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IA-0000000638

Individual Application

Application ID	IA-0000000638	Account	
Application Status	Submitted	Contact	Lucas McKinnon

ACT 310 - Application for Grants

Legal Name of Requesting Org/Individual	Hawaii Good Food Alliance	DBA	
Type of Business Entity	501 (C)(3) Non-Profit Corporation	Existing Service(Presently in Operation)	Yes
Mailing Address	407 Uluniu Street #311 Kailua, Hawaii 96734 United States	Amount of State Funds Requested	\$1,521,725.00
Island			

Program Overview

Program 1 Overview

Program 2 Overview

Program 3 Overview

Department Notes

Agency Eligibility

Recipient of Terminated Federal Funding	Yes	Able to Provide Documentation Evidence	Yes
Serves Negatively Impacted Populations	No	Narrative	The Hawai'i Good Food Alliance (HGFA) was notified July 15, 2025, that the U.S. Department of Agriculture (USDA) has terminated the Regional Food Business Center (RFBC) Program, abruptly withdrawing millions of dollars from Hawai'i's food and farm sector. HGFA has been leading the Islands & Remote Areas Regional Food Business Center, one of twelve national centers selected by USDA in May 2023. The now-canceled program was designed as a five-year initiative to deliver grant funding and technical assistance to small- and mid-sized food producers, processors, and distributors across the nation. For Hawai'i and other islands and remote areas, it represented millions in direct and coordinated investment for food infrastructure, jobs, and local economies, funding that will now go

unfulfilled.

In USDA's statement yesterday, Secretary Rollins claimed the administration had created "massive programs without any long-term way to finance them," stating that the RFBC program is "not sustainable for farmers" and out of line with Congressional intent. HGFA and its partnering organizations strongly disagree with this justification. HGFA and its partners across the state had been actively coordinating with food and farm businesses to launch the program. Initial grant applications and technical assistance support was scheduled to begin in Spring 2025. However, those program components were paused due to the program funding being frozen on January 20, 2025. The Islands and Remote Areas RFBC, which consists of Hawai'i, Alaska, U.S. Virgin Islands, Puerto Rico, Guam, American Samoa, and the Northern Mariana Islands, will continue to close up the work of the RFBC until the termination date of September 15, 2025. HGFA's partners, including the Alaska Food Policy Council, Guahan Sustainable Culture, U.S. Virgin Islands Good Food Coalition, and Puerto Rico's Alliance for Agriculture, are seeking ways to continue the goals of the Islands & Remote Areas RFBC.

Date Funding Stopped 9/15/2025

Amount of Other Funds Available

State Fund Total Amount	\$64,876.00	County Fund Total Amount	\$0.00
Federal Fund Total Amount	\$0.00	Private/Other Fund Total Amount	\$1,544,717.00
Total Amount of State Grants	\$3,412,277.00	Unrestricted Assets	\$3,380,245.00

Contact Person for Matters Involving this Application

Applicant Name	Lucas McKinnon	Applicant Title	Managing Director
Applicant Phone	(831) 359-6862	Applicant Email	lucas@hawaiigoodfoodalliance.org

State of Hawaii Eligibility

Organization is Licensed or Accredited	Yes	Nonprofit is a 501c3	Yes
Complies with Anti-Discrimination Laws	Yes	Nonprofit has Governing Board	Yes
Will not Use State Funds for Lobbying	Yes	Is Incorporated Under Laws of State	Yes
Will Allow Access to Audit Records	Yes	Has Bylaws and Policies	Yes

Account Information

Organization Name	Hawaii Good Food Alliance	Organization DBA	
EIN	██████████	Street	
Account Email	info@hawaiigoodfoodalliance.org	City	
Account Phone	8313596862	State	
Website	https://www.hawaiigoodfoodalliance.org/	Zip	
Mission Statement	The Hawai'i Good Food Alliance is a diverse hui of individuals and organizations who share in the production, aggregation, and distribution of food, and share in the practice of mālama 'āina to re-build thriving community food systems.		

Point of Contact

Point of Contact First Name	Lucas	Point of Contact Last Name	McKinnon
Point of Contact Title	Managing Director	Point of Contact Email	lucas@hawaiigoodfoodalliance.org
Point of Contact Phone	8313596862		

Leadership

Leadership First Name	Kaiulani	Leadership Last Name	Odom
Leadership Title	Executive Director	Leadership Email	kaiu@hawaiigoodfoodalliance.org
Leadership Phone	8083522746		

Background and Summary

Applicant Background	Hawai'i Good Food Alliance (HGFA) is a statewide coalition of over 25 community-based organizations, food hubs, farmers, and health centers working collaboratively to rebuild thriving, equitable food systems across Hawai'i. The alliance began meeting in 2014 and formally incorporated as a 501c3 nonprofit in 2020. HGFA serves as a coordination backbone to advance 'āina-based solutions to food insecurity, chronic disease, and climate change. Our members include Native Hawaiian- and community-led organizations who produce, aggregate, distribute, and share food in ways that strengthen community resilience and health. Together, we operate across every major island and are uniquely positioned to respond to overlapping public health, food access, and agricultural challenges by aligning local production, community nutrition, and workforce opportunities. In recent years, HGFA has stewarded major statewide and regional initiatives, including the Island and Remote Areas Regional Food Business Center (RFBC), the Hawai'i Good Food Fund, Kuina 'Ai Community Food System Program, and the 'Aiaola Food is Medicine Center. These initiatives collectively strengthen small and mid-sized food businesses, expand healthy food access, and integrate local foods into healthcare and emergency food systems. HGFA's operations are managed by a core team (Executive Director, Managing Director, Controller, and Program Managers) who coordinate implementation, evaluation, and regranting processes on behalf of HGFA.
Funding Request Purpose	This request seeks \$1,521,725 over one fiscal year in response to urgent community food and funding gaps resulting from the termination of \$25M in USDA Regional Food Business Center (RFBC) funding. The goals and objectives for these funds are to: Goal 1: Stabilize core operations to maintain staff capacity and coordination of statewide programming. - Objective 1: Retain five key staff positions through November 2026 to ensure continuity of service delivery, network facilitation, and reporting. Goal 2: Support local producers and community feeding programs impacted by federal funding reductions. - Objective 2: Distribute \$600,000 through the Noi Kōkua - Business Builder Fund to Native Hawaiian and under-resourced farmers and producers, prioritizing post-production, value-added, and food access improvements (excluding capital and infrastructure improvements per OCS Act 310 rules). Goal 3: Increase access to locally sourced, culturally relevant foods in underserved communities. - Objective 3: Allocate \$400,000 through the Noi Kōkua - 'Umeke 'Ai Pono program to community based organizations and food hubs to distribute locally grown foods and prepared meals to households experiencing food insecurity. Goal 4: Rebuild coordination and collective

planning capacity. - Objective 4: Host four statewide RFBC - Pilina 'Ai gatherings to strengthen cross-sector collaboration amongst technical assistance providers and food access partners.

Geographic Coverage Served

HGFA's network spans the islands of Hawai'i Island, Maui, Moloka'i, O'ahu, and Kaua'i and extends to remote and rural communities with limited access to healthy food. Urban neighborhoods such as Kalihi, Wai'anae, and Waimānalo are key service areas, along with rural agricultural zones like Hāmākua, Ka'ū, Hana, and Waimea. Through its statewide membership, HGFA bridges rural producers with urban demand, ensuring resources reach communities most affected by economic and nutritional disparities.

Public Purpose or Need Served

The RFBC was a historic opportunity to build new markets and strengthen supply chains for Hawai'i's underserved farmers and food businesses. Due to the sudden termination of this \$25M grant, not a single dollar was allocated to the farmers, food businesses, and technical assistance providers that it intended to support, and HGFA lost two full time employees dedicated to this work and the salaries for 70% of remaining HGFA staff.

The loss of \$25M in federal RFBC funding has created immediate financial strain on the state's food systems infrastructure—impacting community-based organizations that provide essential nutrition, economic, and climate resilience services. HGFA's coordinated network approach ensures that public resources reach those most affected by federal reductions: local farmers, Native Hawaiian producers, and low-income families who depend on community-based food distribution.

This emergency funding will prevent program closures, retain critical food system capacity, and ensure that over 150 producers, 50 small businesses, 20 community organizations, and thousands of households maintain access to locally sourced, culturally relevant, healthy foods. The work aligns with the public purpose of sustaining Hawai'i's agricultural economy, mitigating food insecurity, and ensuring equitable recovery from federal funding disruptions.

Target Population Served

HGFA's programs primarily serve historically underserved, Native Hawaiian, Pacific Islander, black, indigenous, and people of color communities, small and socially disadvantaged farmers, and residents experiencing food insecurity. Many of these populations have been disproportionately impacted by the COVID-19 pandemic, inflation, and federal budget cuts. HGFA beneficiaries include 150 small and mid-sized farmers statewide, 30+ community based organizations, food hubs and local food aggregators, 8,000 - 12,000 households receiving locally grown food through HGFA-supported distribution programs

Summary and Outcomes

Measure(s) of Effectiveness

Overall Organizational Measures:

- Staff retention and operational continuity: Maintain all five core staff positions (Executive Director, Managing Director, Controller, Kuina 'Ai Program Manager, Hawai'i Good Food Fund Director) for the one year grant period.
- Grant administration timeliness: 100% of subawards executed within 90 days of award notification; 100% of sub-awardee reports submitted on time.
- Fiscal compliance: Quarterly financial reports submitted within 30 days of quarter-end; variance between projected and actual expenses kept under 5%.
- Community reach: Total number of partner organizations and beneficiaries engaged through all program components.

2. Noi Kōkua – Business Builder Grants (\$600,000)

Objective: Support Native Hawaiian, local, and under-resourced producers through flexible small-grant funding for pre- and post-harvest activities.

Indicators:

- Number of applications received and approved (target = 30 grantees).
- Geographic and demographic distribution of awardees across all islands.
- Total dollars awarded to small and mid-size producers.
- On-farm practices, acres under production or improved as a result of funding.
- Estimated increase in local food sales or distribution capacity (self-reported by awardees).
- Number of producers receiving technical assistance or capacity-building support (target ≥ 30).
- Percentage of awardees reporting business or operational improvement after 9 months (target ≥ 80 %), including increases in production (acreage, lbs.), revenue (\$ or % change), implementation of efficiencies, etc.

3. Noi Kōkua - 'Umeke 'Ai Pono – Community Feeding Grants (\$400,000)

Objective: Increase access to locally sourced, culturally relevant food for low-income and underserved households statewide.

Indicators:

- Pounds of local food purchased and distributed (target ≥ 100,000 lbs).
- Pounds of culturally relevant foods purchased and distributed (target ≥ 20,000lbs).
- Pounds of locally raised protein purchased and distributed (target ≥ 10,000 lbs).
- Number of food packages/boxes distributed (target 8,000 – 12,000).
- Number and type of ready-to-share foods created and/or purchased and distributed (target ≥ 2,000 units).

- Number of households served (target 2,500 – 3,000).
- Number of local farmers and food hubs participating (target ≥ 150).
- Total dollar amount issued directly to local farms
- Household food security & satisfaction feedback collected through brief surveys (qualitative metric).

4. RFBC Pilina 'Ai – Network Gatherings and Policy Planning (\$50,000)

Objective: Strengthen statewide coordination and co-develop long-term food-system and policy priorities.

Indicators:

- Number of in-person statewide gatherings held (target = 3).
- Number of participants and organizations represented (target ≥ 75 participants total).
- Policy recommendations or strategic actions developed (target = 3 outputs).
- Participant feedback scores on collaboration, relevance, and learning (target ≥ 85 % positive).
- Documentation and dissemination of outcomes (publication of meeting reports and summaries).

5. Economic and Community Impact Outcomes

- Total local economic activity generated or leveraged through grant spending (target ≥ \$3M multiplier).
- Number of jobs or paid work opportunities sustained through grantee projects.
- Percentage of funds directly reaching community organizations and producers (target ≥ 90 %).
- Qualitative success stories documenting community impact, resilience, and culturally grounded approaches.

This integrated approach ensures that Act 310 resources not only fill immediate funding gaps but also stabilize Hawai'i's local food systems, safeguard workforce capacity, and preserve essential community feeding and agricultural infrastructure statewide.

Projected Annual Timeline

Q1 (Nov–Feb 2025)

Scope of Work: Finalize Noi Kōkua Request for Proposals (RFP) process and launch applications; provide technical assistance for interested applicants; conduct review process and make awards; host first systems Pilina 'Ai gathering

Tasks and Responsibilities

- Month 1: Finalize Noi Kōkua application
- Month 1: Finalize Noi Kōkua review process and scoring committee, convene scoring committee
- Month 2 (first half): Launch Noi Kōkua RFP statewide for farmers, food producers, and food hubs/aggregators/distributors
- Month 2 (second half) and Month 3 (first half)
- Month 3, week 3: Review, score, and award grants to approximately 30 farm and food businesses statewide
- Month 3, week 4: Conduct a grantee client intake process welcoming them to our 'ohana, including pre-program evaluation work, contract and required forms, scope of work, and discuss post-program reporting expectations
- Month 3: Hold the first in-person Pilina 'Ai gathering on O'ahu to discuss needs and opportunities within Hawai'i's food system and how to best support the grantee cohort and address community food needs

Q2 (Feb–May 2025)

Scope of Work: Continue executing Noi Kōkua awards with the highest scoring community businesses, including the hubs chosen to participate in the 'Umeke 'Ai Pono feeding program; hold first Pilina 'Ai gathering

Tasks and Responsibilities:

- Months 4-6: Initiate and execute grant spending with awardees after all intake materials have been received
- Month 4: Initiate 'Umeke 'Ai Pono feeding program with Noi Kōkua food hub awardees that elected to provide this service, including the above client intake process
- Months 4-5: Review client intake pre-program evaluation data and design collateral to share initial motivations, intentions, and desired impacts of the program; assess where additional information is needed and begin the design of the final evaluation tool for program grantees and impacted partners and participants
- Month 5: Host the second Pilina 'Ai gathering to build in initial discussions around the needs and opportunities within Hawai'i's food system and how to best support the grantee cohort and address community food needs

Q3 (May–Aug 2026)

Scope of Work: Ongoing technical assistance, mid-year evaluation, and third Pilina 'Ai gathering on O'ahu

Tasks and Responsibilities:

- Months 7-9: Continue to execute grants with awardees (lead: Oliveira, Milne, and Woodley; support: other staff)
- Months 7-9: Provide ongoing technical assistance to grantees to facilitate grant success
- Month 8: Finalize the final evaluation tool for program grantees and impacted partners and participants
- Month 8: Host the third Pilina 'Ai gathering in person on O'ahu to share reflections on how the Business Builder and Umeke Ai Pono grant program and feeding initiatives are progressing, continue to reflect on the needs and opportunities within Hawai'i's food system and how to best support the grantee cohort and address community food needs, discuss the format of the final gathering for the project in quarter 4

Q4 (Aug–Nov 2026)

Scope of Work: Finish executing client grants, final evaluation and report dissemination, and last Pilina 'Ai

gathering on O'ahu

Tasks and Responsibilities:

- Month 10, end of week 1: Close out grant spending with awardees
- Month 11: Conduct a client evaluation with the awardees
- Month 11-12: Prepare evaluation materials for dissemination to state and community partners
- Month 12: Host the last Pilina 'Ai gathering in person on O'ahu to disseminate results of the project, hear from grantees, and discuss future work to support Hawai'i's food system and the partners and participants in this project

Quality Assurance and Evaluation Plans

Program oversight will be led by HGFA's Executive Director (Kaiulani Odom) and Managing Director (Lucas McKinnon). Fiscal compliance will be managed by HGFA's Controller (Chisa Woodley). HGFA's Whole Systems Evaluation Framework will serve to guide the project, alongside the identified values and outcomes identified by the RFBC Steering Committee during year 1 of the RFBC federal award, described in the preceding section. This framework was developed specifically to evaluate food system work and development in Hawai'i, taking into consideration the historical and cultural context along with the geographical considerations of being an island state.

The Noi Kōkua - Business Builder Grants and Umeke 'Ai Pono Community Feeding Grants will draw on existing evaluation frameworks within HGFA's Hawai'i Good Food Fund Grant Program and the Umeke 'Ai Pono Program, which include robust quantitative and qualitative evaluation approaches intended to align with HGFA's Whole Systems framework, while layering in metrics that relate to the individual programs specifically. For example, for Hawai'i Good Food Fund, clients share how their work aligns with or could be strengthened in areas of food access, farmer empowerment, relationship building, business success (as defined by clients), etc. We also seek to quantify success through increases in production, revenue generation, and employee retention. For the Umeke 'Ai Pono Program food hubs, community partners, farmers, ranchers, producers and community members expressed their deep value and appreciation for the program's commitment to feed households that are experiencing food and nutrition insecurity. Participants expressed a need for continued programming and the incredible success in supporting small - medium sized farmers in their region. initiatives through. For both programs, grantee and partner alignment with HGFA's five pillars is assessed. The pillars include: cultural grounding, food is medicine, equity, community-based, and mālama 'āina. If awarded these funds, HGFA staff will blend these existing evaluation approaches, with the RFBC evaluation framework developed by the Steering Committee (which was working within USDA parameters), to develop client intake and final evaluation instruments that are streamlined, not overly burdensome to our program participants and partners, and allow us to measure our success in meeting our metrics and intended outcomes.

Formal evaluation through client intake and closing surveys will occur at the onset of the Noi Kōkua grant program and upon client grant spend down. Qualitative, talk story check ins will take place with awardees at the mid-point of their award. To ensure that our evaluation process is robust, effective, and meeting the needs of the program and OCS, HGFA's Executive and Managing Directors will oversee the development and implementation of the data collection tools, review results, and refine the instruments as needed throughout the process. The data management and evaluation tools developed over the last 2 years under the RFBC are tested, robust, and ready to be implemented to support this updated scope of work. All mid-term and final evaluations as required will be shared with OCS, and disseminated to project partners, participants, and the public.

Scope of Work

HGFA will implement a one-year emergency recovery and capacity-stabilization program to sustain Hawai'i's local food system infrastructure following the loss of federal RFBC funding. Act 310 funds will be directed toward two integrated workstreams - Noi Kōkua Grants and Pilina 'Ai Gatherings - supported by HGFA's experienced core team and statewide network.

Noi Kōkua & 'Umeke 'Ai Pono Program (\$1,000,000)

This dual-initiative effort strengthens Hawai'i's local food system while addressing food insecurity by supporting disadvantaged producers and distributing culturally relevant food to high-need communities. Building on the RFBC Business Builder program, HGFA will deploy approximately 30 rapid-response grants to local, under-resourced farmers, food hubs, and community feeding organizations. The initiative will fund critical pre- and post-harvest needs identified during the RFBC planning process:

Pathway 1: Business Builder Grants for Farmers & Food Businesses – Support for production, small equipment, and value-added processing.

Pathway 2: Business Builder Grants for Food Hubs & Aggregators – Infrastructure and process improvements to strengthen regional distribution.

Pathway 3: 'Umeke 'Ai Pono – Community Feeding Grants – Building on HGFA's Food is Medicine and DOE partnerships, this initiative will distribute 8,000–12,000 packages of locally sourced, culturally relevant food (10–12 lbs each, valued at \$30–\$50). Each package will include local produce, starches, and proteins, feeding households in high-need areas statewide.

Funds will flow through community-based organizations and food hubs that have the capacity to purchase

and distribute food boxes—creating a sustainable, circular system benefiting local farmers, processors, and communities across Hawai'i.

HGFA staff will manage application review, contracting, reporting, and payments. A technical assistance consultant will support application review, and a data specialist will compile program data and evaluate outcomes (e.g., pounds of food distributed, households served, and producer income generated).

Key Implementation Steps

Finalize grant application and review process; convene scoring committee (Milne & Oliveira).

Launch statewide RFP for farmers, food hubs, and community feeding programs (McKinnon, Milne, & Oliveira).

Provide technical assistance to applicants (McKinnon, Milne).

Review, score, and award ~30 grants statewide (Milne & Oliveira).

Conduct grantee intake and pre-program evaluation; execute contracts and reporting requirements (Milne & Oliveira).

Initiate spending and provide ongoing technical assistance (Milne, Oliveira, McKinnon, & TA consultant).

Develop and implement final evaluation tools to assess impacts, including production, food distribution, and community reach (Odom, McKinnon, & data consultant).

Complete closeout, conduct final evaluations, and prepare summary materials for dissemination to state and community partners (Odom & McKinnon).

Pilina 'Ai Gatherings (\$50,000)

HGFA will convene three statewide gatherings to reestablish coordination among network members and co-develop policy and funding strategies for long-term food systems recovery. Each event will include cultural grounding, peer learning, and collaborative planning, culminating in actionable recommendations for sustaining Hawai'i's local food economy.

Financial Information

Q1 Requested Amount	\$100,893.00	Q3 Requested Amount	\$564,944.00
Q2 Requested Amount	\$564,944.00	Q4 Requested Amount	\$326,944.00
Sources of Funding	REACH- Hawai'i State Department of Health, \$70,000 No other grant applications pending at this time	State and Federal Tax Credits	N/A
State and Federal Contracts and Grants	DOH DOE USDA Feed the Hunger Fund Montana State University Pacific Gateway Center Amalgamated Foundation Danone Institute Freeman Foundation Hawaii Community Foundation Kaiser Permanente LISC Rockefeller Foundation Kresge Foundation The Healy Foundation Rockefeller Foundation Stupski Foundation Weinberg Foundation (Please review "Listing of Grants for 2023-2026" spreadsheet for full breakdown)	Prior FY Balance of Unrestricted Assets	\$2,999,947.00

Experience, Capability, and Personnel

Skills and Experience

HGFA has over 15 years of experience supporting Hawai'i's residents, farms, and food hubs through direct capital and technical assistance, community feeding initiatives, and Food is Medicine programs operated in partnership with community-based health centers. HGFA's work addresses the full food system - from production and aggregation to equitable access and policy - through collaboration among agriculture, health care, emergency feeding, and local government partners.

Recognizing that a resilient, culturally grounded food system requires cross-sector alignment, HGFA has built trusted pilina with producers, food hubs, public agencies, and nonprofits statewide. This collaborative work led to HGFA's establishment as a 501(c)(3) organization in 2020, now a coalition of more than 25 community-based organizations, farmers, and food hubs working together to strengthen Hawai'i's food security and local economy. HGFA's programs operate across all major islands, aligning local food production, community nutrition, and workforce development opportunities.

HGFA's core initiatives include the Hawai'i Good Food Fund (HGFF), Kuina 'Ai Community Food System Program, and the 'Aiaola Food is Medicine Center, alongside the now terminated Islands and Remote Areas Regional Food Business Center (RFBC). Each program targets system-level challenges through grantmaking, technical assistance, and health-aligned food access.

Goal 1 – Stabilize Core Operations:

HGFA employs 7.5 full-time staff across five statewide program areas. The organization hosts four annual retreats for cross-program planning, publishes an annual report detailing evaluation outcomes, and maintains internal monitoring systems that ensure accountability and data-driven decision-making.

Goal 2 – Support Local Producers and Community Feeding Programs:

Through the Hawai'i Good Food Fund, HGFA has distributed \$2.02 million to 28 farm and food businesses statewide via grants ranging from \$2,000–\$125,000. The program supports under-resourced producers through a combination of regranting and direct vendor payment systems to reduce financial barriers. HGFF Director Dr. Nicole Milne previously led statewide business development programs that secured over \$45 million in public and private funding for more than 300 producers, providing a strong foundation for the Noi Kōkua Business Builders Fund.

Goal 3 – Increase Access to Locally Sourced, Culturally Relevant Food:

In 2025, HGFA partnered with the Hawai'i Department of Education and 13 food hubs to distribute 777,864 pounds of local food from 280 farmers, serving 130,761 households statewide. The project built critical relationships, infrastructure, and evaluation systems that will inform the 'Umeke 'Ai Pono community feeding component under Act 310.

Goal 4 – Rebuild Coordination and Collective Planning Capacity:

HGFA's leadership and program staff bring more than 75 years of combined experience in community food systems and organizational development. Under the USDA RFBC program, HGFA hosted over 35 multi-island gatherings to strengthen collaboration among technical assistance providers and food access partners spanning Guam to the U.S. Virgin Islands. These convenings, supported by the Islander Institute, emphasized strategic facilitation, cultural grounding, and actionable planning. The proposed Pilina 'Ai gatherings under Act 310 build directly from this proven model.

HGFA's team - including Executive Director Kaiulani Odom, Managing Director Lucas McKinnon, Controller Chisa Woodley, and Program Managers Dr. Nicole Milne and Christen Oliveira - has successfully administered multi-million-dollar federal and philanthropic portfolios from the USDA, Rockefeller Foundation, and Kaiser Permanente. Together, they bring the technical, financial, and relational capacity necessary to implement Act 310 programming efficiently, equitably, and with lasting community impact.

Facilities

HGFA maintains an administrative office and shared workspace at 407 Uluniu Street, Suite 311, Kailua, which houses the organization's core staff and serves as the coordination hub for statewide programming, communications, and fiscal operations. This facility provides adequate office space for 6 staff, internet connectivity, and meeting capacity to support daily operations, remote collaboration, and financial management.

For gatherings, trainings, and large convenings, HGFA partners with trusted community-based organizations that offer culturally grounded, accessible venues across O'ahu:

- Kōkua Kalihi Valley (Ho'oulu 'Āina) – Provides open-air meeting and community spaces within the back of Kalihi Valley. This site supports HGFA's culturally grounded convenings, workshops, and staff retreats.

- Waiānu Farms (Waiāhole Valley) – Offers meeting space and hands-on community education opportunities surrounded by active farmland, allowing for integration of learning and local food experiences.

- Ka Waiwai Kō'olau (Kāne'ohe) – A flexible meeting venue equipped with audio-visual technology, Wi-Fi, and small conference areas suitable for trainings and hybrid gatherings.

- Kamehameha Schools – Ka'iwakīloumoku Cultural Center (Kapālama) – When available, HGFA is permitted to utilize this facility for large-scale meetings, workshops, or community events. The space supports cultural protocols and inter-organizational collaboration.

These facilities collectively meet the needs of HGFA's program activities and provide the necessary infrastructure for convening the Pilina 'Ai gatherings, managing Noi Kōkua and 'Umeke 'Ai Pono grantee coordination, and maintaining staff operations.

If larger event space or rural island venues are required, HGFA will continue to leverage its statewide network of 25+ member organizations to host gatherings on their respective islands, ensuring accessibility for producers and partners across Hawai'i.

Proposed Staffing and Service Capacity

HGFA maintains a lean but highly skilled team responsible for coordinating statewide food systems programming, managing grants and re grants, and facilitating collaboration among 25+ community-based partners. The Act 310 request will sustain this core team to ensure service continuity and maintain capacity to respond to urgent needs following the loss of federal RFBC funding.

Proposed Staffing Pattern

Kaiulani Odom, Executive Director – Oversees all organizational operations, partnerships, and compliance. With over 30 years of experience in public health and food systems, including 12 years leading Kōkua Kalihi Valley's Roots Program, Ms. Odom ensures alignment with HGFA's mission and community accountability. As a registered dietitian and cultural practitioner, she developed the Pilinahā and Nā Mana'o Nui frameworks used statewide. For this grant, she will oversee all program, administrative, and budget matters.

Lucas McKinnon, Managing Director – Provides strategic and operational leadership across HGFA's statewide initiatives, including the 'Aiaola Food is Medicine Center, Noi Kōkua Business Builders Fund, and Pilina 'Ai gatherings. Lucas holds an MPH from NYU and is a current DrPH candidate at Johns Hopkins. With over a decade of experience leading federal, philanthropic, and state-funded initiatives, he will coordinate Act 310 activities, supervise staff, and ensure fiscal and data integrity in collaboration with the Controller.

Dr. Nicole Milne, Hawai'i Good Food Fund Director – Leads HGFA's capital access and regranting initiatives. She holds a Ph.D. in Geography from UH Mānoa, where she studied Hawai'i's post-plantation agricultural transition. Since 2024, she has raised \$2M in philanthropic funding for HGFA's Hawai'i Good Food Fund, supporting 38 small food businesses statewide. Formerly Director at The Kohala Center, she oversaw over \$45M in grants and loans for producers. For this grant, she will co-lead the Noi Kōkua RFA design, review, award, and implementation.

Christen Oliveira Reppun, Kuina 'Ai Program Manager – Manages community feeding, workforce development, and food systems programming. Since 2024, she has managed over \$4.5M in grants, including the \$3.2M 'Umeke 'Ai Pono initiative, coordinating 13 food hubs and distributing nearly 800,000 pounds of local food. She holds a Master's in Urban and Regional Planning from UH Mānoa and leads the Pilina 'Ai gatherings under this grant.

Chisa Woodley, Controller – Oversees financial management, budgeting, and compliance for all grants. With 20+ years of nonprofit financial experience, she ensures fiscal controls, subaward monitoring, and quarterly reporting. She holds a Master's from Thunderbird School of Global Management and is a CPA.

Supervision and Administrative Structure

The Executive Director provides executive oversight and reports to the Board of Directors. The Managing Director supervises programmatic staff and ensures timely reporting and deliverables. The Controller oversees fiscal compliance. HGFA's collaborative structure emphasizes mentorship, cultural grounding, and accountability to community partners.

Training and Capacity Building

HGFA invests in professional development through quarterly retreats, peer-learning sessions, and technical exchanges focused on equitable grantmaking, food safety, data management, and financial compliance. Act 310 funds will also support staff training in community engagement, communications, and food systems policy.

Service Capacity and Readiness

HGFA's team has demonstrated its capacity to manage multi-million-dollar grants from USDA, Weinberg, and Rockefeller Foundation. The organization's established fiscal systems and supervision protocols ensure compliance and quality delivery. This experienced team is well-positioned to sustain Hawai'i's community food systems, support local producers, and ensure healthy, culturally relevant food access statewide.

Staff Position(s) and Compensation

Executive Director \$133,900.00
Managing Director \$106,090.00
Director, Hawaii Good Food Fund \$106,090.00

Other Information

Pending Litigation N/A

Special Licensure or Accreditations N/A

Private Educational Institutions N/A

Confirmations

Documentation of Federal Impacts ☒

Hawaii Compliance Express Certificate ☒

IRS Determination Letter ☒

Records Retention Policy ☒

Authorized Representative Certification ☒

Active Status with the Hawaii AG ☒

Certificate of Good Standing by the DCCA ☒

By-laws or Corporate Resolutions ☒

Signee Title Managing Director

System Information

Application Type	Act 310 Nonprofit Grant Application	Applied Date	10/23/2025, 7:13 PM
Owner Name		Category	Grant Application
Created By	Lucas McKinnon, 10/22/2025, 6:22 AM	Created Date	10/22/2025, 6:22 AM
Last Modified By	Lucas McKinnon, 10/23/2025, 7:13 PM	Last Modified Date	10/23/2025, 7:13 PM

Files

3. Certificate of Good Standing 10.16.2025

Last Modified 10/23/2025, 7:06 PM
Created By Lucas McKinnon

1. HGFA 501c3 IRS Approval

Last Modified 10/23/2025, 7:01 PM
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6. Records Retention Policy -see Section G

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5. HGFA Bylaws_Revision 2023

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3. Certificate of Good Standing 10.16.2025

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HGFA Future Sustainability Plan

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HGFA Board Report November

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Listing of Grants for 2023-2026

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BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

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Budget Request By Source of Funds

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Islands RFBC Termination Letter (1)

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HGFA Hawaii Compliance Exp Certificate 10.16.2025

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HGFA Board Report November

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Islands RFBC Termination Letter (1)

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