



Hale Kipa | 2017 | Annual Report



Where do we  
go from here?



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In our work with youth, we stress that in order to reach their goals, they need to persevere. That means keeping their goals in sight, dealing with setbacks, calling on reserves of strength, and reaching out for help when it's needed.

It's a message that we ourselves have had to rely on over the last four plus decades.

Today, Hale Kipa is a healthy agency with deep roots in the community. But over our 47-year history of providing social services in Hawai'i, we've had our share of difficult times. In the past few years, the volatile nature of the economy and uncertain government commitment to the kinds of programs we provide have made it a challenge to keep focused on our long range goals. We have had to call on our own reserves to keep moving forward.

Our perseverance has paid off, as we knew it would, in very concrete ways. We are about to break ground for our new Weinberg Campus, a project that has been in progress since we purchased a prime parcel of land on Old Fort Weaver Road in 2006. The Campus will bring together many of the agency's functions, including two brand new shelters and a multi-purpose service center, and promises to solidify our ability to serve Hawai'i's youth for decades to come.

# HANGING IN





"It always seems impossible until it's done."

- Nelson Mandela



## Punky Pletan-Cross

*Chief Executive Officer*



As it has a habit of doing, the landscape of social services is shifting once again — but now in ways that are increasingly difficult to predict. This uncertainty requires tremendous nimbleness in just about every area of running an agency. Technology is changing the delivery of human services, and falling behind even a little bit is alarming. Hiring good people is more challenging than ever, now that spending a career with a single company looks like a sepia toned movie. Most alarming, those we serve are finding themselves falling farther and farther behind as the rate of change accelerates.

That's why it's more important than ever to know where we've been... and where we want to be going.

There have been three distinct phases in the evolution of Hale Kipa. As the earliest days of the agency were as a "start-up" and somewhat disorganized, the first real phase began once Sam Cox was hired as Executive Director in 1976 and the organization stabilized. During the 22 years of his tenure, Hale Kipa grew steadily in size and impact. When Sam retired in 1998, Hale Kipa was considered primarily a shelter provider with "enhanced services" including Independent Living, Kamala Foster Care, Youth Outreach (YO!), and the Transitional Living Program (TLP).

When I succeeded Sam in 1998, the agency began a dramatic expansion by becoming a major CAMHD (Child And Adolescent Mental Health Division) provider. That growth helped us to achieve our accreditation, but ultimately slowed as the CAMHD contracts ended. After the closing of the last of our CAMHD residential programs in 2012, Hale Kipa found itself primarily an outreach case management agency while still providing therapeutic foster care and shelter. We renewed our commitment to our core competencies: strength based, trauma informed and relationship driven. It's how we work with youth, and how we've thrived as an organization.

That second phase of our history is coming to a close as I approach the 20<sup>th</sup> year of my own tenure as CEO. And while programs have come and gone over the years, the end of this era signals major organizational changes. For one thing, it is marked by the culmination of our work to develop an agency-wide culture that will serve us well as we move forward. We are now in a position to attract the kinds of young people that, after learning in top universities here and around the world, will be ready to apply the best practices they've learned to help our community.

The next phase will also see our move to the new campus in Ewa. In our new home, we can develop a sense of place in a community where we are committed to developing connections to the neighborhood, to other service providers, to the University of Hawai'i West Oahu, and to becoming a "good neighbor." It's the natural progression in our rich history.



# RIDING THE WAVE

When social service organizations face uncertain times, there are two levels of change to consider. On the one hand, there must be organizational changes to adapt to the new reality: budget, scale, hiring, and funding. On the other hand, major changes may require rethinking the programs themselves, both in terms of scale and, sometimes, their very existence.

In the past 20 years, Hale Kipa has done well in evolving with the times on both fronts. We are more integrated than ever, with a greater coherence between our culture and our programs. That promises to evolve even further after the move to the Weinberg Campus.

Programmatically, it has been a rockier road. In recent history, Hale Kipa had five emergency shelters. Now the agency operates two. While that represents a certain downsizing, it shows perseverance: at one point we were on the verge of closing all of our shelter services because of financial challenges. Today, our shelter programming has reemerged at the core of the agency's identity as a "House of Friendliness."

Another core of the organization is the Independent Living/Imua Kakou Program, a resiliency skill-based program for older youth. The ILP model has come into its own, supported by research on adolescent brain development and the role of long term support. It's the best way to assist youth with histories of trauma and disruptive family life to become successful as adults.

Hale Kipa's street outreach program YO! has always been a challenge due to the very nature of its work with street-identified youth in urban Honolulu and Waikiki. The program is more relevant than ever with teen homelessness on the rise, and significant effort is being funneled to communicate its value to the community.

Highlighting our commitment to the education

## A SEA CHANGE

As Hale Kipa undergoes its most significant evolution in decades, we find we're not alone. In fact, there are a number of transitions happening in Hawai'i's social services community. Several CEOs are retiring including Howard Garval at Child and Family Services, Jerry Rauckhorst at Catholic Charities, and Paulette Bethel at Family Programs of Hawai'i. Ron Higashi, CEO of Susannah Wesley Community Center has also announced his retirement within the next year.

of our youth, Hale Kipa is now working with Lili'uokalani Trust, Family Court and the Department of Education to design and initiate a school attendance support program on Kauai. Keeping youth in school serves the dual purpose of getting them educated, and giving them purposeful use of their time.

### A HUMAN TRAGEDY

All over the country, especially in locales close to borders and points of entry, officials are seeing an alarming rise in human trafficking and commercial sexual exploitation. In response, the Susannah Wesley Community Center contracted Hale Kipa to partner with them and Parents and Children Together (PACT) to take action. With our deep experience in working with youth that have undergone trauma, Hale Kipa is well aware that the victims of trafficking may need emergency shelter. That is why we are working with our partners to open a new assessment center/emergency shelter in the next fiscal year.

### FUTURE CHALLENGES

As challenging as the last phase of our history has been, the future is likely to be tougher. With the current focus on funding for the homeless, especially adults and families, the employer retirement system, public sector union pay raises, and fixed rail, Hawai'i's lawmakers are unlikely to commit to new services in youth services.

That means that youth who have come so far in dealing with their emotional and behavioral challenges will not have an easy time as young adults. There is a dearth of living wage jobs. Affordable housing is increasingly rare, in spite of a skyline full of cranes, and single young adults will have a tough time finding a safe and clean place to live. Help will also be harder to find. Several agencies are in danger of closing their doors as contracts for children's mental health services are canceled. There will be wide gaps in services that youth will inevitably fall through. Some will wind up in Hale Kipa shelters, or wandering in and out of YO! Rarely will they receive the higher level of services that could make or break their future.

If ever there was a time for perseverance, both for Hawai'i's youth and for Hale Kipa, it is now.

With that will come a new generation of leadership, best represented by Ryan Kusumoto who succeeded Ruthann Quitiquit at PACT (Parents And Children Together). They will bring a new sensibility to their work, having grown up in an age where reliance on technology and the awesome rate of change are givens. These CEOs may have a different skill set, and may be more inclined to make their mark in a much shorter time frame. In Hawai'i, where relationships are fundamental to how organizations collaborate or compete, the landscape will be more fluid than ever.



## BRANDY

Sometimes, when we talk to Hale Kipa alumni, we ask them to tell us what they'd say if they had a chance to talk to Hawai'i's lawmakers, what legislators should know about the challenges Hawai'i's youth face every day.

"Oh, I did that," said Brandy in a recent interview. "I went to Washington with the National Foster Youth Institute and spent the afternoon with Representative Tulsi Gabbard. I told her, 'If you could fund only one program it should be Hale Kipa. Without them I wouldn't be here in your office. I wouldn't be alive.'"

That's the kind of person Brandy is.

The kind of person that has persevered through several foster homes, starting at age 13, who fought drug and alcohol addiction and won. Who, with Hale Kipa's help, just got her first apartment on her own, and is sharing it with her younger brother whom she watches out for.

Brandy persevered, but she didn't have to do it alone. She credits Hale Kipa with being there for her all the way.

It was in her first foster placement that her social worker put in a request for a Hale Kipa case manager. "My foster sister was actually a family friend. Her Hale Kipa case manager was already a supervisor — Michelle Kinimaka — who had been at Hale Kipa for 20 years. I told Michelle, 'If I don't get *you* for my case manager, I don't want to be in the program.'"

Brandy says she was just kidding at the time, but Michelle wasn't taking any chances. She



took the assignment. The two became close — so close that when Michelle heard about an opening at the Hina Mauka treatment center, she personally took Brandy there, and visited her every few days.

Brandy knows she isn't out of the woods. She's got a place to live and a steady job. She has plans to get her degree in social work so she can help other youth by calling on her own life experiences. She is hopeful for the future.

But if Brandy has learned anything, it's that life takes perseverance... and that perseverance pays.

## BRIAN

When it comes to Brian's personal progress, his mom, the Family Court judge, his Ka'i Like Program Mentor, Brad, and his high school counselors all agree: Brian has come a long, long way. To hear him tell it, Brian says the same about himself.

Things weren't so hopeful just a year and a half ago. Brian had dropped out of school, was heavy into drugs, and had a major anger problem. Then he was arrested for assaulting his mom. He was 16 years old.

It is at this point that lives can be changed. Without a friendly hand, Brian would likely have gotten swept up by the system. Detention, out-of-home placements, more anger, less hope. It's the path on which many tragic lives start out. But with caring, encouragement and the right resources, another path can be taken, and tragedy averted.

Thanks to Hale Kipa's cooperation with Family Court, Brian met up with Brad from Hale Kipa's Ka'i Like Program, a core program that reaches into the juvenile justice system to support and strengthen youth before bad behaviors turn into hard habits. As it has for so many young people, Ka'i Like put together a plan to give Brian a fighting chance to succeed.

That plan involved a return to school, anger management classes, drug counseling — all brought to center around Brian's unique situation and needs. By acting quickly and firmly, Brad helped Brian pull out of a tailspin.

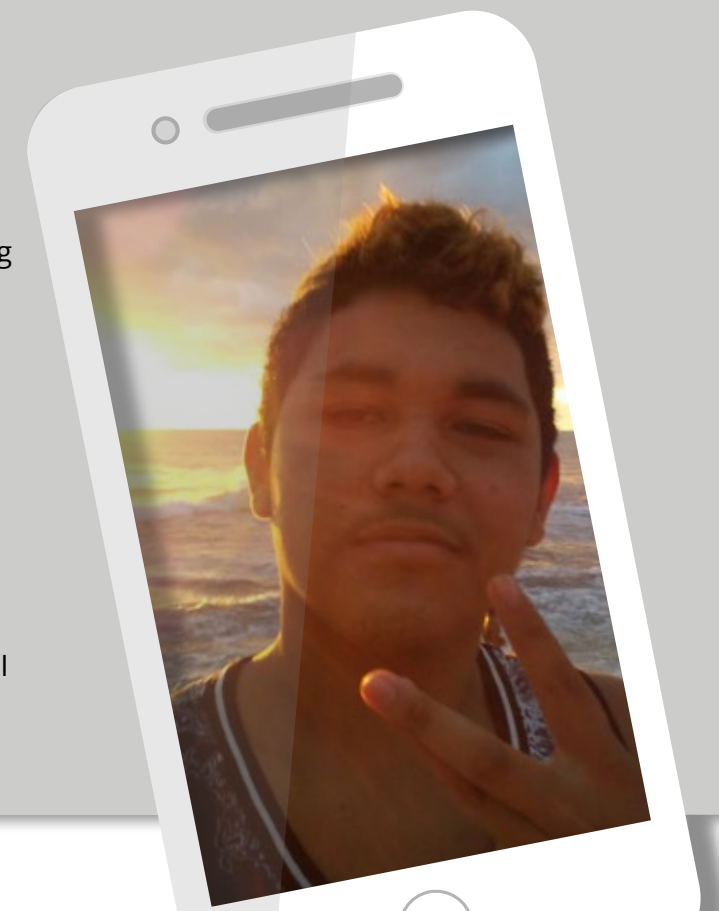
Of course, none of it would be possible without the strength and determination of Brian himself. "I had to do what I was supposed to do. I didn't like

it at first because I didn't like following all these rules. But then I started to see results. I realized everything Brad was telling me was to help me."

Here's where Brian stands now: He's off drugs. He's got a month left of probation. He's getting along well with his mom. ("We still argue. But now we talk it out.") And he's just graduated from Adult Friends for Youth's alternative ed C-Base program with a high school diploma.

"They tell you stuff you need to know. How to get a job, save money... life skills."

Brian doesn't know exactly where he's going from here. What 17-year-old does? He's considering the military, or learning a trade. He does know where he's *not* going — to that place of anger and desperation he left behind.





The Weinberg Campus will change the way we do business.



## OUR NEW NEIGHBORHOOD

Almost 14 years after we launched the capital campaign for our new home, the new Weinberg Campus is ready to break ground. For everyone at Hale Kipa — and in the social services community that we have been an integral part of for the last four decades — that reality is beginning to sink in. There are about to be dramatic changes in how we do business and how we are perceived.

On a practical level, Hale Kipa will be leaving its Pi'ikoi Street offices in urban Honolulu, as well as space in a Waipahu office building. Our administrative staff and much of our Oahu program staff will move to the new Service Center in Ewa.

The Weinberg Campus will also include two new shelters. For one thing, now that they are on our own land, they will be essentially NIMBY-proof and save the agency the stress of dealing with unhappy neighbors. More importantly, these state-of-the-art facilities will provide quality services in a controlled “trauma informed” environment. Staff will have the ability to supervise and work closely with youth, encouraging their aspirations for a higher living standard for their future.

The upcoming move signals a shift in Hale Kipa’s corporate culture as well. When the administrative staff — the people in HR, accounting & finance, IT, QI, development and management — share a building with the Program Coordinators and our Outreach staff, great things are bound to happen. It will be the first time many of the office staff will be routinely in contact with those that we actually serve. It is bound to make us a better agency. And while not all staff will have permanent space in the new facility, most will be there frequently. They’ll see first hand the range of work we do with youth and families, both in the shelter and those coming in for counseling, case management, and other services.

Finally, while Hale Kipa has always been a community-based organization, after 47 years, there was no one community that we called home. That all changes with our permanent presence in West Oahu. In all, the move to the new Weinberg Campus will provide the punctuation to the end of an era for Hale Kipa — and the start of a new one.



FINANCIAL STATEMENT

REVENUE and SUPPORT	2017	2016
Government Fees and Contracts (Note 1)	\$6,143,279	\$6,258,999
Contributions	3,954,389	1,062,630
Aloha United Way	177,461	172,686
Interest and Dividends (Note 2)	24,563	7,658
Net Realized and Unrealized Loss on Investments	(955)	(16,491)
Gain (Loss) on Sale of Property	--	(180)
Other Income	64,091	79,872
Net assets released from restrictions (Note 3)	--	--
Total Revenue and Support	10,362,828	7,565,174
EXPENSES (Note 1)		
Program Services	5,908,022	6,148,867
Management and General	1,310,654	1,210,899
Fundraising	57,949	58,618
Total Expenses	7,276,625	7,418,384
CHANGE IN NET ASSETS	3,086,203	146,790
NET ASSETS AT BEGINNING OF YEAR	3,632,783	3,485,993
NET ASSETS AT END OF YEAR	\$ 6,718,986	\$3,632,783

Note 1 — Hale Kipa received approximately 59% and 83% of its support and revenue from government contracts during the years ended June 30, 2017 and 2016, respectively. A significant reduction in the level of this support, without an increase in other sources of support and revenue, could have an adverse effect on Hale Kipa’s programs and activities. The governmental agencies require the fulfillment of certain conditions as set forth in the contractual agreements, noncompliance of which could result in the return of funds to the government.

Note 2 — A \$200,000 endowment contribution from the Harry and Jeanette Weinberg Foundation (Foundation) is for the repairs and maintenance of various shelters and facilities. The contribution is deposited in a federally insured bank in the State of Hawaii as prescribed by the Foundation and may not be withdrawn without approval of the Foundation. The income and the appropriated expenditures from the endowment amounted to approximately \$1,500 for each of the years ended June 30, 2017 and 2016.

Note 3 — Temporary restricted net assets are released from donor restrictions primarily by incurring expense, which satisfy the restricted purposes or by the passage of time. Net assets of \$706,995 and \$120,183 in 2017, and 2016, respectively, were released from restrictions for program, administrative expenses and capital campaign expenditures.

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.

PAWS FOR A CAUSE



Paws for a Cause, our doggie day care/entrepreneurial initiative/youth training program open since February 2015, closed on November 28, 2016. Feedback from the clients of Paws for a Cause had been overwhelmingly positive, and the comments about the staff, the quality of care that the canine family members received, and the overall quality of the program was extremely heartening. But, in spite of much effort, investment and hard work, we were not able to achieve financial stability to the extent that was necessary for Paws to remain open.

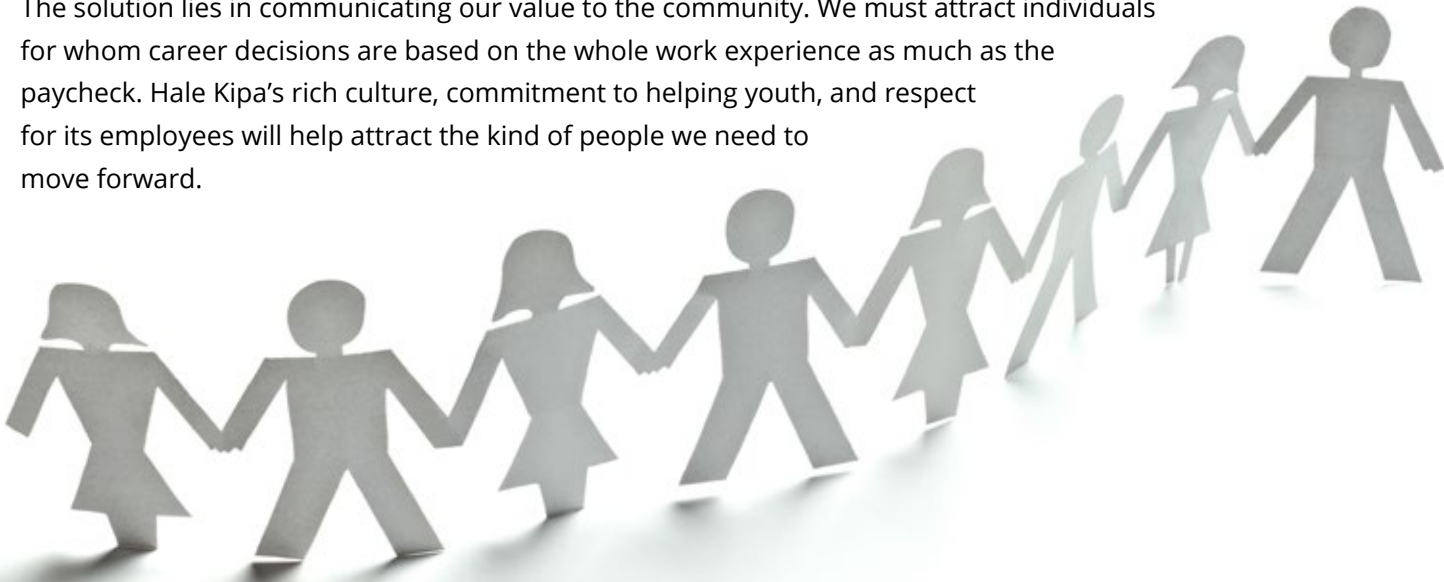
We have taken away lessons from this initiative and have learned from past experiences that when windows close, others open. Therefore, we are optimistic that we will get another opportunity down the road to connect dogs with adolescents and young adults for the benefit that that relationship can have on trauma. Remaining focused on the intended goals of the program motivates us to move forward from the lessons we have learned as we continue to seek other opportunities that will assist us in continuing to walk alongside those who we are privileged to serve as they continue their journeys, confronting the issues that are barriers to the futures that they want to create.

LOOKING FOR A FEW GOOD PEOPLE

The non-profit sector in Hawai'i is facing a hiring crisis. That's because non-profits, facing shrinking state contracts, are having a hard time keeping up with overhead, much less pay competitive wages. Hale Kipa and others are competing with hundreds of local businesses for entry-level employees.

For our Master's degree level positions, the problem is even more pressing. Prospects that might serve as therapists in Hale Kipa programs, like Intensive In-Home Services and Transitional Family Homes, are increasingly drawn to the higher wages paid by private practice.

The solution lies in communicating our value to the community. We must attract individuals for whom career decisions are based on the whole work experience as much as the paycheck. Hale Kipa's rich culture, commitment to helping youth, and respect for its employees will help attract the kind of people we need to move forward.





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