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DEPARTMENT OF EDUCATION
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OFFICE OF THE SUPERINTENDENT

June 19, 2025

TO: The Honorable Roy Takumi
Chairperson, Board of Education

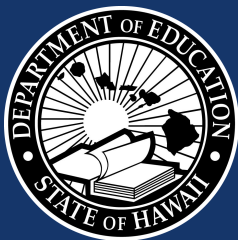
FROM: Keith T. Hayashi *Keith T. Hayashi*
Superintendent

SUBJECT: Department of Education update on regional kitchens master plan

UPDATE

The attached presentation highlights the Hawaii State Department of Education's master plan for regional kitchens.

KTH: cm
Attachment



HAWAII STATE

Department of Education

Agenda Item VII: Department of Education update on regional kitchens master plan

Hawaii State Board of Education
General Business Meeting
June 19, 2025

Keith Hayashi, *State Superintendent*



SECTION

1

Overview of the master plan for statewide regional kitchens

What is a regional kitchen?

A regional production kitchen is a kitchen space that is used for the production of meals or individual ingredients before they are sent to different locations for plating up and serving to customers.



Examples of food being prepared in a regional-type kitchen.



Benefits of Regional Kitchens

Related to Hawai'i's Sustainability Goals

Student Health and Nutrition: Provide students with fresh, healthy and nutritious school meals and snacks using locally grown ingredients.

Support Cooking with Local Products: Provide high-quality and consistently prepared meals with local products by centralizing preparation and production of raw and fresh products.

Support Local Food System: Increase the procurement of locally grown agricultural products.

Support Existing Facilities: Minimize the extent of renovations needed for production kitchens and limit their need to prepare locally sourced raw and fresh products.



Master Plan for Statewide Regional Kitchens

The Need:

In an effort to align state and national efforts to celebrate farm to school, Governor David Y. Ige signed Senate Bill 882 into law on April 24, 2016 as Act 10. Hawai'i now parallels national legislation making each and every October "Farm to School Month in Hawai'i."

The Farm to School Program connects schools and local farms with the objectives of:

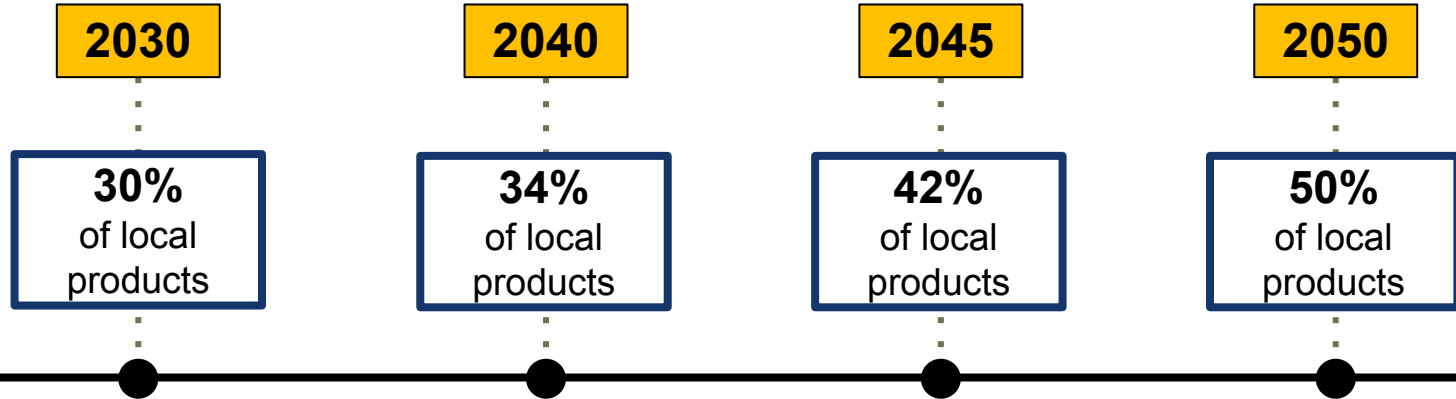
- Serving healthy Hawai'i-grown meals in school cafeterias;
- Improving student nutrition;
- Lowering childhood obesity;
- Supporting local farmers; and
- Exposing students to agriculture, nutrition and educational opportunities through classroom activities, farm field trips, and school gardens.

In 2021, Hawai'i passed Act 175 establishing the Hawai'i Farm to School Program and setting a goal for 30% of food served in public schools to be locally sourced by 2030, along with promoting garden and farm-based education.



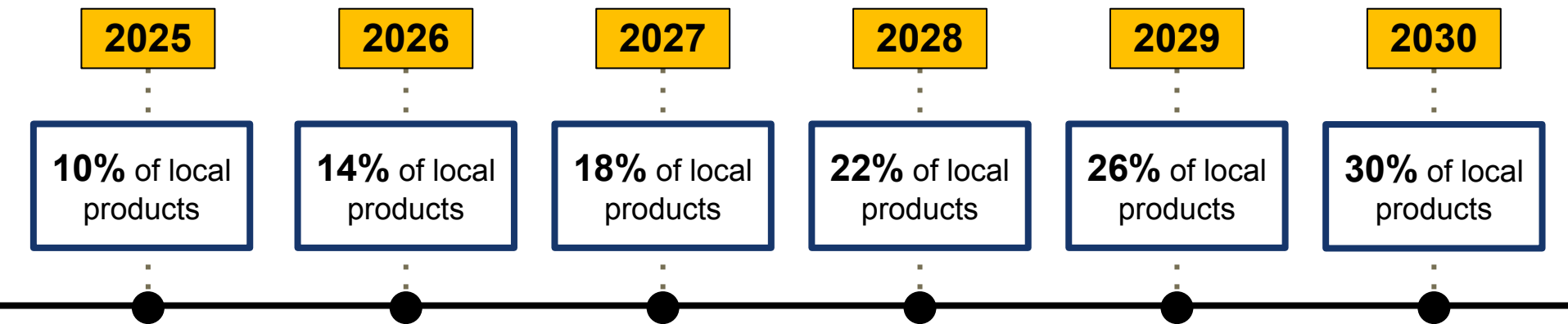
Statutory Timeline for Local Food Purchasing

HRS 302A-405.6 (a), HB110 SLH 2025





Anticipated Benchmarks to Meet Our Goal of 30%



Master Plan for Statewide Regional Kitchens

The Purpose:



Regional kitchens are facilities used to produce meals or individual ingredients before they are sent to different schools to serve to students.



Menu planning, incorporating locally sourced products will provide growers with the various product types, quantities and times when they are needed.



Regional kitchens receive raw ingredients and process, cook and package meals for distribution to individual schools to prepare and serve student meals.



With strategic investments in regional kitchens, the goal is to help local farmers scale production by reducing risk, increasing market access and leveraging the power of public procurement.



Master Plan for Statewide Regional Kitchens

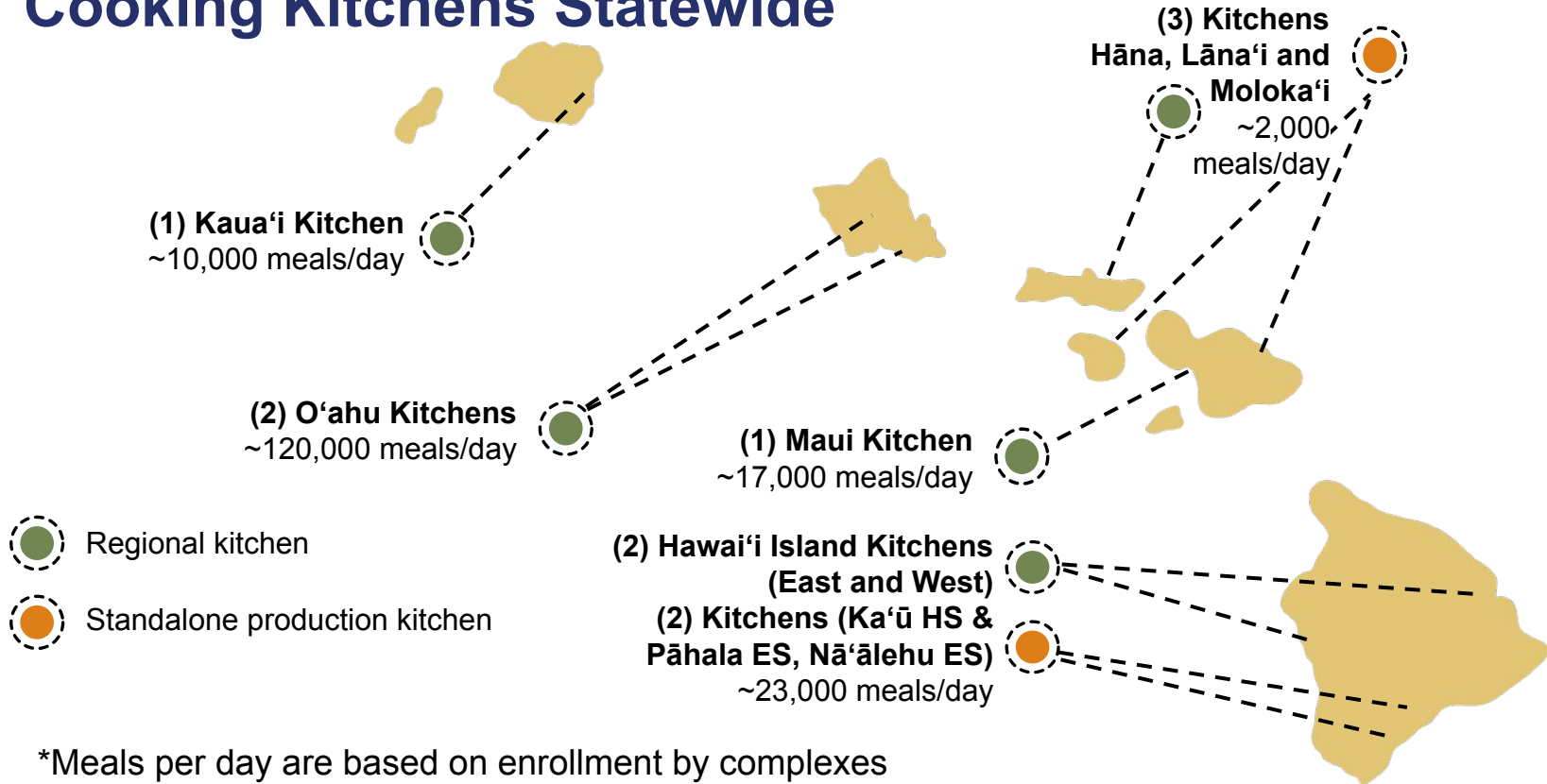
The Goal:

Establish regional kitchens on the islands of O'ahu (2), Hawai'i Island (2), Kaua'i, Maui, and Moloka'i to prepare school meals for the schools in a district(s).

Continue standalone production kitchen sites at the following schools: Hāna High & Elementary, Ka'ū High & Pāhala Elementary, Lāna'i High & Elementary, and Nā'ālehu Elementary.



Master Plan for the Department's Regional and Scratch Cooking Kitchens Statewide





Updates from the 2025 Legislative Session

Upon Governor Green signing House Bill 300, Session Laws of Hawai'i 2025 into Act, the Department would receive the following appropriations related to regional kitchens:

| Fiscal Year (FY) | Appropriation | Purpose |
|------------------|---------------|--|
| FY 2025-26 | \$55,650,000 | For additional design and construction funds for the expansion of the regional kitchen at Whitmore, as well as funds for feasibility analysis for the following areas: a second O'ahu site, two sites on Hawai'i Island (East and West), one site on Kaua'i, and one site on the island of Maui. |
| FY 2026-27 | \$16,500,000 | For due diligence, planning, design and land acquisition for the future regional kitchen sites. |



SECTION

2

Overview of the O'ahu regional kitchen #1



O'ahu Regional Kitchen #1

Up to ~60,000 meals/day

O'ahu Regional Kitchen #1

Phase I: Leilehua-Mililani-Waialua

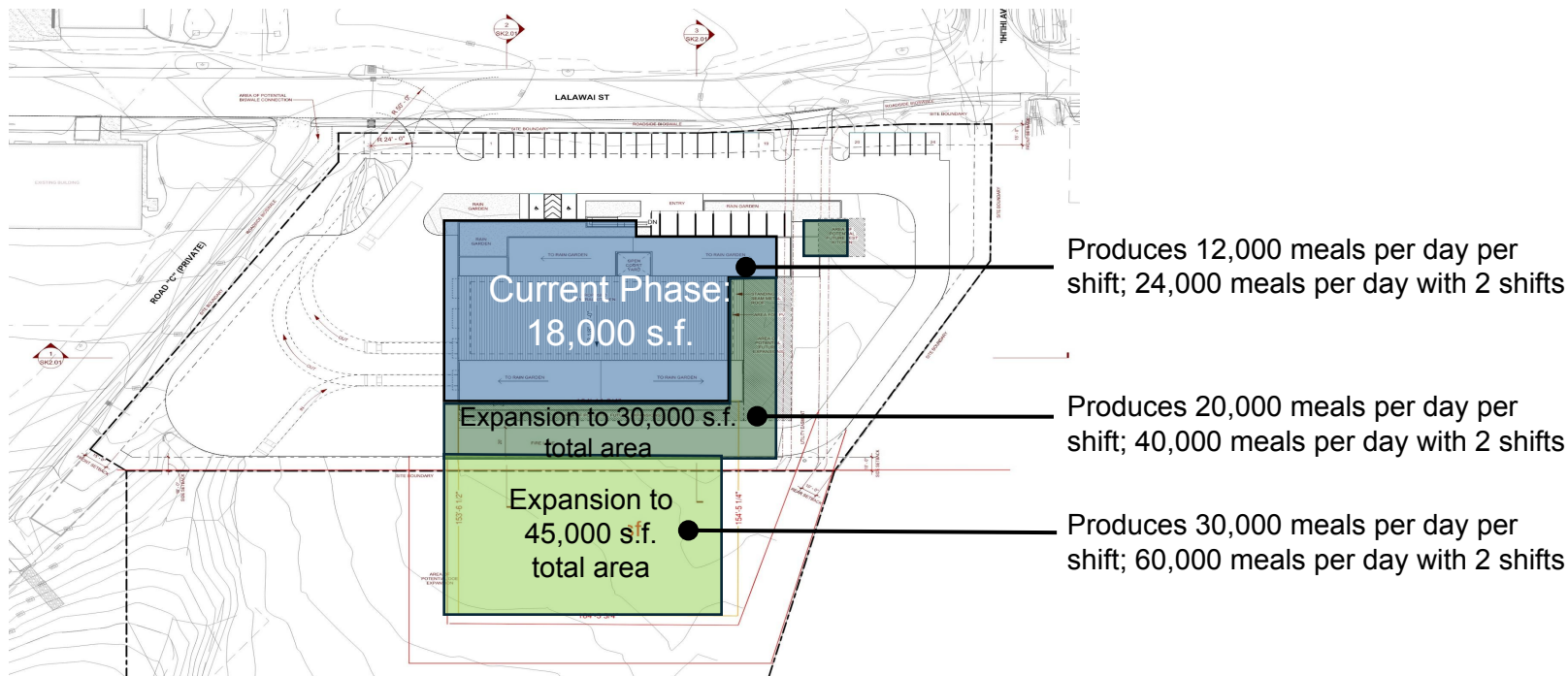
Potential Phase II: 'Aiea-Moanalua-Radford, Campbell-Kapolei,
Pearl City-Waipahu, Nānākuli-Wai'anae (~60,000 meals/day)





O'ahu Regional Kitchen #1: Phases I, II, III

Up to 60,000 meals/day (2 shifts; 45,000 square foot (s.f.) maximum)





O'ahu Regional Kitchen #1 System Implementation

Key Considerations

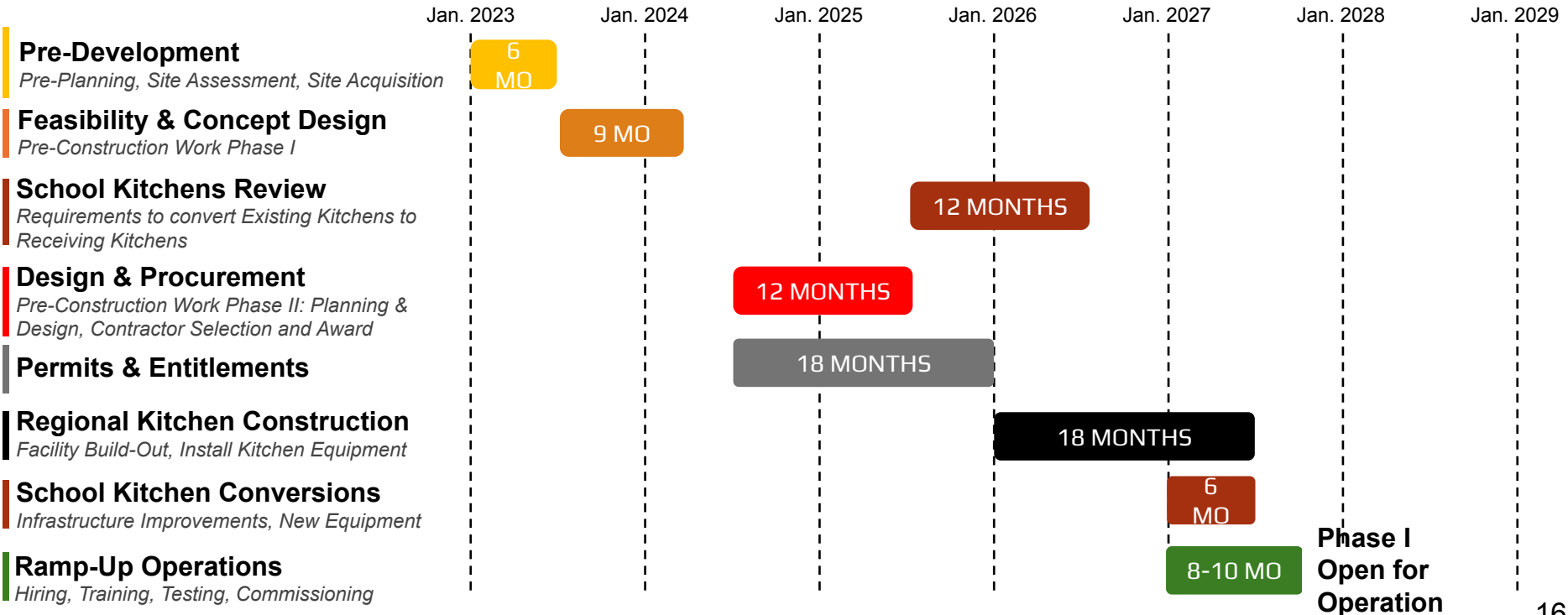
- Phase 1 planned operation for Fall 2027
 - 18,000 s.f., 12,000 meals per shift capacity
- At opening plan for one shift, 50% output ramp up period
 - 6,000 meals daily, 3-4 schools
 - Select schools with limited construction requirements to reduce schedule risk
 - Rapid prototyping - Work out operations, menus, delivery schedules
- By Spring 2028: expand to 100% output, 2 shifts
 - 24,000 meals daily capacity, full Leilehua-Mililani-Waialua Complex Area
 - Stagger opening of remaining receiving kitchens
 - Supply meals from neighboring schools during construction



O'ahu Regional Kitchen #1: Phase I

Up to 24,000 meals/day (18,000 s.f.)

Total Duration : Approx. 56-58 months (from Pre-Development to Full Launch)





Planning & management of regional kitchens

Regional Kitchen Planner

- Develop organizational structures and position duties for regional kitchens and assigned districts;
- Create the operational framework for regional kitchens;
- Address escalations with senior leadership, secure decisions, and align projects with departmental goals; and
- Develop metrics and Key Performance Indicators for regional kitchens.



Regional Kitchen Manager

- Oversee daily kitchen operations for timely and efficient meal production;
- Develop and implement production schedules and monitor inventory and coordinate with suppliers; and
- Maintain high standards of food quality for presentation and taste and maintain compliance with health and safety regulations.



Potential areas of work under the regional kitchen manager


Production

-  Production Management
-  Food Safety & Quality Control Management

Warehouse & Logistics

-  Receiving & Stockroom
-  Delivery & Dispatch Team
-  Equipment Maintenance Technicians

Procurement

-  Procurement & Inventory Management



SECTION

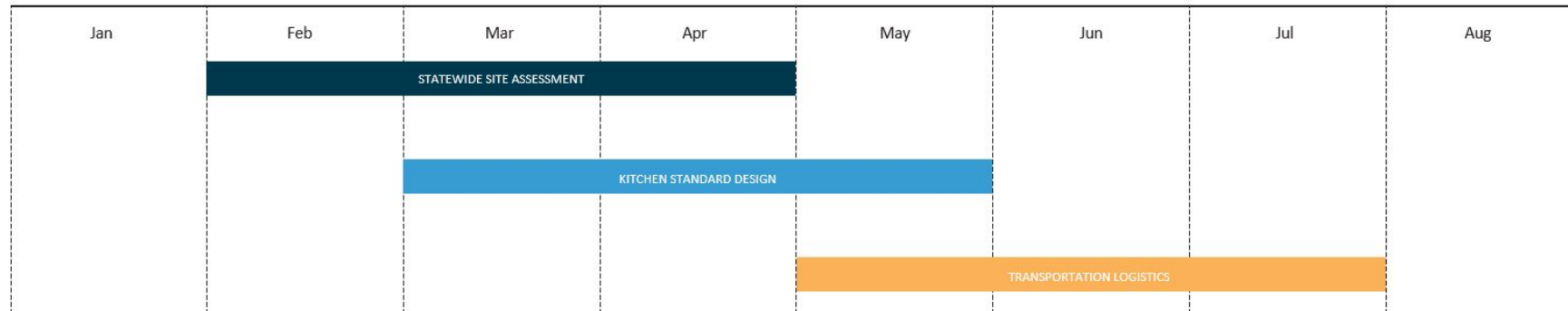
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**Preliminary statewide site
assessments and receiving
kitchen implementation**



Preliminary Regional Kitchen Site Assessment Process

2025



- Develop assessment framework
- Prescreen existing school, charter, and community colleges
- Evaluate initial site candidate list (from DOE)
- Evaluate Whitmore expansion potential
- Score and prioritize potential sites
- Produce report



- Collect benchmark satellite kitchen data
- Determine design criteria
- Develop equipment list
- Design prototype satellite kitchen
- Develop satellite kitchen implementation approaches
- Produce report



- Quantify limits of current food transportation equipment
- Research best practices and industry standards
- Develop logistics tradeoff model
- Develop and evaluate logistics scenarios
- Develop implementation plan based on preferred portfolio
- Produce report



Assessment Criteria

Level 1 (Current Stage)

1. Available Department land (with a minimum area of 2.5 acres)
2. Access to major roadways
3. Impact on existing playfield or park

Level 2 (Next Steps for Qualified Sites)

1. Viable delivery truck movement, on and off site
2. Viable location to meet coverage area and away from dense residential areas
3. Existing infrastructure capacity
4. Permitted zoning and land use



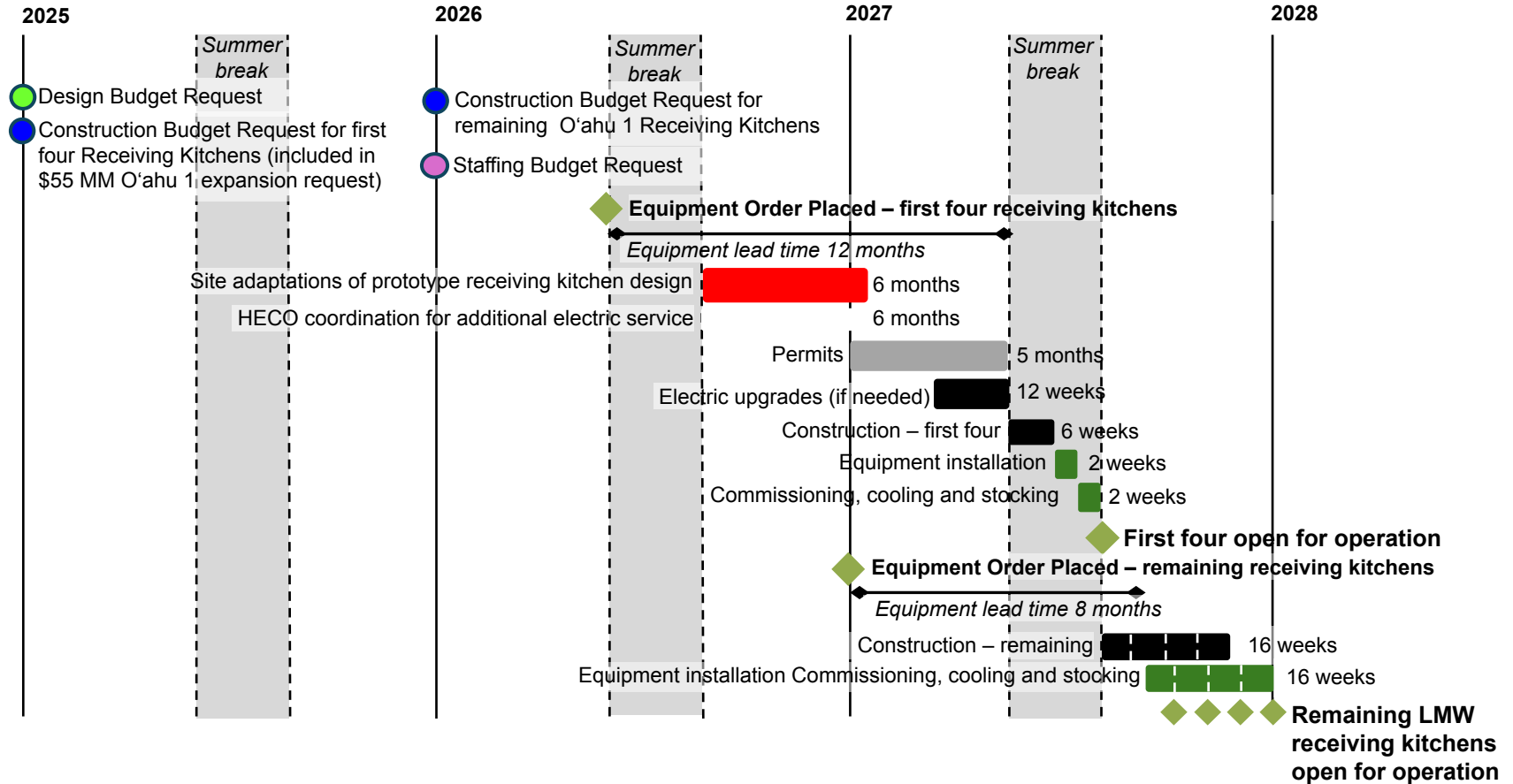
Preliminary Evaluation Summary

291 sites evaluated across O'ahu, Hawai'i, Maui, and Kaua'i

| Island | Sites Evaluated | Qualified Sites | Challenge | Recommendation |
|---------|-----------------|-----------------|---|--|
| O'ahu | 174 | 5 | <ul style="list-style-type: none">• All qualified sites impact playfield or public park | <ul style="list-style-type: none">• Identify additional potential sites |
| Hawai'i | 72 | 14 | <ul style="list-style-type: none">• Sites impact playfield or public park• No existing road access | <ul style="list-style-type: none">• Proceed with Level 2 evaluation for high potential sites |
| Maui | 43 | 6 | <ul style="list-style-type: none">• Most qualified sites impact playfield or public park | <ul style="list-style-type: none">• Proceed with Level 2 evaluation for high potential sites• Identify additional potential sites |
| Kaua'i | 2 | 1 | <ul style="list-style-type: none">• N/A | <ul style="list-style-type: none">• Proceed with Level 2 evaluation |



O'ahu Regional Kitchen #1 Receiving Kitchen Implementation





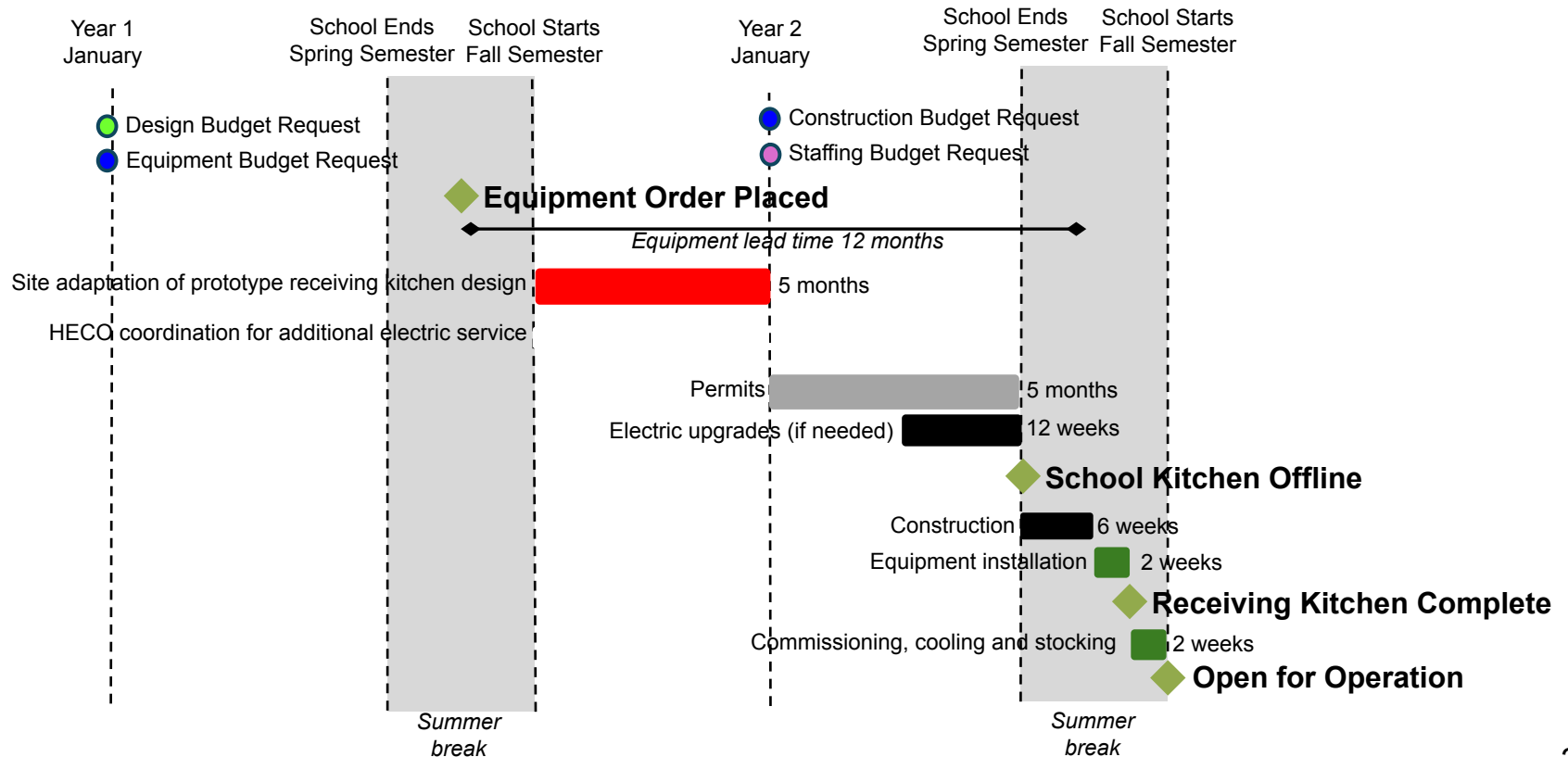
Receiving Kitchens

Key Considerations

- Standard configuration and equipment list is critical for scale purchasing and maintenance efficiency (training, spare parts inventory)
- Preferred scenario is to upgrade electrical (if needed) and replace equipment while minimizing construction
- Kitchen equipment requires long lead times (plan on 12 months from order to receipt)
- Ideally, the kitchens need to operate in the traditional mode through end of the school year and reopen as receiving kitchen in the fall
- Late opening possible with temporary cold storage units located at school site



Typical Schedule for Receiving Kitchen Implementation





Chiefess Kamakahelei Middle



Pearl Harbor Elementary

MAHALO!



Kapolei High



Nānākuli Elementary