



# THE WHOLE PICTURE

Hale Kipa Annual Report 2013



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# The Sum of Our Parts

*What Hale Kipa does is larger  
than all the things we do.*

In gathering our thoughts for our annual report each year, we get together to talk about an issue that faces our community and the youth we serve. This year, we turn the spotlight on ourselves. What is it that Hale Kipa does, program by program, for Hawai'i's youth? How have we extended our reach deep into the community, to provide help to more families, to reach youth at risk earlier in a troubled trajectory and guide them to a better path? How does each program fit in the overall picture?

To answer these questions, we look at each of our programs with an eye on what they are achieving on a daily basis as individual programs — and what they accomplish together for the good of our community.



**Luke W.T. Yeh**

*Chair, Board of Directors*

**Punky Pletan-Cross**

*President and Chief Executive Officer*

As part of their orientation to Hale Kipa, we take each new board member on a tour of Hale Kipa programs. We want them to see what we do at each point of service so that they get an appreciation for the ways in which we affect individuals. We want them to see how each program relates to the others, and how youth at various stages of adolescence and young adulthood benefit from our programs and services.

At the end of one recent tour, a board member observed that seeing everything together gave her a new appreciation of Hale Kipa, that the whole is much greater than the parts. It is an observation that goes to the very core of what our agency is all about.

When we talk about “wrap around services”, we are thinking in a similar way. We look at the needs of the whole person, rather than the single service they or their family might require at one specific time in their lives. It’s a way of looking holistically at an individual who is working through some challenging point and identifying the kinds of support they might need — right now and in the near future — to succeed as an individual.

What is unique about Hale Kipa, and fundamental to our long term success, is that we provide an integrated continuum of services to our population of adolescents and young adults. Our services include emergency shelter, therapeutic foster care, independent and transitional living, and site apartments for those that are reintegrating into the community. We are also an outreach agency working with youth and families in their homes to identify potential issues and prevent larger problems later on. We do skill building and capacity building and work in the schools to meet educational goals.

Because of this kind of thinking, youth often move between Hale Kipa programs as they successfully discharge from the one phase of the clinical process they came to us for. They can address the issues that are causing them pain or problems—and move on without feeling lost or abandoned. Their ongoing involvement with Hale Kipa provides a sense of continuity and helps them transition into successful adults.

In true “wrap” fashion, our services are not limited to those kinds of programs that are considered clinical, social work, or behavioral. Of course, many of the youth we see require traditional services like shelter, counseling, therapy, case management, and social work. But others might benefit from recreational activities that keep them out of trouble in the afternoon. Some may blossom by participating in art projects or cultural events. Still others may need bare necessities like clothing, shoes, or transportation to school.

Hale Kipa is not the sole answer for all of the youth we serve. No integrated continuum of care in a single agency, no matter how sophisticated or comprehensive, can truly meet all of their needs. We are part of a complex system called “the community at large”, a group that includes peers, family, teachers, social workers and case managers, all of whom have a stake in the lives of our youth. They all play their own, vital role.

Hale Kipa’s part is to provide a safe haven for the youth as they work through the most difficult times in their young lives, and to help them get pointed in the right direction. Hale Kipa — “House of Friendliness” — is a place youth can test new behaviors and take risks, learn and grow. We make it possible with a “no reject and no eject” policy, and by maintaining a profound belief in the capacity of the youth and families to change. We persevere with every youth in the face of resistance and opposition, decoupling the presenting issues from the essence of the individual. For us, they are bundles of strength and potential, not simply problems that need to be solved.

What that board member saw is, in fact, what so many of the youth and families we serve see: an organization that is bigger than a collection of individual programs. It’s the only way we know to truly serve the whole youth.

## **T H E   E C O N O M Y   O F   C A R E**

The service we provide is, for better or worse, determined in part by the economics of the social service system. In fact, some of our most vital programs operate on the barest of margins. They might be funded by public sources up to only 70 or 80%, and will rely on the generation of discretionary revenue. That’s because what a contract pays for services — a shelter bed, or the training of a foster family — is often significantly less than what that service actually costs.

But somehow, our core services do get funded. Recently, the Hale Kipa Board of Directors made a commitment to find sustaining funding to fill the funding gap for our Emergency Shelter program, the heart of what Hale Kipa does. Similar efforts are being made for Intensive In-Home Services and our other core programs. And when we solve the deficit problem in one area, we have more revenue to underwrite other programs.

All of this is to say that private or foundation donations are more important to our youth and their families than ever before. In fact, they can mean all the difference in keeping our programs running. A private donation of \$100 can be leveraged by enabling us to get additional government funds of \$900 — effectively a matching grant of nine to one. It is one more way that our work is inextricably tied to the community we serve.

# SHELTER PROGRAMS

## **EMERGENCY SHELTER**

Emergency Shelter is the foundation on which all Hale Kipa programs were built—it's in our DNA. To this day, Shelter services provide what Hale Kipa was known for when it first opened: a safe, supportive place for youth to stay when needed. Youth generally come into the Boys' or Girls' House as a referral from Child Protective Services, Family Court, or self-referral by a parent or youth. In addition to physical shelter, the program provides assessment; training in developing life, communication and problem solving skills; crisis stabilization; individual and family counseling; recreation; educational support; and referral linkages.

## GERALD

Gerald grew up on the North Shore amid a highly needy and troubled family. With his father in prison and his mother unable to maintain stable residence, he and his five siblings usually stayed with Grandma. With little supervision, the boys were in trouble most of the time, breaking into stores and robbing tourists. Gerald took to selling marijuana and rarely made it to high school. Gerald came to the Hale Kipa shelter ragged and tired of running, unable to focus on what he wanted for his future. But in spite of his background, he was always polite and respectful of program rules. There was something in him—a spark we see in all our youth—that wanted to do better. While with us, Gerald was enrolled into school and did well, showing up every day and using downtime in the shelter to complete homework assignments. He remained with us for about 2 months, at which point he was discharged to a foster family. He is still in school.



# RESIDENTIAL/FOSTER PROGRAMS



## **INDEPENDENT LIVING PROGRAM (ILP)**

Youth who “age out” of foster care or are released from incarceration are in a very sensitive time, and have little margin for error. Hale Kipa’s three Independent Living Programs support them in real life living situations as they transition into adulthood. The Independent Living Program Training Apartment is a skill building program for young men transitioning out of the youth correctional facility or foster care, while Haloa Home is for young women transitioning out of foster care. Both programs help youth make plans for higher education, find employment and secure safe living arrangements. The Step-Up Program helps former foster youth access Section 8 housing and support services.

## **TRANSITIONAL FAMILY HOMES (TFH)**

For youth to make positive changes and reach their highest potential they need safe and nurturing environments in which to learn and grow. Hale Kipa’s Transitional Family Homes provides temporary out-of-home placement and treatment in family home environments. They support youth throughout their developmental process as they deal with trauma and behavioral challenges, recognize strengths and implement realistic goals. These goals are carried out under the direction of a treatment team assigned to each child, from mental health professionals to social workers. TFH services include therapy, counseling, community involvement, and trauma focused interventions. Access to services are 24/7 with ongoing support to our well-trained, licensed and supported resource parents.

## **TRANSITIONAL LIVING PROGRAM (TLP)**

We often describe TLP as “practice for the real world” because it gives young adults the time and space to be on their own, with a safety net so they can learn from their “failures” in a protected setting. This 6–9 month residential program is for young adults transitioning out of homelessness. TLP provides the young adults with a stable place to live and meets their basic needs—while helping them develop an action plan for the future. When they know what needs to get done in the time they are with us, they have less of a risk of becoming homeless again. For most residents, this means getting a job so they can afford to move out, but it could also include going to school, reuniting with family, or enrolling in another program (like Job Corps) that provides housing.

\* Names have been changed

# OUTREACH/PREVENTION PROGRAMS

## **COMMUNITY BASED OUTREACH AND ADVOCACY (CBOA)**

The best time to help youth at risk is before they get in trouble in the system. CBOA helps steer them away from detained facilities, Child Welfare Services and a host of other risky avenues. Youth from 10-21 years old volunteer to be part of the program, which tailors activities and meetings to each individual. Although essentially a case management program, CBOA networks with community-based organizations and schools to provide outreach to truant youth, conduct group sessions in the schools, and have youth attend Hale Kipa's summer series filled with explorative group activities. CBOA provides services on O'ahu and Kaua'i.

## **HO'OKALA**

Ho'okala —Hawaiian for "to free or release"—is a diversion program that works with local police to reunite arrested youth with their families when the police are unable to connect with the youth's family. Ho'okala serves as a bridge to the family and during the time they are with us, the program provides a safe, home-like environment for the youth. Staff also establishes a meaningful connection, completes an assessment, locates the family and releases the youth with information about new community resources. The program provides 24/7 response to the police on O'ahu and Kaua'i.

## **AFTERCARE MONITORING**

A component of the Hawaii Advocate Program (HAP), Aftercare Monitoring serves youth in, or released from, the Hawaii Youth Correctional Facility. In-facility staff assist the youth in the Facility to learn new skills and prevent recidivism, while community-based Advocates assist in their transition back into the community. There they learn life skills, receive educational support and employment or job readiness. Hale Kipa's Advocates help youth maintain parole or probation requirements while linking them to healthy activities to prevent relapse into criminal behaviors.

## **INTENSIVE IN-HOME PROGRAM (IIH)**

Families that have children with behavioral health challenges need specialized help in maintaining a safe and nurturing home environment. Hale Kipa's Intensive In-Home Program provides services for children ages 3-20, that stabilize the living environment and helps them avoid out-of-home therapeutic placements (e.g. psychiatric hospitalization, therapeutic foster care, and residential treatment). Our team of Qualified Mental Health Professionals and Mental Health Professionals works closely with Department of Health Care Coordinators to provide family and individual therapy, development and implementation of treatment plans, safety plans and trauma related interventions, focus on family preservation and cognitive behavioral therapy. Services are offered on the Islands of Hawai'i, Kaua'i and O'ahu.

## **KA'I LIKE PROGRAM**

This program is designed to assist youth who are on probation with Family Court on the islands of O'ahu, Kaua'i, and Hawai'i. The program provides intensive monitoring, tracking, educational and vocational support, and connection to positive alternative activities while promoting skill building and supporting adherence to probation conditions.



### **YOUTH OUTREACH (YO!)**

A collaboration with Waikiki Health, YO! works with hundreds of runaway, homeless, and street identified youth and young adults. YO! outreach workers walk Waikiki and surrounding areas with backpacks filled with snacks, hygiene items, information/referral cards and meet the youth “where they are at.” Outreach shares basic supplies, builds trust, and “advertises” YO! services. The YO! Drop-In center is open three afternoons a week for youth to get a hot meal, take a shower, do laundry, obtain medical services at the clinic, and pick up donated clothing or food. Outside of Drop-In time, YO! works individually with youth on case management goals. For many of the street youth, YO! is the only place they can take a nap on a couch, get a warm shower, or access computers. For some of the youth/young adults who have been on the streets for a long time, YO! is the closest thing to a home that they have.

## KALEO

When he was released from Hawai'i Youth Correctional Facility at age 17, Kaleo returned to a two-bedroom apartment that he shared with his mother and 7 siblings. He brought with him an extensive substance abuse history, an 8th grade education, and a part time job setting up tents at the swap meet. But he also had a strong desire to stay out of jail. He was referred to the Ka'i Like Program by his Juvenile Probation Officer for support with education and employment. Kaleo set ambitious goals through KLP, and agreed to attend Narcotics Anonymous meetings. He enrolled in night classes at Waipahu Community Adult School, working toward his GED. Then, with the assistance of his Intensive Monitor, Kaleo re-connected with an uncle in Florida who has offered friendship, support, and ultimately a new home. Hale Kipa subsidized his airfare to the mainland and when he was released from Juvenile Probation at age 18, Kaleo left Hawai'i for the first time. Waiting for his flight, Kaleo called his Intensive Monitor, tearfully expressing his appreciation for the help he received, and revealing his fear of failing and letting people down. So far that hasn't happened. Kaleo has recently shared with HK that he got his Florida driver's license and is finishing his GED. He's determined to make a good life as a long-haul truck driver and to re-locate his entire family to Florida as soon as he can.



# SUZANNE

There was always a spark of ambition in Suzanne. Even in the Emergency Shelter, she was talking about becoming a marine biologist. But as happens with so many of our youth, Suzanne's course was not straight. She enrolled in enrichment classes with our online education program, but complained it was too easy. She joined Nature Activities for Learning and Understanding (NALU) Studies (ecological learning experiences for at-risk youth), but quit when she ran away from the shelter. She wound up in our foster program, but scoffed at our offer to help her get her online GED. She just wasn't ready. But that summer, when Suzanne enrolled in our Summer Series, something changed. She participated, stayed positive, made friends, and shied away from negative situations. She was flourishing. It is impossible to say where Suzanne will go from here, as it is for all our youth. But we know that offering different opportunities to learn — and being patient to let her come to the one that worked for her — made all the difference.

# EDUCATION PROGRAMS

## **EDUCATIONAL & VOCATIONAL INITIATIVE**

Most of the youth Hale Kipa sees have experienced setbacks in their education due to lack of engagement, frequent moves or absences, and suspensions. They lag behind academically and are in danger of dropping out of school altogether. Hale Kipa's "Ed Voc" initiative helps them catch up academically, keep pace with their peers, re-ignite an interest in education or be linked to alternative programs. Our multi-pronged approach meets youth where they are, addresses various learning styles and offers a well-rounded exposure to Hawai'i's culture and environment. The program consists of an assessment, online coursework that meets Hawai'i state standards, vocational training, and experiential activities like working in a lo'i or collecting native plants in a forest preserve.

## **KAUA'I SCHOOL SUCCESS PROGRAM**

Oftentimes, a youth gets into trouble in school for reasons that are not readily apparent, and that can be effectively addressed once they are revealed. One youth who was recently suspended from school, for example, had actually been the victim of bullying and was acting out in defense. Working closely with DOE, the new Kaua'i School Success Program gets to the core issues that have resulted in a youth being suspended and provides case management and family support to get the youth back on track. In this case, the anti-bullying curriculum at a local Jujitsu class helped the youth to develop confidence and self-esteem in order to address the bullying in a healthy way.

## **PREGNANCY PREVENTION**

To prevent the negative consequences of sex—including unplanned teenage pregnancy and H.I.V. transmission—the Pregnancy Prevention program reaches out to schools, detention homes, other community agencies and Hale Kipa youth. The program touches the deeper issues involved in making healthy sexual decisions, such as intra-personal communication (self-esteem), interpersonal communication (negotiation skills), and goal setting. Youth participate in interactive activities and discussions which encourages behavior that delays sexual initiation, increases contraceptive use, and/or provides a framework for a healthy relationship.

## **SEXUAL EXPLOITATION PREVENTION PROGRAM (SEPP)**

Young people who have had trouble in adolescence are particularly vulnerable to predators that recruit sex workers. Adopted from the work and experience of Sisters Offering Support, SEPP teaches youth and young adults about the facts of Commercial Sexual Exploitation (CSE), debunking the myths and exposing the ways perpetrators recruit. SEPP provides tips on how to stay safe, with an emphasis on Internet safety and social networking, giving youth tools to take greater control of their safety.



# FINANCIAL STATEMENT

REVENUE and SUPPORT	2013	2012
Government appropriations and assistance	4,804,554	5,588,942
Contributions (including Foundation Grants)	818,957	673,974
Aloha United Way Allocation	117,474	108,677
Interest and Dividends	12,127	14,584
Realized and unrealized loss on investments	37,330	(8,017)
Gain on sale of properties	865,165	
Other Income	6,000	12,013
<b>Total Revenue and Support</b>	<b>6,661,607</b>	<b>6,390,173</b>
 EXPENSES and LOSSES		
Program Services	5,096,527	5,495,139
Management and General	1,078,047	925,245
Fundraising	131,603	151,364
<b>Total Expenses and Losses</b>	<b>6,306,177</b>	<b>6,571,748</b>
<b>CHANGE IN NET ASSETS</b>	<b>355,430</b>	<b>(181,575)</b>
<b>NET ASSETS AT BEGINNING OF YEAR</b>	<b>2,318,759</b>	<b>2,500,334</b>
<b>NETS ASSETS AT END OF YEAR</b>	<b>2,674,189</b>	<b>2,318,759</b>

Financial Information as of June 30, 2013 and 2012  
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.

## **NEW LEADERSHIP FOR CAPITAL CAMPAIGN**

One immutable law of capital campaigns is that they take longer than anyone expects. So it is often difficult to maintain a continuum of leadership throughout the process. In that, Hale Kipa has been extremely fortunate to have had Jeannie Hedberg as Campaign Chair since 2003.

Jeannie has seen the campaign through more ups and downs than she could have imagined. In 2013, seeking balance in her work and personal life, Jeannie announced she will no longer be able to provide the leadership that the Cabinet requires, although she will continue to support the capital campaign and Hale Kipa in many other ways. We wish Jeannie much success in all her future endeavors.

Fortunately, the leadership role of Campaign Chair was deftly taken on by Chris Benjamin, COO of Alexander & Baldwin. Chris has been on the Cabinet virtually since the beginning, and understands its goals—and its challenges—as well as anyone. Chris has hit the ground running, overseeing very productive conversations with the Board, and making sure that as the project evolves it will meet the long term sustainability needs of Hale Kipa. He is joined by a wonderful core of Cabinet members who together lead the volunteer efforts to raise capital funds.

Though the combination of the economy and other factors has stalled progress in our long planned capital project in Ewa, the project is still very much alive. The multi-purpose campus on Old Fort Weaver Road will provide a higher level of services to youth, and centralize Hale Kipa administration. The Cabinet continues to pull together the pieces to complete a project that makes sense for Hale Kipa, and that can be funded without adding financial burden to our operating budget.

# CONTRIBUTORS AND COLLABORATORS

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808 Sports League  
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 Pacific, Hale Kipa



**Hale Kipa**

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