the new HFIA administration
<http://hawaii.gov/hdoa>

changes would have to be made to make Times profitable, so he became president in 2002 and agreed with Quinn to work five years.

Five major strategies were developed to turn Times around in a few years, but the company progressed rapidly. Although Times was now owned by a mainland company, the first strategy was to emphasize its local aspects. Radio personality Lina Girl was brought in to do radio and Times TV commercials. Secondly, the pricing strategy was changed to create the “every day low price” you see at Times to this day. Thirdly, the Times pharmacy was promoted when very few retailers had pharmacies. Fourthly, a Times strength—the perception that the supermarket had the best produce—was emphasized. Lastly, good customer service was stressed. “But Times already had good, good people,” Godfrey noted. In addition, every shelf and every square foot of flooring was scrubbed at all the stores.

Times also brought in Sterling Silver meats during Godfrey’s tenure. All it took was a taste of the high quality meat to know that Times would do well if they carried the product. However, he knew that they had to get customers to taste it. While trying to think of ways to accomplish



Godfrey with wife Signe

this, the human resources director came up with the idea of holding outside barbecues. “Everyone contributed,” explained Godfrey of how ideas were generated. The price was set low for a steak dinner because they simply wanted people to taste the upgraded Sterling Silver beef, but the barbecues became so popular that Times has had many imitators since. Times also developed prepared foods, although this took longer to develop.

At the end of the promised five years, Godfrey stepped down for other pursuits. The Times job was six days a week of work, but he lightly brushed that aside. “I don’t really want to retire,” he says. “I want to keep busy.” Asked what still drives him at 80 years of age, Godfrey responded, “the game, the challenge.” After all, what inspires him most are people who are risk takers, and those “who have vision and ideas outside the normal and ordinary.” His wife Signe says Godfrey has also been greatly influenced by his father, who loved people and spoke to everyone. “No one was a stranger [to him],” she related.



After his time at Times, Godfrey sought to buy and run a company, but the acquisition didn’t work out. Then he saw an article in *Pacific Business News* about Waialua Soda Works, which was looking for financing. Founded in 2003 by Waialua residents Karen and Jason Campbell, Waialua Soda Works revived a local soda bottling tradition that goes back over 100 years with glass bottles, pure cane sugar, and natural flavors. The company’s first bottle was produced in 2004. In 2010, it won distribution in Whole Foods in Southern California, Nevada, and Arizona. The company then signed other deals that expanded their product’s reach to Texas and other states.

Godfrey invested in Waialua Soda Works, along with other local investors. “It was important to find investors locally,” Jason Campbell was quoted as saying in a 2010 PBN article. “They’re successful business people and know quite a bit much than we do. [It’s] not only money, but smart money.”

Today, Godfrey continues to work with Waialua Soda Works and another small business he’s invested in to help them grow and prosper. He remains active in the community, serving on the boards of the Hawaii Foodbank, the Hawaii Public Housing Authority, and on the Executive Committee for the Hawaii Sheraton Bowl, and his mind and body is ever active with recreational activities like gardening, walking, golf, and reading. Godfrey also shares an adjoining office with Signe’s temporary staffing business at Pioneer Plaza on Fort Street Mall. His business card simply reads, “Roger K. Godfrey, Business Analyst/Consultant,” and he is ready to impart years of knowhow and knowledge.



Godfrey during his Fleming days

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A TOURNEY TO REMEMBER

BY JASON Y. KIMURA

What can be better than spending the afternoon on the Ewa Plain out on the breezy, sunny links of the Ewa Beach Golf Club playing a friendly modified scramble with colleagues and friends? (And what better title to have in life than Mike Kaya's HFIA Director of Golf?) The event that made this happen was HFIA's 19th Annual Golf Tournament, held on March 16, 2012. Perhaps after so many golf tourneys, they start to blend together, but those who come out to play will always look back at these times with fondness and good memories.

However, such events don't just happen. Many thanks go to Mike Kaya and all those who helped organized the event, to our sponsors, donors of good eats, drinks, and prizes, and last but not least, to those who came out to play. Through the generosity of all who contributed to making this event successful, over \$15,000 was raised—funds essential for the support of HFIA's mission.



Brian Yamane and Aaron Yamane (guests of Meadow Gold Dairies)



John Schilf, RSM, and Frank Baker, Foodland



Sommer Meyer, Bacardi, and Paul Takaki, 7-Eleven



Chad Shimamura and Michelle Tang of Coca Cola, and Jodi Minamishin, Foodland



Mike Kaya, Meadow Gold Dairies



Clarence Takahashi, Ito En; Darcy Takushi, Foodland; Leighton Horiuchi, Ito En; Bob Garibaldi and Sheryl Simons of Unified Grocers; and Bob Stout, Times Supermarkets



Beau Oshiro, Frank Baker, and Joe Ditro of Foodland



Brian Tsuruda, Hawaiian Sun, Glenn Higa, Nestle Purina, and Duane Fujitani, Horizon Lines



Zooming out to the green



Glenn Wakai, McDonald's, Craig Tottori, HPC Foods, and Terry Tanaka, McDonald's

HFIA 19th Annual Golf Tournament

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HFIA Takes a Spin at Ag Day

BY JASON Y. KIMURA



Bonny Amemiya and Alan Nakamura at the wheel

If the prizes are free, they will come. People lined up to spin the Wheel of HFIA at Ag Day at the Capitol for a chance to win prizes. Judging from the number of people who waited in line for their turn, the HFIA table was a hit with Ag Day attendees.

The March 29 event was an opportunity for HFIA to build stronger ties with the Farm Bureau, the agricultural community, and other local businesses.

The prizes were colorful reusable grocery bags donated by Foodland, mini basketballs and fountain soda and cappuccino coupons from Tesoro Hawaii, 7-Eleven Hawaii coupon books, and nifty rolled up canvas bags from KTA Superstores. It wasn't all that free and easy though. Each number on the wheel corresponded to a trivia question that had to be answered to get a prize, but either way, everyone walked away with at least some surprising and counterintuitive facts about the plastic vs. paper

bag issue. Although it's too late to try your hand at spinning the Wheel of HFIA, it's not too late to see if you know the key facts about plastic and paper grocery bags by taking the Trivia Quiz on the next page.

Many thanks go to Foodland, Tesoro, 7-Eleven, and KTA for donating the prizes, and to the HFIA members who coordinated and participated in the event.



Derek Kurisu hands out prizes.






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TRIVIA QUIZ

Answers are printed below.

1. 336 pounds of plastic is equivalent to how much oil?
2. A paper bag takes up how much more volume than a plastic bag?
3. How much more energy does it take to recycle paper bags than plastic bags?
4. The production of paper bags generate how much more air pollution than plastic?
5. What biodegrades in landfills?
6. How many commercial composting facilities are permitted to take compostable products in Hawaii?
7. What is the most environmentally friendly way to transport your groceries?
8. Where can plastic waste be turned to energy on Oahu?
9. What do compostable/PLA products release which is bad for the environment?
10. Where can you drop off used plastic bags for recycling?



Derek Kurisu, KTA Super Stores, with State Senators Clarence Nishihara and Gilbert Kabele. The senators are the Chair and Vice Chair of the Senate Committee on Agriculture, respectively.

ANSWERS: 1. One barrel; 2. 7 times; 3. 91% more energy; 4. 70% more pollution; 5. Nothing! According to the EPA, "Current research demonstrates that paper in today's landfills does not degrade or break down at a substantially faster rate than plastic. In fact, nothing completely degrades in modern landfills due to the lack of water, light, oxygen, and other important elements that are necessary for the degradation process to be completed."; 6. None; 7. Reusable bags; 8. H-power; 9. Methane gas (which is 23-30% worse than carbon dioxide with regard to the greenhouse effect.); 10. Most grocery store locations.



Becky Azama, Cheryl Young, and Jacquie Robson of the Department of Health



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WHOLE HEALTH

Much Anticipated Whole Foods Kailua Offers Full Range of Goods

BY JASON Y. KIMURA

These days, you can find much more than the basics in your local supermarket. Whole Foods Market takes things a bit further by carving out an organic/natural food niche while also offering specialty products for the whole body. “What you put on your body is as important as what you put in it,” says Whole Foods Marketing Supervisor Dabney Gough, referring to the Kailua store’s Whole Body Department, which features everything from sports nutrition-related products for Kailua’s active residents to natural products for the skin.

The much anticipated Whole Foods Market Kailua opened with fanfare on April 18, 2012 with people pouring into the store at 9:00 am that day with TV cameras rolling and applause from the staff after a bread-breaking ceremony out front, while police directed traffic on Kailua Road. Founded in 1980 as a small store in Austin, Texas, Whole Foods Market is now the world’s leading retailer of natural and organic foods, with over 315 stores in North America and the UK. The mission-driven chain is very selective about what they sell, strives to follow stringent quality standards, and is committed to sustainable agriculture. Products are obtained locally and from around the world, and are selected for high quality, least processed, most flavorful, and naturally preserved.

The Kailua store is about 33,500 square feet and was built and designed from the ground up as compared with the 29,000 square foot Kahala store, which occupies the former Star Market space in Kahala Mall. With 150



Kailua store Team Leader Tim Talkington and Patrick Bradley, Whole Foods Southern Pacific Regional President, break bread during the opening ceremony.

“team members,” the Kailua store is open from 7:00 am to 10:00 pm daily, and is located in the newly built Kailua Town Center, which houses other retail stores. Whole Foods also has a store in Kahului, Maui.

“We have eagerly anticipated joining the Windward community for several years now,” said Patrick Bradley, Whole Foods Southern Pacific Regional President. “After working with the community, we think we have been able to create a store that is a true reflection of this beautiful place.” Local Kailua artists were tapped for the décor of the store. Each store is designed to be special, says Gough.

Organic, Natural & Sustainable

Healthful sports nutrition products aside, Whole Foods is of course mostly about the organic, natural, and sustainable food. But where to begin? Upon entry of the store from the back parking lot entrance and starting from the left is the produce section, which is replete with fresh, organic produce. Forty percent or more of the produce is local. Parallel to the produce is an extensive bulk foods section, which offers consumers as much or as little as desired with less packaging. In fact, you can bring your own containers if you want to keep waste at an absolute minimum. There are sprouted and raw grains, heirloom beans, bulk spices, local salts, nuts, varieties of granola, and countless other items both familiar and unheard of in Hawaii—until now. Other local products include cinnamon, macadamia nut oil, and honey from Manoa and the Big Island.





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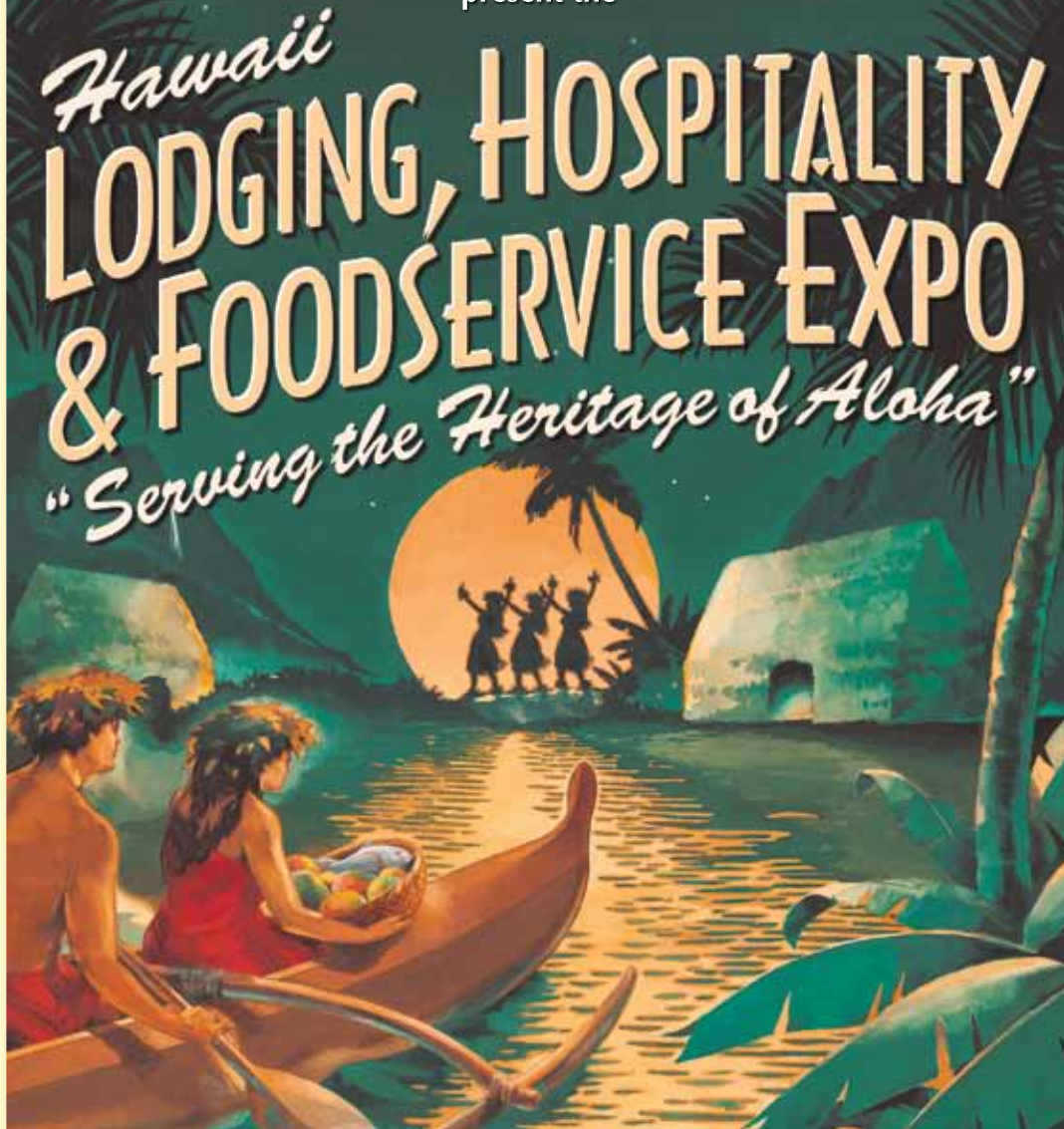
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A packed opening day

All the way in back is the seafood department, which features an eight-foot long self-serve poke bar with six to 10 preparations of never-frozen ahi to choose from. The ahi at Whole Foods comes from Honolulu or the neighbor islands, says Gough, and all seafood offerings are certified as sus-



The seafood department makes a sale.

tainable by the MSC (Marine Stewardship Council). The MSC is the world's leading certification and eco-labeling program for sustainable seafood, and assures that certified seafood comes from, and can be traced back to, a sustainable fishery. Whole Foods also

uses Blue Ocean Institute ratings for

wild caught seafood not from MSC-certified fisheries to avoid selling seafood caught by harmful fishing methods or from unsustainable fisheries.

Next to the seafood are the smoked meats, which are prepared with local keawe wood in two smokers. The raw meats are organic, and natural, including fresh flown chicken and beef from the Maui Cattle Company. Whole Foods uses an animal welfare rating system, and offer meats from animals that have not been caged, crated, or crowded, have an "enriched" environment, have enhanced outdoor access, and which are from farms that are pasture-centered.

Whole Foods also features energy efficient refrigeration, stocked with local free-range eggs from Oahu and Hawaii's Fresh milk from the Big Island. There is a perception that prices are high at Whole Foods; Gough counters that prices are competitive when comparing the quality standards of the store's products.

"The local program is strong, and is recognized company-wide," said Robin Burton, Associate Store Team Leader, who noted that Claire Sullivan, Hawai'i Coordinator of Purchasing and Public Affairs, played a big part. Burton gave as an example a local egg producer that was about to go out of business. Sullivan, who is constantly on the look out for new things, encouraged them to take a leap of faith and go free-range. Their eggs are now carried by Whole Foods.

Raising the Bar

Whole Foods boasts a great beer and wine selection with 52 feet of refrigerated beer, including 10 exclusive brands. There are also 75 exclusive wines among the complete

selection. Whole Foods Kailua raises the bar on beverages with the company's first in-store wine and beer bar in Hawaii. The wine and beer bar offers five to seven local beers on tap, as well as an assortment of all-natural and organic wines by the glass. There is a daily pau hana special from 4:00 to 6:00 pm with selected beers at \$2 a glass.

Speaking of bars, if you want a non-alcoholic drink, head over to the coffee and juice bar for fresh juices, coffees, gelato, shave ice with local fruits, and dairy drinks, all with no artificial colors or flavorings—and mostly all local.

Lunch, Dinner and More

Customers can grab ready-to-eat meals at Whole Foods. Choose from made-to-order wok creations, sushi, pizza, hot and cold buffets, a salad bar, and more. There is lots of seating in and out. There is a bakery that offers cakes, tarts, cookies, and pastries for dessert, and a selection of breads baked in-house.

There's much more to explore in the aisles where the packaged goods you'd expect a supermarket to carry are stacked, but Whole Foods is as much a destination as it is a place to pick up groceries. "We hope to be more than just a grocery store where shoppers pop in and check out as part of their errands," said Tim Talkington, Kailua Store Team Leader. "With our new store, we want to cultivate a deep relationship with our shoppers and the community, and create an atmosphere that welcomes them in to relax, enjoy a drink, and grab a bite to eat."



Melanie Johnson of Kaneohe checks out the extensive cheese selection.

Whole Foods Market Community Support

As a part of its commitment to supporting local causes in the communities in which it works, Whole Foods Market stores nationwide hold Community Support Days throughout the year. On these dates, the store donates 5% of that day's net sales to a designated local nonprofit or educational organization. Whole Foods Market Kailua recently partnered with Paepae o Heeiea, a nonprofit organization dedicated to caring for the ancient Hawaiian Heeiea Fishpond. Whole Foods Kailua team members volunteered to work in the fishpond in addition to a 5% gift of net sales for April 25.

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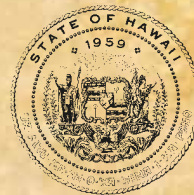


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The Last Word...

BY LAUREN ZIRBEL, EXECUTIVE DIRECTOR



The food industry is finding itself in a whirlwind of controversial regulations—a major issue affecting our country, state, and food safety. There is no doubt that we must take food-borne illness seriously and make changes to protect the welfare of our population, but how food safety is addressed will be a key issue for the food industry going forward. HFIA has been actively involved with regulatory agencies on the federal and local level to help mold food safety issues in a way that allows the food industry to sustain itself in Hawaii.

HFIA was recently invited to a meeting with Barbara Cassens, District Director of the FDA, regarding the development of rules and regulations for the Food Safety Modernization Act (FSMA). Details will be rolled out more publicly at a later date, but the meeting was a chance to give stakeholders a heads-up on what is likely to come out of FSMA regulations.

Given that 1906 was the last time major food safety legislation was passed, this legislation marks a renewed attempt on the part of public health officials to reduce the 48 million Americans (1 in 6) who get sick each year from food-borne illnesses. The concern is primarily based on imports because 15% of the U.S. food supply is imported. The numbers are much higher for seafood and fresh produce, with 75% of seafood and 50% of fruit imported. The FDA is seeing new hazards that they have never seen before.

FSMA is historic for a number of reasons. It involves creating a new food safety system based on broad prevention, mandates, and accountability. The new system creates oversight of imports and emphasizes partnerships, as well as farm to table responsibility. Under these regulations, the FDA must be able to inspect facilities of importers or the product will be banned from the U.S.

Prevention is the first major theme of FSMA. They are implementing preventive controls for food and feed facilities and produce safety standards. Imports must have third-party inspections. High risk facilities must be inspected every three years, and non-high risk facilities every five years. FSMA uses new tools to insure inspection compliance and response including mandatory recall, expanded records access, and expanded administrative detention.

In the 2002 Bioterrorism Act, Congress required that all facilities that manufacture, process, pack, or hold food must register with the FDA, but it exempted retail food establishments. Senator Jon Tester (D-MT) added to this exemption by requiring that direct sales of food to consumers include sales

that occur other than where the food was manufactured, such as at a roadside stand or farmers' market. The "Tester Amendment" also offered an exemption to food facilities that are considered "very small business" as defined by FDA rulemaking; or if the *average* annual monetary value of all food sold by the facility was less than \$500,000. The amendment also offered an exemption to farms that, on *average*, sold less than \$500,000 in monetary value and were in the same state where the farm harvested or produced food, or within 275 miles of the farm. This excludes almost all farmers in Hawaii. If a facility or farm is directly linked to a food-borne illness outbreak, they lose their exemption.

FSMA does not require a registration fee to be paid by registered facilities. FSMA authorizes the FDA to assess and collect fees related to certain domestic and foreign food facilities and importer re-inspections. There is no fee for an initial FDA inspection. The fee for re-inspection is to cover re-inspection-related costs when an initial inspection has identified certain food safety problems.

The biggest change this bill offers is that it gives the FDA more authority and resources. Before this bill, they did not have the authority to recall tainted food. Now they will have more power and resources for inspections. The bill also makes producers write plans showing their points of vulnerability that the FDA can use.

One of the major critiques of our food safety system is the balkanization of agencies tasked with ensuring safety. This bill doesn't deal with hamburgers and other products under the USDA. The FDA has fresh produce and eggs, but they don't have chickens. However, once the egg is cracked and made into Egg Beaters, it's back under the control of the USDA.

On the local level, HFIA recently had Peter Oshiro from the Department of Health explain to members the proposed changes to Hawaii's Food Safety Code which operates independently from the federal food code. We also had a presentation by Mae Nakahata of the Hawaii Farm Bureau, which helped members to see the best ways for the HFB and HFIA to work together on food safety.

HFIA will continue to bring members into the loop on food safety, and together we can make our industry safer and more viable. Mahalo nui loa HFIA members for your continued support of our organization and its efforts to raise the bar for our food industry!

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