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## REACHING MATURITY

In our work with teens, we often talk about helping them reach a level of maturity in their lives that will enable them to make good decisions as they reach adulthood. This philosophy forms the basis of many of our programs, including the Independent Living Program and Hawaii Advocate Program.

Just like individuals, organizations mature as they grow older. They learn from their successes and their failures. They build on the behaviors that work, and become better equipped to weather hard times.

Hale Kipa is now in its 45th year — middle age, as it were. The past few years have taught us a lot and have strengthened the organization, preparing us to move forward. We're proud that Hale Kipa has reached a point of maturity at which our core values are firmly embedded in our agency's culture, and are able to direct us into the future.





*Middle age is a time for looking inward to see where you've come from, and looking outward to plan where you are going. Hale Kipa's 45th year in business has been that kind of year.*

In the course of three major activities of the past year – Strategic Planning, our COA Re-accreditation, and a new Business Plan for the Old Fort Weaver Road campus – we took the time to examine where the agency has been and where we will be going in the future.

One thing is clear: we've grown up a lot in 45 years.

We are much more conscious today, 45 years later, that trauma is a really big issue. Many, if not most of the youth that come to us for help are victims of trauma in some form, and our preparedness to deal

with trauma will directly affect outcomes for them.

We have learned that the provider providing services to youth in a silo – that is, one service at a time – is not an effective model; that “wraparound” services is unquestionably the way to go.

We have come to expect that there will be changes going on in the environment in an era of scarce resources. For example, community health centers are going to become behavioral health centers as well, simply because physical and mental health are now perceived as intertwined. If we are going to

take a “whole person approach” to working with the populations we will have to make these adjustments.

We now know, 45 years later, that the adolescent brain doesn’t fully mature until the mid to late twenties. That means that some of the assumptions that we have historically made in working with young people are no longer valid. We now know that the impact we have on young people may be limited, or will not necessarily “stick.” Their brains are still developing.

We have learned that, as difficult as the hard times are, they come with plusses: we become more conscious of how we use resources. Of course there’s a negative side: some of the youth we have traditionally served are not going to get all the services they might need. How we are going to deal with closing the gaps in services in the coming years is a question we will have to answer.

Finally, we learned a lot about who we are. Our Strategic Planning Process and Old Fort Weaver Road Business Plan helped define a corporate culture that is sustainable, and one that could imprint new leadership with our core values. We have found support in a highly active Board that is committed to assuring that sustainability. From works by James Belasco (Teaching Elephants to Dance and The Flight of the Buffalo), Collins and Porras (Built to Last and Good to Great) and Peter Senge (The Fifth Discipline) we have learned that for organizations to persevere, they need cultures with core values that are fundamental to who they are.

It is good to know that those core values are rock solid at Hale Kipa. They are capable of carrying the organization through transitions in leadership, lean funding years, and crises in the youth we serve, while maintaining our relevancy and efficacy through thick and thin.



## **PUNKY PLETAN-CROSS**

Chief Executive Officer



## MAKING THE GRADE

Measuring the success of what we do is notoriously difficult. We can conduct internal reviews and collect client data, but it's hard to know if the programs we have built measure up to the work being done around the country.

That is why independent validation is so important to social service agencies. A positive review from the Council on Accreditation (COA) tells us that our programs and our organization is up to the highest national standards.

We anticipated that our re-accreditation process with COA was going to be a challenge. For one thing, the recession had caused us to cut back staff and to minimize some programs that are required by COA standards. For instance, COA looks for a robust program of Continuous Quality Improvement (CQI). In the first meeting with the COA Review Team, we explained that we had temporarily suspended the

CQI Committee of the Board, given that we were in survival mode. The resources needed to maintain CQI were just not available when our challenge was to keep the lights on.

In preparing them for their interviews, Hale Kipa staff members were instructed to be completely open with the Review Team. Our goal was transparency and if that resulted in problems with reaccreditation, then so be it. Our approach turned out to be completely refreshing to the Review Team. At the conclusion of the process, they told us that they appreciated our candor.

In the end, the COA Team came away with the exact image that we have of ourselves. It was as if they had read our Strategic Plan and were quoting from it: their comments expressed the values of the agency which we espouse, and which they saw in action in the daily life of the agency.

### HK'S FIRST COA REVIEW

It was over 15 years ago that Hale Kipa first decided to pursue COA accreditation. That decision was driven in part by a requirement of a State agency that we demonstrate accreditation in order to be eligible for future funding. But moreover, it was a way for us to see how we measured up against national standards. After all, we had evolved in many ways since our founding in the services we offered, and grown significantly in the number of youth we helped. Were we on par with our peers across the nation?

It was 1999, and we hardly knew where to start preparing for the COA reviewers. We hired a consultant to help us get organized, but the real work of reviewing the standards, reflecting about the work we had been doing, and seeing how the two would match would take untold hours of our own time. No consultant could possibly know us as well as we knew ourselves.

We passed with flying colors, signaling to our funders and clients that we were truly state-of-the-art. But more than that, the preparations for the COA review helped us to evolve from a very "oral" agency that was able to talk about what we were about, to a "written" agency with policies and procedures covering just about everything we do. We were forced to increase our professionalism and accountability. We came to grips with how we did business — the good and the can-be-better — and put our practices into words. Our strive for excellence had begun in a very tangible way.

So when it came time to complete our 4th COA reaccreditation review, we knew it would be an intense process that would require enormous time and exertion from staff and Board members.

We also knew it would be worth it.

## A WRAPAROUND SUCCESS

*We've been championing the "wraparound" model of youth services – a comprehensive, holistic way of looking at the needs of the youth – for years now. The wraparound model dictates a way of providing services to youth that make use of the community as a whole, so that the youth still has a support system in place long after our direct services are removed.*

Wraparound is the concept behind the Hawaii Advocate Program (HAP) model which we adopted from the Youth Advocate Program in Pennsylvania back in 2003. It's behind our highly successful Ka'i Like program for youth in the court system. It is fundamental to all of our case management services – the basis of some of our greatest successes.

We are pleased to see that the wraparound model is now the current wisdom of the entire system, having been adopted by the State in a variety of settings. It is helping young people all over Hawai'i grow and mature, so that they will not be left hanging when their access to youth services ends.

The best wraparound success stories come from the lips of the graduates of our Imua Kākou or Independent Living Programs. Over the past year we have called upon them to speak about Hale Kipa – at our annual meeting, conferences, fundraisers – to tell attendees about where they've been, and where they are going.

These youth speak about their experiences with trauma and about overcoming challenges to complete their education, build a career, or start a family. They are in a unique position to talk about how wraparound services, including access to "step down housing" and job training, have been fundamental to their independence.

Youth from Kaua'i, for example, talk about our School Success program which uses a competency home schooling model that ends in a Certificate of Completion. Out of last spring's class, nine youth went on to community college and seven landed Wai'ale'ale Scholarships for Kaua'i Community College.

All of which speaks volumes to the power of the wraparound model. Here's three more chapters to the wraparound story.





## CHASITY

Chasity ran. She ran from home. She ran from treatment. She ran from her family. She ran from herself.

*“I would steal from my dad, embarrass my mom, argue with my grandma, hit my little sister. I ended up living on the street. I was in Detention Home in Kapolei. Then I was in Koolau (Hawaii Youth Correctional Facility).”*

But Chasity isn't running anymore.

She's turned her life around, thanks to Hale Kipa's wraparound services, the Youth Challenge program, and a very committed navigator — her Hale Kipa worker Ka'u.

*“Ka'u and I. She's like my older sister. Ka'u is the one who pushes me to do good in here.”*

In June of last year, the opportunity to enroll in the Youth Challenge (YC) program appeared and Hale Kipa pushed for it. YC is a federally funded program that teaches participants life skills and how to set and achieve long term, positive goals. Participants have a high percentage of success, though Chasity's parole officer doubted she would stick it out. Locked doors never held Chasity before.

But this time Chasity didn't run. She became a leader in just about everything she's put her mind to including the girls cadets and the running

team (how ironic).

*“When they told me people change, I'm like 'not even.' They proved me wrong. I learned there was more ways than fighting. Now I am not the girl I used to be. People can change.”*

Along the way, Hale Kipa met with her and her family to mend relations and work on goals.

*“When I was on drugs I was an embarrassment. I wasn't the daughter they wanted me to be. Now it breaks my heart that I did that. It's because of Hale Kipa that me and my family are closer.”*

Chasity has graduated YC, earning the "Most Improved/Changed Award" to the surprise and delight of her family.

*“My family is really proud of me. I'll go back to them for a while, but not to stay. I'm planning to go to Maui. I want to have a fresh start.”*

Chasity never had goals before. Now she is talking about Job Corps. College level Global Studies. Nursing school. She wants to help other young women like herself. None of it may have been possible without the existence of programs like Hale Kipa and YC and the people who directed her there.

Life is working out for Chasity because she's working on her life.



## EVERLEE

Canoe paddling has never been an official part of any Hale Kipa therapeutic program. But in the case of Everlee and his hanai family, it has worked wonders.

Everlee had recently moved into the home of his best friend, where he felt he would be better able to succeed. At 17, he was attending school again. He had quit smoking and was starting to feel healthy. He still needed some assistance though and was referred to the Ka'i Like program. His Hale Kipa mentor thought he'd like paddling and introduced him to a club.

It was a perfect fit. The camaraderie, the hard training, the ocean — Everlee was hooked. His hanai family came down to check it out and they started paddling too. It's become a family activity.

It's a long way from where Everlee was just a couple of years ago. Angry and withdrawn, he was not going to class and was in the system for marijuana charges.

*"Everlee was in a tough situation," remembers his hanai mom. "He didn't know his father, didn't have a male role model. At 13 when we met him, he was left to fend for himself a lot of the time."*

Everlee generally avoided people, but somehow felt comfortable coming by the Hale Kipa office, looking for a good meal or help washing clothes. The staff talked about getting his life on track and connected

him to resources.

Hale Kipa's Ka'i Like program assists youth on probation with Family Court by providing intensive mentoring, educational and vocational support, and connection to positive activities... like paddling. It's a wraparound program designed before people were using the word "wraparound."

Everlee's mentor broke the ice by taking him and two other boys on a trip to Waipio Valley to hike and work in the lo'i patches.

*"We told him if he could test clean we would take him to lunch," tells Nicholette, the Big Island program coordinator for Ka'i Like. "A year later he tested clean and called for his lunch."*

The bigger question was what was he going to do after lunch. He smiles a lot now. He's in the best physical shape of his life. He's proud of how far he's come, but needs to remember where he came from.

*"He doesn't want to go in the same direction that he's seen others go in," adds Nicholette. "That's a big step, seeing the mistakes that were made."*

At 19, Everlee has chosen to finish up high school and is talking about trade school or college.

*"When Wainani of Hale Kipa got him involved, things began to change," says his hanai mom. "I hope he goes on to have a successful life, but it's up to him."*





## JUSTIN

Soon after all the trouble started, his high school ordered a psychiatric evaluation. The doctor was so concerned about Justin's drug use and behavioral issues that he recommended the youth be taken out of his grandparents' home – for their own protection.

*“When he first came to live with us, he was a good kid,” remembers Justin’s grandmother. “Then he got in with some bad kids and stopped going to school. He was getting in fights, and got heavy into drugs. He became a kid nobody knew.”*

Things went from bad to worse, until Justin made off with his grandparents' car. That night he stole a soft drink from a grocery store, then posed in front of their security camera so that he'd be sure to get caught. He was ready to make a change.

Family Court referred him to Hale Kipa's Ka'i Like program where he and his family was introduced to Maria De Los Santos.

*“If it wasn't for Maria, we wouldn't have had a grandson anymore. He had gone down a really bad hole. Maria was there not only for Justin. She was there for us.”*

Hale Kipa's Ka'i Like program helps youth build a support system, monitors conditions of probation, and offers 24/7 family support. Hale Kipa got Justin into a drug program. He stopped using meth

and began DOH intensive in-home therapy. Hale Kipa got Justin into Project Impact with the local police station who set him up with a skill building curriculum from WhyTry Corrections. The family support portion was led by Maria.

*“She helped buffer between him and us. She was instrumental. When we need someone to talk to, she was there.”*

One thing Justin was sure of: if he went back to old places and old friends, he wasn't going to make it. So when the option to join Youth Challenge (YC) came up, he was ready to sign on.

YC taught Justin more than the academics. It taught him life skills that he is going to require as an adult. And it taught him how to respect himself and others. YC also offers classes for caregivers, to help them to change as well. They learn how best to help the youth make a transition after their graduation.

*“We took him home on a 4-day furlough,” recalls his grandmother. “He didn't want to visit his friends. He wanted to stay close to home. He had really changed.”*

For Justin, support from Hale Kipa will soon end on an official note, but he will be ready to take over with the help of the support team he's assembled. And he and his family can continue to count on Maria as their lifelong friend.

# FINANCIAL STATEMENT

REVENUE and SUPPORT	2015	2014
Government Appropriations and Assistance	\$6,544,900	\$5,545,561
Contributions (Including Foundation Grants)	605,740	622,648
Aloha United Way Allocation	171,760	104,204
Interest and Dividends	4,650	29,194
Realized and Unrealized Loss on Investments	(7,220)	53,227
Gain on Sale of Properties (Note 1)	1,001,012	---
Impairment Loss (Note 2)	(206,848)	---
Other Income	12,077	6,050
<b>Total Revenue and Support</b>	<b>8,126,071</b>	<b>6,360,884</b>
<b>EXPENSES and LOSSES</b>		
Program Services	6,176,295	5,288,657
Management and General	1,040,958	998,053
Fundraising	93,438	77,750
<b>Total Expenses and Losses</b>	<b>7,310,691</b>	<b>6,364,460</b>
<b>CHANGE IN NET ASSETS</b>	<b>815,380</b>	<b>(3,576)</b>
<b>NET ASSETS AT BEGINNING OF YEAR</b>	<b>2,670,613</b>	<b>2,674,189</b>
<b>NETS ASSETS AT END OF YEAR</b>	<b>\$3,485,993</b>	<b>\$2,670,613</b>

Note 1 - In February 2015, Hale Kipa sold property. The sales proceeds less the adjusted basis of the property was reported as a gain on sale of property of \$1,001,012.

Note 2 - Hale Kipa has incurred costs to design and build a new campus facility that will hold a majority of its program sites and administrative offices on Old Fort Weaver Road. This project was temporarily put on hold in 2008 and was recently started again in 2015.

During this time, Hale Kipa decided to change the design of the new campus facility. As a result, certain costs incurred on the original design were deemed to be impaired. The total cost of the work deemed to be impaired is included in the annual report as impairment loss of \$206,848.

Financial Information as of June 30, 2015 and 2014.

Figures are excerpted from our audited financial statements.

A complete copy of the audited financial statement is available by writing or calling Hale Kipa, Inc.



## **FORT WEAVER RETHOUGHT**

The past year was a time for looking back — and for charting our way forward. The entire Board participated in a Strategic Planning process that produced a business plan called the “Opportunity and Business Case for a New Home for Hale Kipa.” It took a comprehensive look at the agency’s programs and services to justify the new campus on Old Fort Weaver Road.

The Plan found that “a new home for Hale Kipa is integral to the agency’s strategic priorities and vision for improving the lives of at-risk youth in Hawaii.” Nonetheless, it called for a redesign of our plans to more closely fit our needs. We engaged architects to redesign the 4.26 acre campus. It includes a Service Center with space for educational programming, counseling and meetings; as well as two shelters for youth.

Our new home will be the hub of our operations on Oahu, and is in perfect keeping with the long-term goals of the organization. It will be a gathering place for West and Central Oahu, home to nearly half of our youth, and will bring staff and residents together to maintain the culture of trust that is foundational for Hale Kipa’s work.

The project has an overall budget of \$10.5M and a goal to complete the project by Spring 2017.

## **IMUA KĀKOU**

When youth reach 18 and “age out” of traditional foster care, they have to quickly get a foothold on their adult lives. But think about it: how many 18 year olds, coming from even the best of situations, are ready to lead independent lives right out of high school?

Imua Kākou (Hawaiian for “moving forward together”) is a new program of voluntary extended foster care that gives youth a hand through this difficult transition. The program provides monthly board payments, medical/dental coverage, and comprehensive case management. The program teaches them independent living skills like money management, helping them to build successful futures.

Youth are eligible for the program from the age of 18 until their 21st birthday as long as they are participating in one of the 5 eligibility activities (education or employment related). A statewide program, Hale Kipa is contracted to provide the Case Management services on Oahu.

## **ANNUAL GIVING**

Every non-profit organization prizes funding that is not earmarked for specific programs or functions. These “unrestricted funds” can be instantly applied to areas with an immediate need, and can help us apply for government contracts.

That was the thought behind our first-ever annual campaign last fiscal year. It was so successful that we upped the ante this year, doubling our goal to \$200,000. Thanks to an anonymous matching grant of \$75,000, we met our goal — and passed it by a mile: more than \$250,000 was raised.

The Annual Giving campaign helps us keep in touch with our stakeholders, and thank them for their support. A Mahalo Luncheon was held to honor our donors, and each donor of \$250 or more was presented with a Recognition Certificate.

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# Hale Kipa

Building futures for  
Hawaii's at-risk youth

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