



# **E Holomua Kākou!**

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**HALE KIPA**

2022 ANNUAL REPORT

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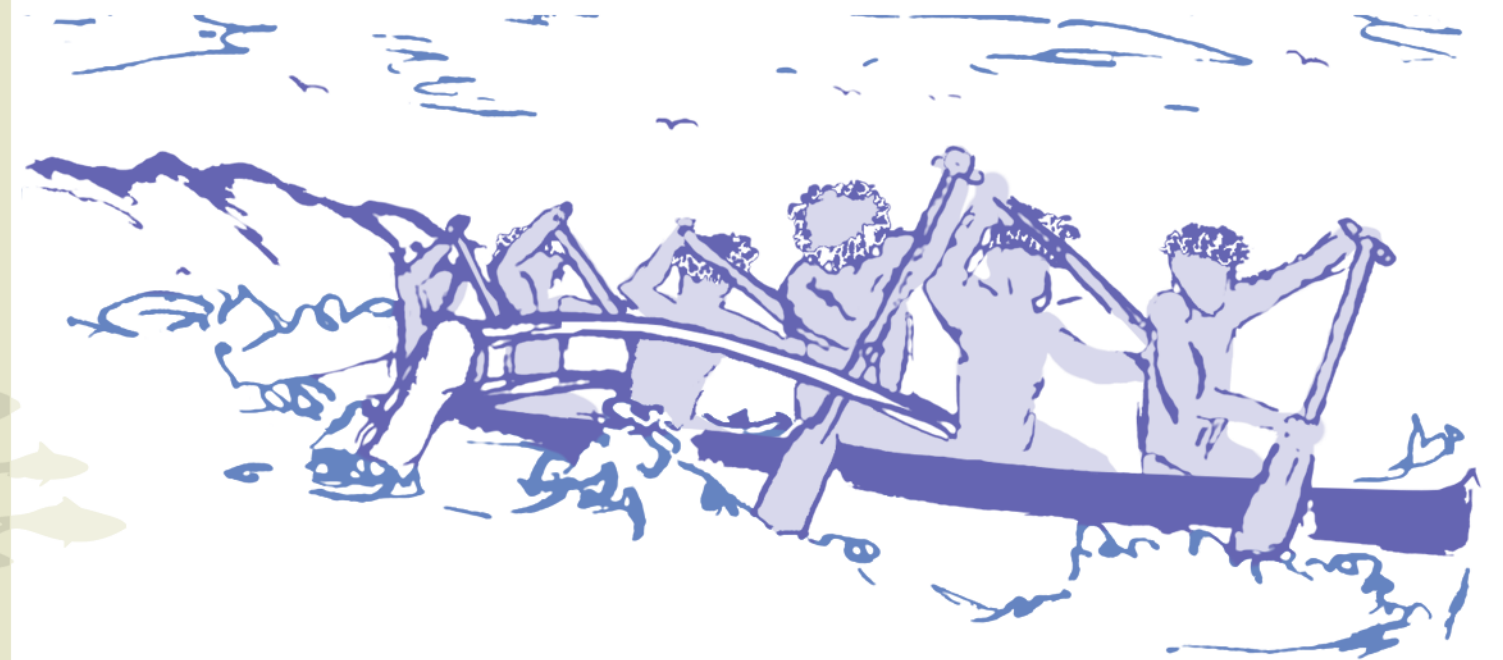
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## E Holomua Kākou!

For an outrigger canoe to propel forward, every paddler must pull in unison and with the same technique. Each crew member needs to understand their kulana (role) and their kuleana (responsibility). If even one stops paddling, it puts extra weight on the rest of the crew.

The Hale Kipa 'ohana works much the same way. We are incredibly proud of every single employee who gets in the canoe every day and plunges their paddle into the water, eschewing fear of waves. With our new leadership and organizational structure and strong team culture, we will continue to E Holomua Kākou (move forward) actively and with intentionality to provide needed services to Hawai'i's deserving youth and keiki.

## DEDICATION • RESILIENCE • SUPPORT

Aloha e,

As I reflect on my first year as CEO of Hale Kipa, three things truly stand out to me.

First, is the incredible dedication of our staff. I am continually in awe of their commitment to Hawai'i's youth. The young people we serve deserve to live healthy, productive lives, despite their past challenges. Hale Kipa's staff acts every day to help these young people thrive, whether it's mentoring youth in crisis, organizing a fundraiser, or collaborating with another community-based organization to create a needed program. They know that working to protect our children and strengthen families is not a fair-weather job. Even in the face of underfunded contracts and staff shortages, their dedication never falters.

Second, is the resilience of the human spirit, which I observe both in our employees and in Hale Kipa's true heroes – the youth and young adults we serve. Despite seemingly insurmountable obstacles and even unspeakable trauma, they continually strive to create the lives they want for themselves. It is their perseverance that inspires our organization to continue its efforts.

Lastly, is the tremendous amount of support and encouragement Hale Kipa's Board of Directors has provided for me during my transition as CEO. I continue to be humbled by their confidence and faith in me to lead this remarkable organization following a predecessor who served for nearly 24 years.

I am blessed to have been accepted into Hale Kipa's 'ohana and so proud to be part of this amazing team. May we continue in the spirit of *laulima*, working together to *E Holomua Kākou*, move forward together!

Mahalo piha,



Venus Kau'iokawēkiu Rosete-Medeiros  
President & Chief Executive Officer



In the spirit  
of *laulima*,  
**E Holomua Kākou!**

## EMERGE VICTORIOUS

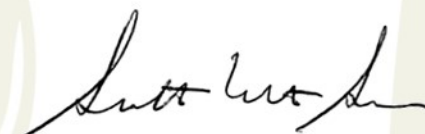
Hale Kipa 'ohana, partners, friends, and supporters:  
Aloha mai kākou.

I find it especially fitting that the theme of Hale Kipa's annual report is *E Holomua Kākou*, moving forward together. Our new CEO, Venus Rosete-Medeiros, embodies the spirit of collaboration to move Hale Kipa and our entire community forward to a healthier and stronger future. Venus also comes to us from Kamehameha Schools, where both in her career and in her school days, she was encouraged to *imua lanakila*: move forward to victory!

Victory for Hale Kipa means meeting the needs of our youth and families, providing them with safety, stability, and the foundation to live positive lives. To emerge victorious, we need an agency that is financially strong, well-governed, and staffed with people who are dedicated to Hale Kipa's purpose and each other. Achieving victory also requires that we excel in building trusting relationships with partner agencies, funders, and the community. The stakes are too high, the challenges are too great, and the resources are too limited to go it alone.

In the last few years, we've accomplished a tremendous amount, opening our new 'Ewa campus and navigating the dark days of the pandemic. We also successfully transitioned Hale Kipa's leadership from long-standing CEO Punky Pletan-Cross to Venus. Hale Kipa will be forever grateful for Punky's service and leadership and for providing such a strong foundation. We couldn't be more excited about the bright and promising future ahead for Hale Kipa.

On behalf of the Hale Kipa Board of Directors, mahalo nui for your faith, time, and support. We look forward to moving forward together!



Scott Seu  
Chair, Board of Directors



**Imua lanakila:  
Move forward  
to victory!**

## JAQUE KELLEY-UYEOKA reflects on her career and Hale Kipa's remarkable resiliency



**D**eputy Chief Executive Officer, Jaque Kelley-Uyeoka, Reflects on her Career and Hale Kipa's Remarkable Resiliency.

In more than five decades of helping Hawai'i's youth, Hale Kipa's one constant has been its adaptability and strength. In the face of financial instability, organizational changes, and societal shifts, Hale Kipa has remained true to its mission of supporting keiki and their families who often have nowhere else to turn.

Since 1979, Deputy Chief Executive Officer Jaque Kelley-Uyeoka has had a front-row seat to all the constants and changes. As she anticipates her retirement (or in her words, "rewirement") at the end of this year, she reflected on Hale Kipa's resilience, as well as the remarkable strength of its staff and of the population it serves.

Many times, in the organization's history, Hale Kipa has endured under- and loss of funding, but never just gave up on a program and would even keep it going so that it could gracefully transition the youth and families served, either within Hale Kipa or to other external organizations.

"I can't begin to emphasize how resilient our staff is. They are models for our youth and all who surround them," Kelley-Uyeoka said. "They've always been willing to do a little bit more to keep programs open and to serve the youth. They are not here for the money. They choose to do it because it's their passion and their purpose. They're here for the altruism. They're here because they have a deep care for their community, and you don't abandon your community when it's suffering."

Kelley-Uyeoka, who grew up in a small town in Massachusetts in the Berkshire mountains, was inspired to pursue a career of service by watching her father, a blacksmith, and her mother, the town

tax collector. Both continuously gave back to their tight-knit community. She was further motivated to serve after a fire wreaked havoc on a neighborhood property. Watching her parents assist those victims and helping them do so confirmed that helping others was her singular calling.

After completing her bachelor's degree in social work, she took a huge leap of faith by getting on a plane for the first time in her life and going somewhere radically different and far from her home for her master's degree—the University of Hawai'i.

In 1979, Judy Sakai, a program director at the time, hired her to work for Hale Kipa, and the rest—as they say—is history.

When Kelley-Uyeoka began working for Hale Kipa, it was still just two emergency shelters serving girls and boys.

**Looking back over her career, she notes that the flagship program, the emergency shelters, has persevered through many challenges and will continue to be there for Hawai'i's youth if they're needed.**

In addition, a few programs that had short lives at Hale Kipa stand out as impactful, such as Power Teens, which trained teens to express themselves through drama, a residential program for LGBTQ youth, and the Hawai'i Advocate Program. The Hawai'i Advocate Program launched in 2004 with mentorship from the Youth Advocate Programs and gave Hale Kipa statewide reach.

"It was pretty significant in terms of the number of staff, the youth we served, and the benefits," Kelley-Uyeoka said.

Through it all, Kelley-Uyeoka noticed that now more than ever, youth need the services provided by Hale Kipa, other nonprofits, and community organizations.

"There's more youth who seem alienated and disconnected, maybe from social media, schools, trauma, incarceration, and abuse in families that have led kids to suicide attempts and other mental health issues," she said. Despite these intense obstacles today's young people are "beacons of resiliency."

"Overall, I have seen so much talent and creativity in these young people," she said. "They are poets and artists, and they are sensitive and in deep, deep touch with their feelings. So many dream of helping others. It's their brothers and sisters—their extended 'ohana—and they want to make it better for them, which is truly inspiring."

Going forward, Kelley-Uyeoka hopes that Hale Kipa remains true to its mission of working as part of a larger community team to provide services that help youth and families thrive, that the staff has the resources they need and that it maintains its effective board of directors.

"I hope there's a time there's no Hale Kipa needed, but it's not going to be in the near future," she said.

As for her future, Kelley-Uyeoka is looking forward to spending time with her partner, her children and grandchildren, and traveling. She also hopes to learn to indulge in new hobbies, learn to grow orchids, and try her hand at some sustainable farming on their property on Hawai'i Island.

# REINFORCING THE PILLARS THROUGH COLLABORATION

As we conclude 2022 and look ahead to the new year, it is impossible not to acknowledge that these are challenging times for community-based organizations (CBOs) such as ours. Underfunded contracts, staff shortages, inflation, and cost of living increases are all taking a toll.

Despite these obstacles, Hale Kipa has emerged undeterred from its crucial mission. And there are some incredibly positive things happening in Hawai'i's nonprofit world with creative, collaborative solutions.

To properly support Hawai'i's youth, every pillar that takes care of this population — CBOs, the government, and families — must be sturdy. When one pillar is weakened, the others must step in to provide reinforcement. And that is exactly what is happening today.

Hawai'i's CBOs are coming together like never before to tackle the common hurdles we are facing, and it's an amazing thing to witness! With this power in numbers, we have incredible momentum. Watching our CBOs discuss and solve our common pain points gives us hope for a very promising outcome and a bright future.

Hale Kipa is collaborating with a few organizations specifically created to tackle some of the challenges in the nonprofit world.

To improve underfunded contracts, Hale Kipa is a member of the True Cost Champions. Convened by the nonpartisan member advocacy organizations HANO (Hawai'i's Alliance of Non-profit Organizations) and Hawai'i Appleseed's PHOCUSED (Protect Hawai'i's 'Ohana, Children Under-served, Elderly, and Disabled), the True Cost Champions includes representatives from many CBOs working in solidarity to ensure contracts reflect the "true costs" of the important work that Hale Kipa and other nonprofits are undertaking.

Hale Kipa is also an active member of Nā Kama a Hāloa, a network of community-based organizations, which came together to address the overrepresentation of Native Hawaiians in our child welfare system.

Lastly, we are participating in the Mālama 'Ohana Working Group. This statewide network was created to engage stakeholders — including representatives from the Department of Human Services (DHS), Child Welfare Services (CWS), those who have participated in or work for the CWS system, and Native Hawaiian serving organizations — to recommend transformative changes to the current CWS system.

With these positive developments, Hale Kipa is anticipating a strong year. These collaborations will help ensure every pillar is strong, so we can continue to move forward with our vitally important mission of supporting our State's youth.

# PROGRAM PROFILE KALIHI JUVENILE ASSESSMENT CENTER

In 2022, Hale Kipa opened the Kalihi Juvenile Assessment Center. The program provides supportive services to youth who have received civil citations in the Kalihi area by connecting with the police to reunite them with their families and provide other crucial assistance. Services include systematic case management, transportation, and family support with Hale Kipa's usual, "do whatever it takes," attitude.

The Kalihi Juvenile Assessment Center is a crucial step in helping youth address their situation, discover and cultivate strengths, get on a positive trajectory, and prevent an arrest record that requires family court intervention.

So far, the program has exceeded its performance targets. Eighty-five percent of the youth who have completed the program, did not have new offenses, and remained arrest-free three months after being discharged.

## ALUMNA PROFILE Shyla Kahal



Shyla Kahal used to hold her feelings in. When they eventually did escape, it was in the form of intense anger. She even broke two bones in her hand from punching a wall.

Through her work with Hale Kipa therapist, Maryam Chapman, she has learned healthier coping skills, including boxing as a physical outlet for intense emotions. Shyla, 17, struggled with substance abuse in addition to anger management.

Working with Maryam helped her to “humble herself,” Shyla said. “I really got to connect with her better than I would with any of my family members and coming from a place where I was never able to open up so I was able to get my feelings out.”

Shyla has not had an easy time of it. When she was seven years old, Child Protective Services removed her from her mother’s home, placing her with her grandmother. Her grandmother was a gentle, loving, and constant presence in her life, but in December 2022, she was diagnosed with stage 4 lung and brain cancer. She died two months later. Shyla helped take care of her, nursing her through the last days of her illness.

The coping skills Shyla learned have served her well through the difficult grieving process, and she hasn’t allowed the hardship to derail her plans. Coming from a musical family, she plays ukulele, which has proved to be another healthy way to communicate and express difficult emotions.

**“Throughout the years, music was my way to reconnect with my family when we had a falling out,” she said.**

Today she is looking ahead to college where she plans to study forensics or criminology. She will soon shift her work to learning independent living skills and wants other young people to give Hale Kipa a chance to change their lives, as it has for her.

“Shyla is very strong,” Maryam said. “I’m very proud of her. Even if I discharge her, I told her I’m not worried about her. She knows enough good coping skills to handle everything.”

## ALUMNA PROFILE Ke’ale Moana Kaluhiokalani-Nicholson



But it wasn’t so long ago that this ambitious, energetic young woman was living out of a car and “couch-hopping.”

Ke’ale was born and raised on ‘Oahu until the 7th grade when she moved in with her grandparents in Arizona. Before her senior year in high school, she returned to ‘Oahu and moved in with an auntie. When that didn’t work out, she had no stable living situation. Her grandmother told her about Hale Kipa, where a case worker got her set up in one of the organization’s apartments. After the COVID-19 pandemic hit, she moved into Lydia House and then into a transitional setting, where Hale Kipa helped pay her rent.

**“Hale Kipa is really the only reason I’m alive,” Ke’ale said. “If I hadn’t had Hale Kipa, I’d be living on the streets.”**

Currently, Ke’ale works with case manager Momi Lievan, whom she values as a sounding board and a source of endless support.

“I throw it all on her and she listens,” she said of Momi. “Having someone to talk to really gives me clarity and insight that people care about me and believe in me and want me to do my best.”

Ke’ale Moana Kaluhiokalani-Nicholson wants to be everything – maybe a social media influencer, a surf instructor, or a hula dancer. Or perhaps she’ll open a restaurant or online store for health and wellness products.

“That’s why it’s so hard for me to decide!” she said with a laugh.

Ke’ale, 22, also loves practicing yoga and working out at the gym. She is working towards her bachelor’s degree from the University of Hawai’i at Mānoa in interdisciplinary studies and hopes to use her communications and marketing skills in a future career (or two!). On the side, she cooks at a restaurant in Waikīkī and plays a Polynesian princess at children’s birthday parties.

# E Holomua Kākou!

## CHARTING NEW HORIZONS

E holomua kākou (moving forward together) reflects Hale Kipa's dedication to this ideal as we transition to a new leadership team and organizational structure. One of the team's first tasks was to create new core values to guide our work and our relationships, both internally and externally. We are proud to share them!



### HALE KIPA

#### Our Core Values • In Practice

**ALOHA** • Aloha for our youth, each other, and our community is at the root of all our work. • In practice, Aloha is our spirit. It's the way we show up, and is embedded in all other values.

- Aloha is in our attitude
- We fill our own cups so we may fill others'
- We reciprocate
- We put aside judgement
- We lead with love
- We show gratitude
- We show aloha in our greetings

**MĀLAMA** • We are kind and caring stewards of our programs built on compassion as places of growth for the youth we serve. • In practice, we are hope and light for youth in darkness. We nurture our light to shine on others.

- We prioritize self-care
- We care for our relationships
- We listen
- We are open to the world
- We take five and make five. We pause for ourselves and others
- We honor others
- We discern what is important

**PILINA** • We are grounded in connections and relationships. We believe in acceptance and honor each person's strengths and differences. • In practice, connections are at the heart of our work.

- We take time
- We appreciate others
- We have shared conversations to build trust and prevent hesitancy
- We are reliable
- We acknowledge what we heard
- We give grace and we forgive
- We are curious and ask clarifying questions
- We define our boundaries
- We seek to know the needs and expectations of our team
- We believe in no regrets
- We are intentional

**LAULIMA** • We work together to be responsive, flexible, and innovative in meeting our commitments to youth and families. • In practice, we are a driving force around our responsive, flexible, youth-driven family work.

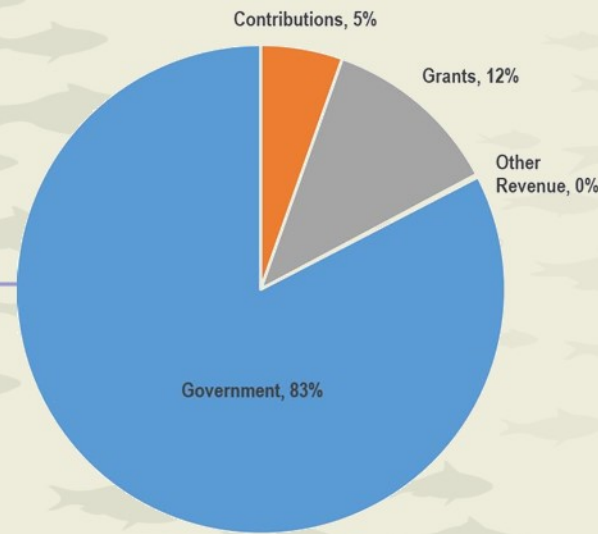
- We see strength in differences
- We stand up for each other and have each other's backs
- We cannot practice laulima alone
- We look for more ways to use laulima with our staff
- We integrate laulima into our programs

**HILINA'I** • We work together to build trust by being reliable and consistent, and creating a safe place for all to be vulnerable and honest with their thoughts and feelings. • In practice, trust comes from consistency and reliability.

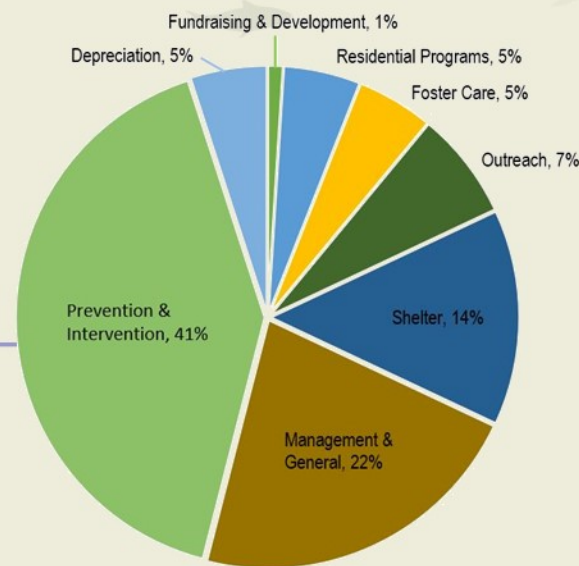
- We invite others in and are open to them
- We take risks and show our vulnerability
- We ask for help
- We clarify our intentions
- We give grace
- We have accountability for ourselves

# FINANCIAL STATEMENT

Revenue and Support	Total
Government Grants & Contracts	\$6,334,790
Private Grants	\$904,979
Contributions	\$415,563
Other Revenue	\$14,399
<b>Total Revenue &amp; Support</b>	<b>\$7,669,731</b>



Expenses	Total
Prevention & Intervention	\$3,280,537
Management & General	\$1,784,157
Shelter	\$1,126,893
Outreach	\$573,965
Residential Programs	\$398,778
Foster Care	\$387,183
Fundraising & Development	\$100,540
<b>Subtotal Expenses</b>	<b>\$7,652,053</b>



Change in Net Assets before depreciation	\$17,678
Depreciation	\$431,191
Change in Net Assets	(\$413,513)

A complete copy of the independent auditor's report is available upon request.

# CONTRIBUTIONS & COLLABORATIONS

We extend our deepest mahalo to all the individuals and organizations that have supported Hawai'i's youth with their contributions in the 2021-2022 fiscal year. Your generous gift helps the continuation of providing essential services that began 52 years ago.

### Partners (\$25,000 or more)

- Aloha United Way
- First Hawaiian Bank
- Victoria S. & Bradley L. Geist Foundation
- HECO / HEI
- Hau'oli Mau Loa Foundation
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Anonymous

#### In Recognition Donations

Leslie Ann Kawamoto In Honor  
of **Chris Benjamin**

Mike Niethammer and Sherry  
King Niethammer in Honor of  
**Katie Bennett** and **Chris  
Deuchar**

Janet and James George in  
Honor of **Virginia Hinshaw**

Brenda and Fred Landes In  
Memory of **Connie Lister**

Ryan Kusumoto in Honor of  
**Punky Pletan-Cross**

#### Collaborations

##### Youth Outreach (YO!)

Waikiki Health, Hale Kipa

##### Kukui Center

Family Promise Hawai'i, Legal Aid Society of  
Hawai'i (LASH), Hawaii Literacy, Healthy Mothers  
Healthy Babies Coalition of Hawaii, Kids Hurt Too  
Hawai'i, Leadership in Disabilities & Achievements  
of Hawai'i (LDAH), Hale Kipa

##### Trafficking Victim Assistance Program (TVAP)

Susannah Wesley Community Center, Parents And  
Children Together (PACT), Hale Kipa

##### Opportunity Youth Action Hui at Kawailoa (OYAH)

Kawailoa Youth & Family Wellness Center  
(KYFWC), Kinai 'Eha, Partners in Development  
Foundation (Kupa 'Aina), Olomana Public School,  
Residential Youth Services & Empowerment  
(RYSE), Hale Kipa

##### Lydia House

Lili'uokalani Trust, Hale Kipa

##### Guide On The Side

Waikiki Health, EPIC 'Ohana, Inc., Hale Kipa

##### Mobile Crisis Outreach

Residential Youth Services & Empowerment  
(RYSE), Hawaii Health and Harm Reduction Center,  
Achieve Zero, Waikiki Health, Hale Kipa

##### Nā Kama A Hāloa

Child Welfare Services, Department of Human  
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Foundation, Casey Family Programs, CoCreative™,  
Hale Kipa

#### Credit

Illustration of canoe paddlers on page 3  
Wainani Lee, Hale Kipa staff member



# HALE KIPA

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