

# Rising Together

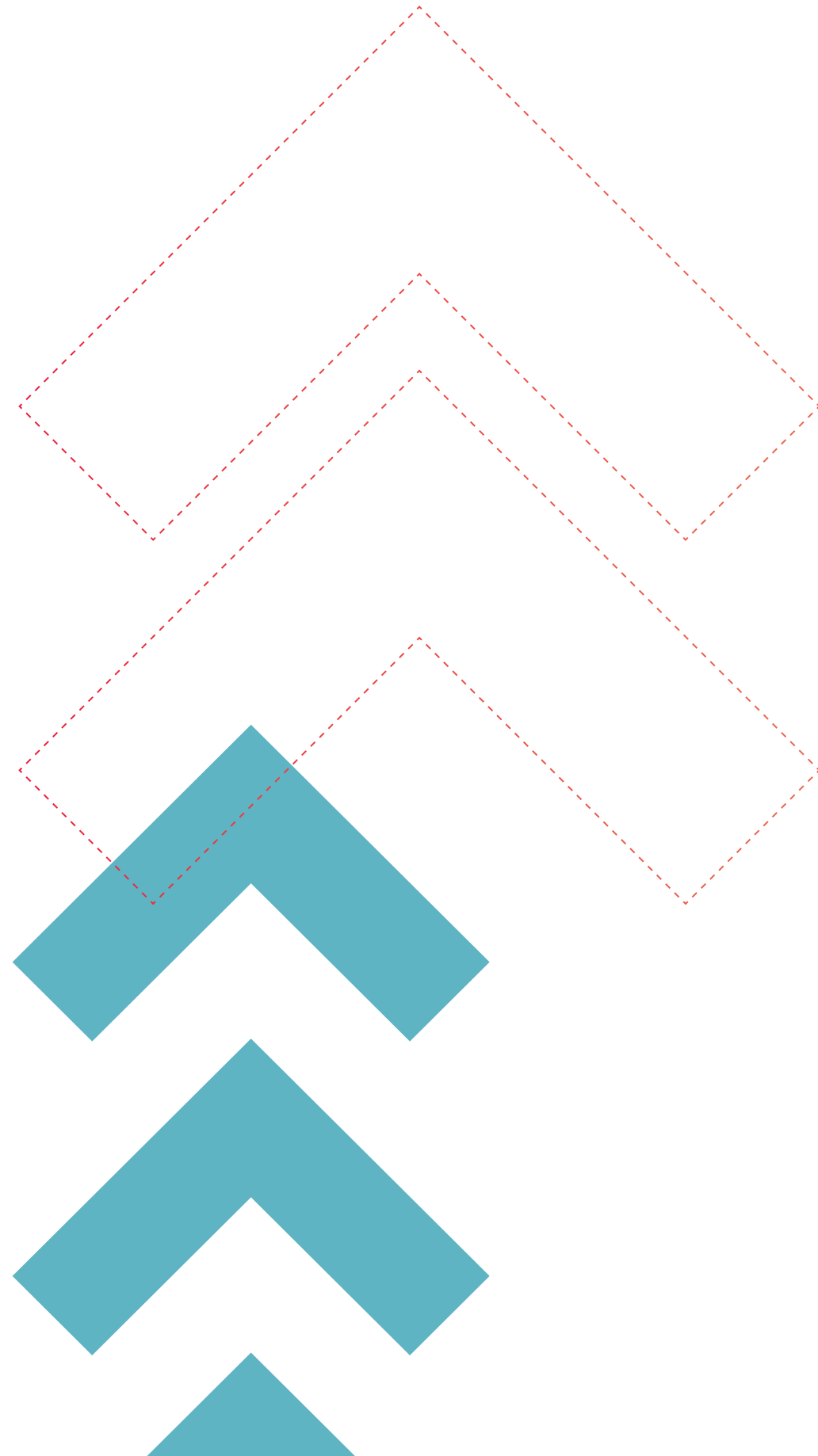


HAWAI'I COMMUNITY FOUNDATION

**2019 ANNUAL REPORT**



**At the heart of everything we do  
is a commitment to deliver  
meaningful impact  
that will benefit  
the people and places of Hawai‘i.**



- > **4** Introduction
- > **5** What We Do
- > **12** The CHANGE Framework  
Stories of Change

- > **29** Our Impact
- > **32** Who We Are
  - Board of Governors
  - Neighbor Island Leadership Council
  - HCF Staff



## *Our world is different after the arrival of COVID-19.*

From this 2020 vantage point, reflecting on 2019 can be challenging. But last year was a turning point for Hawai'i Community Foundation, and it's important to acknowledge the work that was done, and how it helped chart the course for what was to come.

# Laying the groundwork

When we were looking at the data from our CHANGE framework, we saw troubled waters. Nearly half of Hawai'i's residents were struggling to make ends meet. While HCF is many things—a resource, partner, facilitator, funder, convener—based on the data, it was time to add advocate to that list.

Leveraging our CHANGE framework—a set of shared, curated, statewide data—we were able to better build effective coalitions and work to inspire tangible change. In part, with the strong support of state legislative leadership and the executive branch, this led to a package of historic bills designed to reduce income inequality, increase the supply of affordable housing, make childcare and early learning more accessible, and improve educational results. This is just the beginning of the work we have in front of us.

They say a rising tide lifts all boats. In Hawai'i, we have to create a higher tide, so we have a buffer when things get rough. This means we must build a more resilient economy that keeps our most vulnerable buoyant and one that allows the entire community to prosper.

To do this, we have been collaborating with more donors, partners in government and the private sector, and fellow nonprofits than ever before. And more importantly, it means we are bringing together sometimes unexpected coalitions. By gathering groups around the table and becoming unified in our goals, we can take on our community's greatest challenges.

Our more than 100 years of work have been preparing us to tackle critical issues facing our community. Our CHANGE framework laid the groundwork to take us to the next level so that we were able to deploy resources quickly, and strategically, to where they were needed the most. In 2019, we did so much work we are proud of.

And when 2020 came calling, we were ready to mobilize.



**Micah Kāne**  
Chief Executive Officer  
& President



**Peter Ho**  
Board of Governors  
Chair

# What We Do

For over a century, the Hawai'i Community Foundation has worked closely with donors on the shared goal of making Hawai'i a better, more equitable place to live. HCF is the largest grantmaker in the state, but money alone can't change the world.

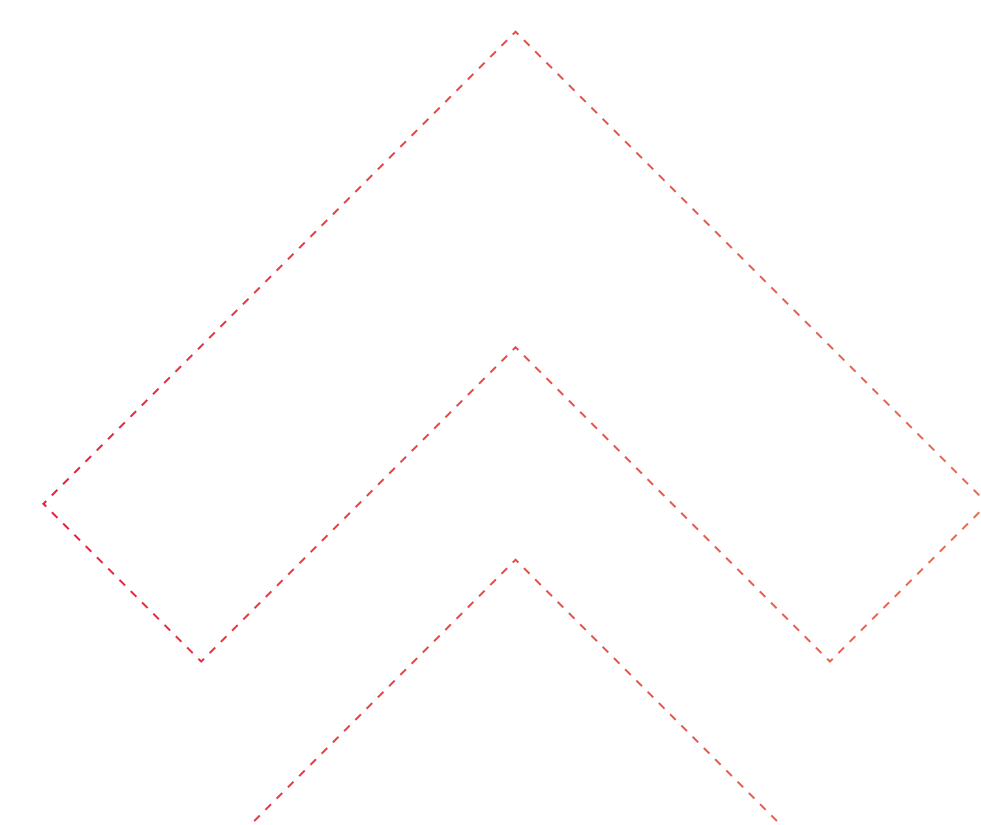
That's where we play a unique role in our islands. HCF generates and shares knowledge about the biggest issues affecting our island communities, and forms collaborations and partnerships among key public, private and nonprofit entities to find solutions.

Because philanthropy is many things—a boost for individuals in their time of need, a catalyst for change, a spark for social innovation, and a lever for reform—the Hawai'i Community Foundation is, likewise, many things. HCF is a resource, a partner, a convener, a funder, an advocate. At the heart of everything we do is a commitment to deliver meaningful impact that will benefit the people and places of Hawai'i.



# We are a nexus.

By bringing together philanthropic partners and leaders from the nonprofit, community, business and government sectors, we forge powerful—and sometimes unexpected—connections to solve Hawai‘i’s most critical issues.





# **We make charitable investments more effective.**

We identify opportunities and needs in the state and work alongside donors to shape their strategies, connect them with community leaders, and design grants and programs to achieve impactful results.



# **We provide community knowledge, cost-effective services and administration for charitable giving.**

Our experience ensuring federal and state compliance eases administrative burdens for HCF clients, and our scale enables us to handle their front and back office administration at a reasonable cost.





# **We create and manage grantmaking to achieve broad impact.**

We maximize the impact of grants and support large-scale initiatives, from affordable housing to fresh water security, and early learning for Hawai'i's keiki.

# We are the recognized resource on nonprofits and philanthropy.

As the “go-to” place to learn about nonprofit agencies, charitable giving, and community issues, we track industry trends, commission studies, organize workshops and conferences, and disseminate information to the community.



# We raise the level and effectiveness of philanthropy and positively influence social change.



By virtue of the knowledge and partnerships gained over a century of experience, we have developed better and more effective ways to work and get results. We want to help others do the same.

*The Hawai'i Community Foundation represents the vision and desire of a community where everyone has the opportunity to thrive. We are tackling some of our state's most challenging issues and finding solutions that can only happen by working together. The CHANGE framework helps us do that.*

CHANGE is a curated, shared set of statewide data that acts as a foundation for networks of people to assess and align their shared goals to make Hawai'i a better, more equitable place to live.

[HawaiiCommunityFoundation.org/about-change](https://HawaiiCommunityFoundation.org/about-change)

Started in 2018, the goal of the CHANGE Framework is to galvanize collective action across philanthropic and civic sectors, and alongside individuals within our community to create equitable opportunities across our state.

### **THESE DATA HELP US BY:**

- Identifying the gaps where help in our community is most needed
- Discovering strengths that can be built upon
- Unveiling places where sustainable data is lacking
- Spotting the opportunities where help can make the largest impact

By working from this common set of statewide data, our community can collaborate and consistently track the progress of our collective efforts. We can better understand which factors are interconnected, and how they affect each other, leading to even more effective solutions.

Each letter of CHANGE represents a sector, or area, that affects our community and its ability to succeed. These letters, which you'll see represented throughout this annual report, are:

C

**COMMUNITY & ECONOMY**

Diverse and Healthy Economy  
Wealth, Income and Asset Building  
Housing Affordability and Cost of Living  
Safe and Sustainable Communities

H

**HEALTH & WELLNESS**

Affordable and Effective Healthcare Delivery Systems  
Improvement in Social Determinants of Health  
Access to Quality Mental and Behavioral Healthcare

A

**ARTS & CULTURE**

Access to Arts Education for Youth  
Nurturing and Cultivating Hawai'i's Diverse Cultures  
Access to Spaces and Opportunities to Practice and Participate in Arts and Cultures

N

**NATURAL ENVIRONMENT**

Strengthened Climate Resistance  
Sustainable Agriculture, Fisheries and Food Systems  
Natural Resource Protection and Revitalization

G

**GOVERNMENT & CIVICS**

Citizen Engagement and Participation  
Effective and Accountable Government  
Strong Corporate Citizenship

E

**EDUCATION**

Access to Quality Early Childhood Education  
Success in School and High School Completion  
Post-Secondary Success and Career Readiness



# build

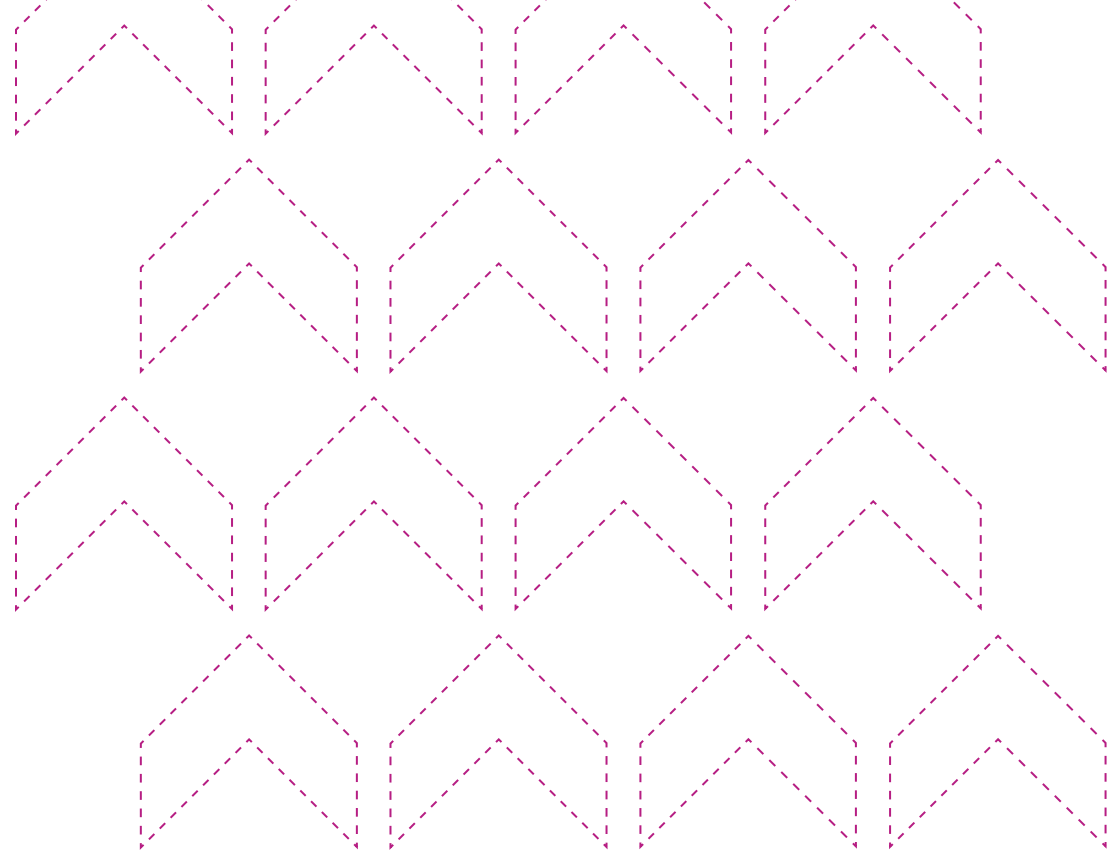
*Housing affordability is a pressing issue throughout the islands—and an especially pressing problem on Maui, where 10% of households live in poverty.*



**Local residents make up only half the population of Maui,** and over the past 15 years, much of the emphasis on housing development has skewed toward high-end luxury homes. That's left a dearth of new affordable housing units in the pipeline.

The problem is not a lack of discussion—the need for affordable housing has been talked about for five decades—but a lack of coordinated, collective action. That's where Hawai'i Community Foundation saw a chance to make an impact.

Using CHANGE Framework data, HCF identified Maui as a place where strengthening the civic infrastructure could support affordable housing development. In September 2019, HCF brought together a cross-sector of stakeholders to come up with a community-driven plan for building more housing. **The goal is to meet the demand for 11,000 new housing units on Maui by 2025.** The majority of these are needed by families making less than \$75,000 a year.



*The percentage of cost-burdened households in Maui county (spending 30% or more on housing) is*

**50.8%**

*which is the highest of any county in the state of Hawai‘i.*

> SOURCE: HUD, 2019

**Solving some of our biggest challenges calls for diverse voices to have a seat at the table.** Dollars are important but so is the ability to bring people together. This collaborative approach is what makes the House Maui Initiative so powerful. We need everyone—for-profit and nonprofit home builders, government, community stakeholders and citizens of Maui—working in tandem to give Maui families the housing they need now, and for generations to come.

**One tangible result of this collective action:** a partnership between HCF and Hawaiian Community Assets—a HUD-certified housing counseling agency and a Community Development Financial Institution (CDFI)—to launch a Financial Opportunity Center (FOC) that will help thousands of Maui residents into housing by building their financial capability.

[HawaiianCommunity.net](http://HawaiianCommunity.net)





# support

*Nearly half of all keiki in Hawai'i experience childhood adversity, which can negatively impact their mental and physical health not only at the time, but also long into the future.*

Promising Minds is Hawai'i Community Foundation's initiative dedicated to improving early childhood behavioral health by investing in the future of our keiki, especially those at risk of trauma, abuse and neglect, or who are dealing with the aftereffects.

Promising Minds launched in 2019 and has two goals: One is to ensure that at-risk children ages 0-5 are not experiencing behavioral issues or delays. Two, that children and parents who have already experienced issues of trauma, neglect or abuse get the tools they need to become more resilient. In 2019, three cohorts of early childhood professionals—home-visiting practitioners, preschool staff, and child care staff—received intensive training, peer learning, and reflection time on trauma-informed strategies.

**Over the course of an 8- to 10-month intensive professional development series, 45 participants became better equipped to address trauma and support children.** They learned from experts but also from their peers, getting actionable ideas such as how to adapt intake processes to better serve families.





*“When it comes to trauma,  
when care comes from a place  
of aloha, you’re going to be OK.*

*If you respond with aloha, you’re not going  
to continue to traumatize them; you’re  
going to help them heal.”*

> PROMISING MINDS PROGRAM GRANTEE

## *As the next steps, Promising Minds will*

- > Launch a Fellows Program for behavioral health clinicians.
- > Strengthen ways for all different types of practitioners working on early adversity issues to connect with each other, find and share vetted research and information.
- > Partner to develop policy and data solutions to better address children and families in the critical early years.

[HawaiiCommunityFoundation.org/strengthening/promisingminds](https://HawaiiCommunityFoundation.org/strengthening/promisingminds)

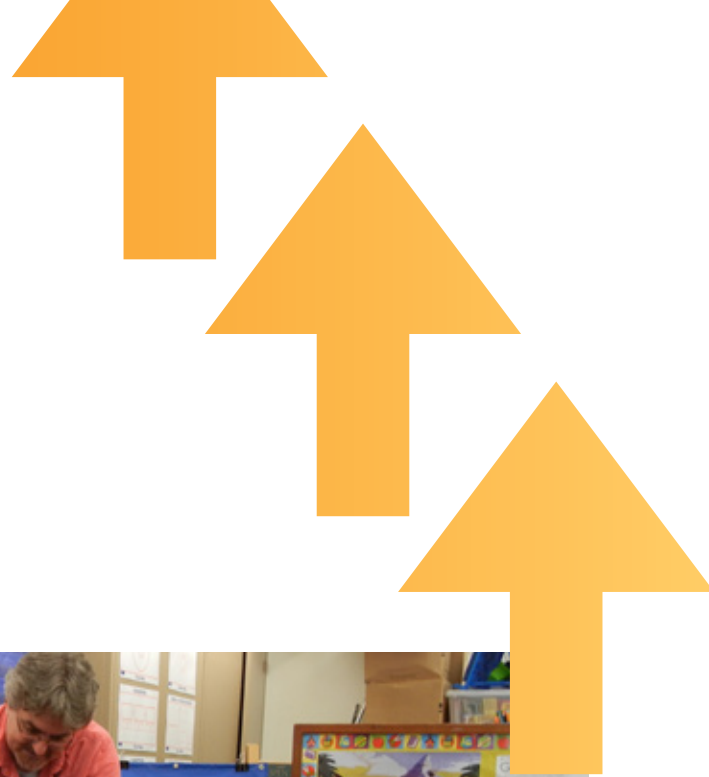


# ignite

*The kinesthetic, active experience of drama reaches some students in ways that more traditional teaching methods simply do not.*

After a Honolulu Theatre for Youth teaching artist visited a first-grade classroom, a second-grade teacher reported: "Students were better able to relate to characters and vocabulary in the story by becoming one of the characters." The experience provided opportunities for empathy and understanding. Classroom encounters such as this help illustrate why arts-based experience is so vital in schools.





**\$205.6 million**

*is generated by the arts and culture sector in Hawai'i, supporting 5,968 full-time jobs.*

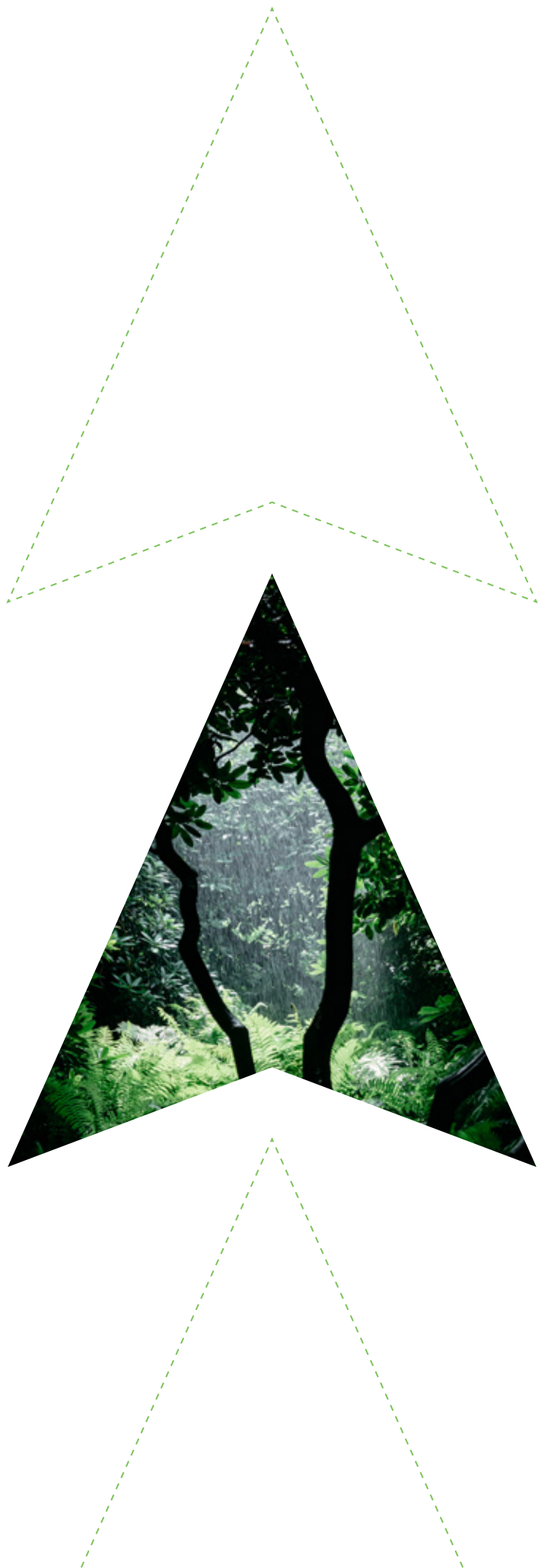
HCF works with the Hawai'i State Foundation on Culture and the Arts to fund the Artists in the Schools (AITS) program, to support artist residencies in public and charter schools. Partners such as Honolulu Theatre for Youth can then bring drama techniques, such as how to create a character, to elementary and middle school students. These teaching artists also develop a rapport with students, working on life skills like cooperation and listening.

Whether through dance, theater, literary arts, music, puppetry, or visual arts, AITS teaching artists provide engaging and fun learning experiences for students—and the educators benefit as well. Through workshops with the teaching artists, educators learn how they can integrate the fine arts into their lesson plans for core standards, such as math, social studies, and science.

During the 2019-2020 school year, Hawai'i Community Foundation provided grants to eight nonprofit organizations to support AITS artist residencies at 46 schools. **As a result, over 370 teachers participated in professional development opportunities and more than 4,150 students were engaged in the arts.**

Perhaps our next Picassos and Pegge Hoppers are among them.

[HawaiiCommunityFoundation.org/strengthening/supporting-local-culture-the-arts](https://HawaiiCommunityFoundation.org/strengthening/supporting-local-culture-the-arts)



# learn

*It's easy to take water for granted. But with a decrease in rainfall, an increased demand from visitors and resident populations, and a decline in native watershed forests, Hawai'i must be proactive to avoid a fresh water crisis.*

HCF's Wai Maoli: Hawai'i Fresh Water Initiative seeks to address and resolve water supply issues by conserving water, capturing more rainwater, and reusing water.

In 2019, the Hawai'i Fresh Water Initiative coordinated with businesses in San Francisco to host a workshop on onsite non-potable water reuse systems. These systems collect and treat water from within or around a building, such as gently used greywater from sinks or storm water from the roof, and repurposes it for uses like flushing toilets or watering the lawn outside.

Interested Hawai'i land-use developers, builders and union representatives who made the mainland trek got the opportunity to see non-potable water reuse systems in situ. For example, 181 Fremont is a new 604,000-square-foot building in San Francisco that uses an onsite membrane bioreactor to treat greywater collected from the building's bathrooms.

Seeing the small, efficient, and odor-free systems in person was eye-opening to the Hawai'i contingent. Since then, HCF has been

continuing the conversation with three of the workshop attendees—developers, hotels and large landowners—who have indicated they would be interested in trying a pilot program in Hawai'i.

**On the legislative side, HCF and its Fresh Water Advisory Council Members provided support to the Hawai'i State Legislature in passing Act 202,** signed into law by Gov. Ige in July of 2019.

This law requires the Department of Health adopt a permitting process for onsite non-potable water reuse systems by January 1, 2021.

Previously, greywater systems could be installed, but only via a series of variances and special permits, creating too many unknowns for developers. Establishing clear rules and a process clarifies expectations and requirements, reducing risk and enabling onsite reuse to be appropriately calculated into cost equations, making an onsite non-potable water reuse system a more attractive option for businesses.

[HawaiiCommunityFoundation.org/strengthening/fresh-water](https://HawaiiCommunityFoundation.org/strengthening/fresh-water)





# together

*HCF's philosophy is that cross-sector collective action and shared values can create the most impact. Here are two projects that exemplify that.*





# The Kaua'i Resilience Project



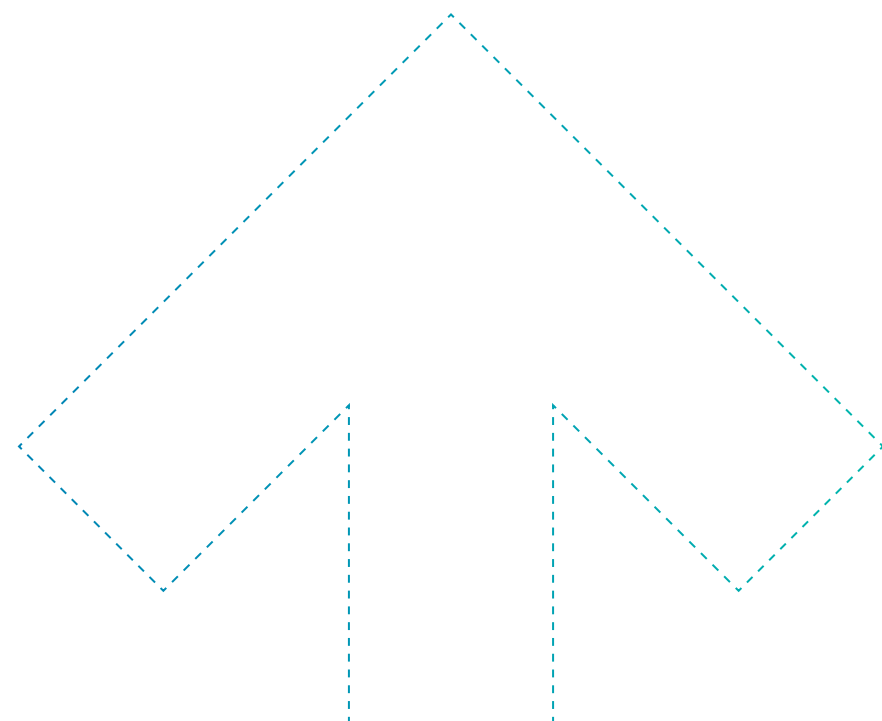
One in 11 people between the ages of 15 and 24 attempt suicide each year on Kaua'i. Community leaders were alarmed that this is among the highest rates in the state, which drove the nonprofit Kaua'i Planning and Action Alliance to launch the Kaua'i Resilience Project (KRP), a movement to reduce suicide attempts by increasing community connection, resilience and life skills in Kaua'i youth.

HCF is a partner and key funder of the Kaua'i Resilience Project. **Each month KRP brings together a diverse group of stakeholders such as Kaua'i County Council members, Hawai'i Department of Health, Hawai'i Department of Education, family-business owners, major funders, mental health professionals from the private sector, and civic groups, to collectively support Kaua'i's young people.**

According to the latest research, suicide prevention for youth isn't solely about mental health but is also about gaining skills and support networks for handling adversities in life.

That is why the Kaua'i Resilience Project set goals such as creating safe spaces for youth with increased access to afterschool programs, social emotional learning curriculum in schools and a community awareness campaign. In 2019, KRP launched the Kaua'i's Kids are Your Kids campaign aimed at encouraging adults to support young people and the YouGotThisKauai campaign, that offers tips on healthy behavior and monthly challenges for Kaua'i's youth, to support connection to community.

[KeikiToCareer.org/call-to-action/kauai-resilience](https://KeikiToCareer.org/call-to-action/kauai-resilience)



# Vibrant Hawai'i



On the Island of Hawai'i, HCF helped support the September 2019 launch of a new group, Vibrant Hawai'i. The group formed as a community response to poverty on the island. There, nearly 60% of families are ALICE (Asset Limited, Income Constrained, Employed). ALICE is standardized data used by United Way and produced every two years to assess cost of living and assess financial hardship across the United States.

ALICE households are employed, but struggle to meet the bare minimum budgets they need for basics like groceries, child care and transportation. They are faced with stagnant wages, but rising costs on health care, housing and transportation.

Vibrant Hawai'i "is a growing community that commits to individual and collective 'auamo kuleana\*," says Diane Chadwick, director of community philanthropy for HCF. **"They gathered on a regular basis and pushed themselves on the notions of equity, 'get chance/get choice', and making action plans with people who had the experience with the issues they wanted to tackle.**" They formed committees to focus on aspects such as improving education, financial resiliency, workforce opportunities, and accessible housing."

As Vibrant Hawai'i was in its nascent stages, it received feedback not to focus on poverty but rather on the fact that there is abundance within Hawai'i Island communities, such as belonging to 'ohana, a faith congregation, schools, teams, and having access to natural resources like the ocean and forests. That became the organization's mission: to build on these strengths. With the group's official 2019 launch, and now forming a 501(c)3, the organization seeks to organize a collective movement to create a better life for all on Hawai'i Island.

[VibrantHawaii.org/what-we-do](https://VibrantHawaii.org/what-we-do)

\*'Auamo Kuleana:  
to shoulder one's human rights,  
responsibilities and privileges.



# go high

*Pillars of Peace Hawai'i is an ongoing initiative designed to usher peace and aloha into our daily lives.*

So what does this look like inside island classrooms? It means increasing social and emotional learning by teaching compassionate and mindful behavior to Hawai'i's keiki.

Since 2012, Pillars of Peace has been working with public, charter and private schools across the state to implement several social and emotional learning, or SEL, programs. Here are two examples.

[HawaiiCommunityFoundation.org/strengthening/focus-on-education-social-change](https://HawaiiCommunityFoundation.org/strengthening/focus-on-education-social-change)





# Roots of Empathy

Roots of Empathy (ROE) brings babies and their parents into a K-8 classroom over a series of 27 visits. Having the baby as a living, breathing teaching tool, a Roots of Empathy instructor guides students to better understand human emotions and needs.

**The students develop emotional intelligence, reduce their levels of aggression, and learn to challenge injustice.**

Last year, ROE trained three new mentors, who train and support instructors, and 15 new instructors, who are community volunteers who make a two-year commitment to the program.

# Choose Love

The Pre-K to Grade 12 program Choose Love was developed by a mother who lost her young son in the Sandy Hook Elementary School shooting.

**The Choose Love curriculum uses evidence-based neuroscience and positive psychology lessons to teach children four key character values—courage, gratitude, forgiveness and compassion.** The program began with one school and is now used in 52 schools and 89 afterschool programs in Hawai'i, including Kama'āina Kids' 10,000 youth from all islands. One of the highlights of 2019 was the second annual Choose Love Conference, a standing room-only gathering on O'ahu attended by teachers, counselors, superintendents and key legislators. National program founder Scarlett Lewis visited Hawai'i as the keynote speaker, and teachers currently using the lessons in Hawai'i shared how the materials and tools are transforming their school cultures.





# Our Impact

The Hawai'i Community Foundation is the leading philanthropic institution in the state. HCF is a steward of more than 850 funds, including more than 250 scholarship funds, created by donors who want to transform lives and improve communities.

[HawaiiCommunityFoundation.org/about\\_us/financial-information](https://HawaiiCommunityFoundation.org/about_us/financial-information)

## WHAT WE GIVE



**DONOR  
ADVISED  
GRANTS**

\$20,754,562

**INITIATIVES &  
PROGRAMS**

\$20,708,594

**CONTRACT  
CLIENTS**

\$8,894,142

**SCHOLARSHIPS**

\$7,067,882

**DONOR  
DESIGNATED  
GRANTS**

\$5,990,787

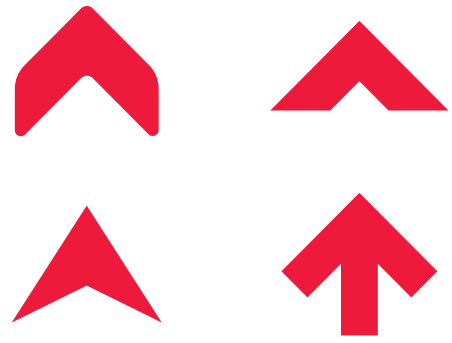
In 2019, HCF managed over

**\$809 million**

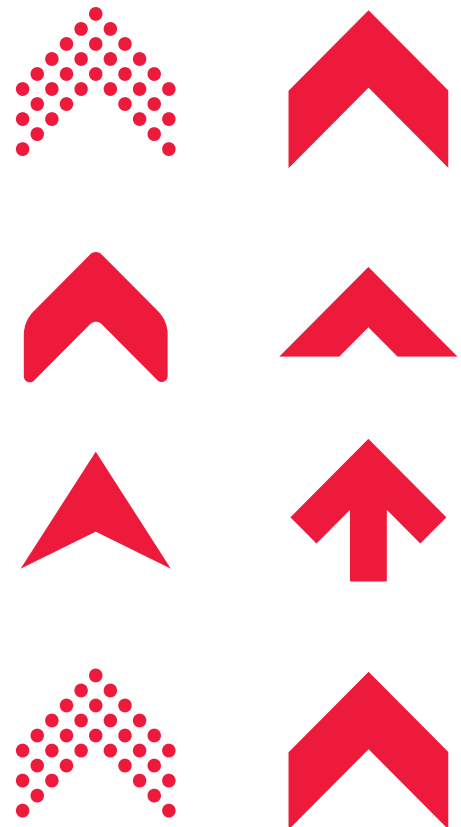
in assets and distributed more than \$63 million in grants to the community from funds at HCF, contracts, and private foundation clients.

In 2019, **\$51,355,882** in grants were awarded. Here's how those funds are making positive change in our community:





# Who We Are



Our team works tirelessly to invest in community well-being, strengthen Hawai'i's communities, and leverage grants for the greatest impact. Our Hawai'i Community Foundation 'ohana is made up of our Board of Governors, our Neighbor Island Leadership Councils, and our dedicated staff. No matter their role, each person brings a valued perspective and different talents to the table. Together, they create the fabric that makes HCF the strong, flexible organization it is.



## BOARD OF GOVERNORS

The Board establishes policies, sets organization-wide priorities and program strategies, and ensures the financial stewardship and operations of HCF are conducted with integrity and accountability.



**Peter Ho**  
Bank of Hawaii  
Chairman, President & CEO  
**CHAIR**



**Mark E. Agne**  
Private Investor



**Roberta F. Chu**  
Bank of Hawaii  
Sr. Vice President



**Elliot K. Mills**  
Aulani, A Disney Resort & Spa  
Vice President & General Manager



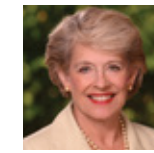
**Michael Broderick**  
YMCA of Honolulu  
President & CEO  
**VICE CHAIR**



**Jeff Arce**  
The MacNaughton Group  
Senior Advisor



**John C. Dean**  
Central Pacific Bank  
Chairman Emeritus



**Judy B. Pietsch**  
Judy B. Pietsch Consulting  
Owner



**Tamar Chotzen Goodfellow**  
Philanthropist & Community Volunteer  
**VICE CHAIR**



**Deborah K. Berger**  
The Learning Coalition  
Co-Founder



**Robert S. Harrison**  
First Hawaiian Bank  
Chairman & CEO



**Katherine G. Richardson**  
Community Volunteer



**Jennifer Sabas**  
Daniel K. Inouye Institute  
Director  
**SECRETARY**



**Mary G. F. Bitterman**  
The Bernard Osher  
Foundation, President



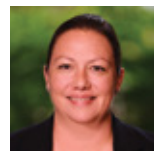
**Michael P. Irish**  
Halm's Enterprise, Inc.  
CEO



**Juliette K. Sheehan**  
Atherton Family Foundation and  
James & Abigail Campbell Family  
Foundation Board Member



**Alan Arizumi**  
First Hawaiian Bank  
Vice Chairman  
**TREASURER**



**Kaleialoha K. Cadinha-Pua'a**  
Cadinha & Co., LLC  
President & CEO



**Tyrie Lee Jenkins, MD**  
Jenkins Eye Care  
Owner



**Toby Taniguchi**  
KTA Super Stores  
President & COO



**Paul Kosasa**  
ABC Stores  
CEO & President

## NEIGHBOR ISLAND LEADERSHIP COUNCILS

Leadership Council members provide HCF with personal, in-depth knowledge of community needs across the state. The dedication of these volunteers enables HCF to make a difference in every island community.



### KAUA'I

Kathy Richardson  
**CHAIR**

Matt Beall

Sara Miura

Mayrose Munar

Gregg Takara

Roberta Weil



### MAUI COUNTY

Tamar Chotzen  
Goodfellow  
**CHAIR**

Heather Haynes

Robert Kawahara

Kristina E. Lyons  
Lambert

Cordy MacLaughlin

Paul Mancini

R. Clay Sutherland



### HAWAI'I ISLAND

Roberta Chu  
**CHAIR**

Nancy Cabral

Robert Kildow

Laura Mallery-Sayre

Richard Matsuda

Alapaki Nahale-a

John Roth

Dale Suezaki

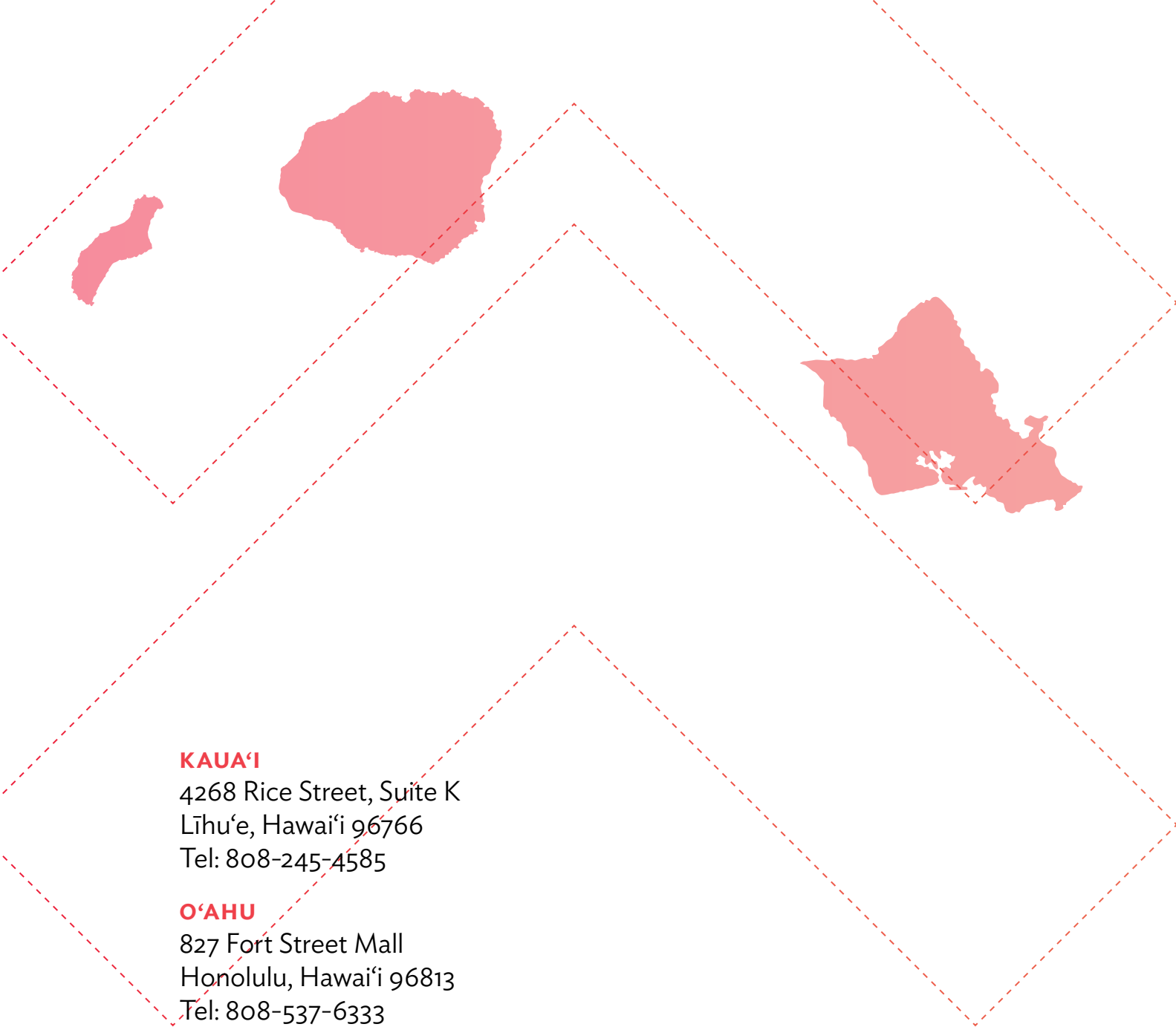
Toby Taniguchi

*Working at Hawai‘i Community Foundation is not just a job—it’s meaningful life’s work. It’s about making Hawai‘i a better and more equitable place.*

HCF is a highly motivated team of talented people who are knowledgeable about the community, eager to identify its most critical issues, and passionate about finding solutions.

We are diverse in our professional specialties, from legal to finance to analysis. Some of our team members have been with HCF for 30 years, while others became a team member only recently. Whether we grew up in Kalihi, Baltimore City, Kailua-Kona, Hilo, Lahaina or Boston, we are committed to Hawai‘i’s success. We proudly walk the talk both as HCF professionals and caring members of our community.

## HCF OFFICE LOCATIONS



### **KAUAI**

4268 Rice Street, Suite K  
Līhu'e, Hawai'i 96766  
Tel: 808-245-4585

### **O'AHU**

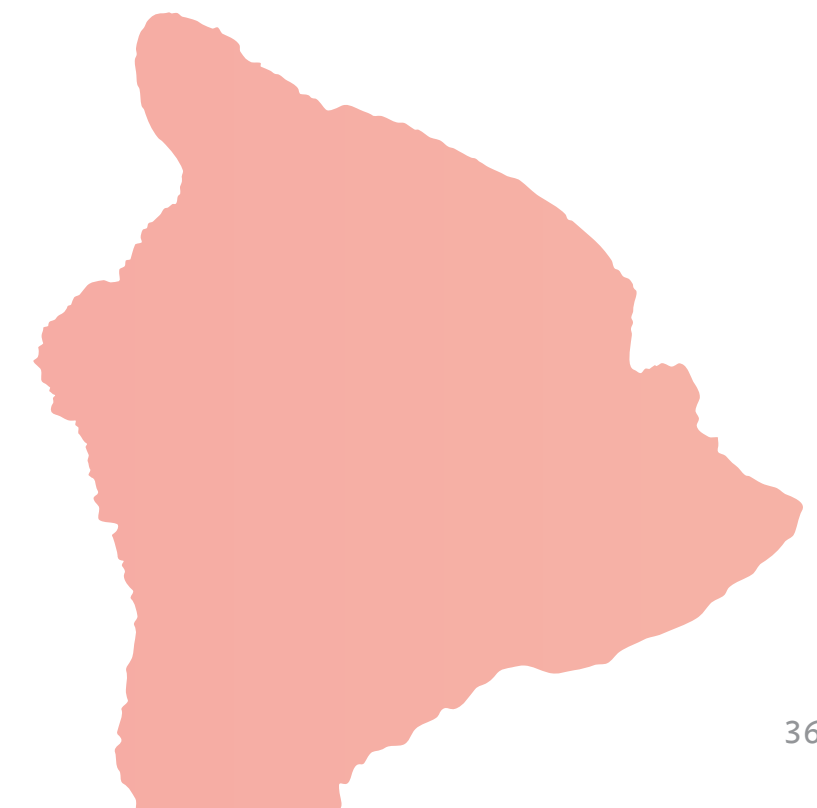
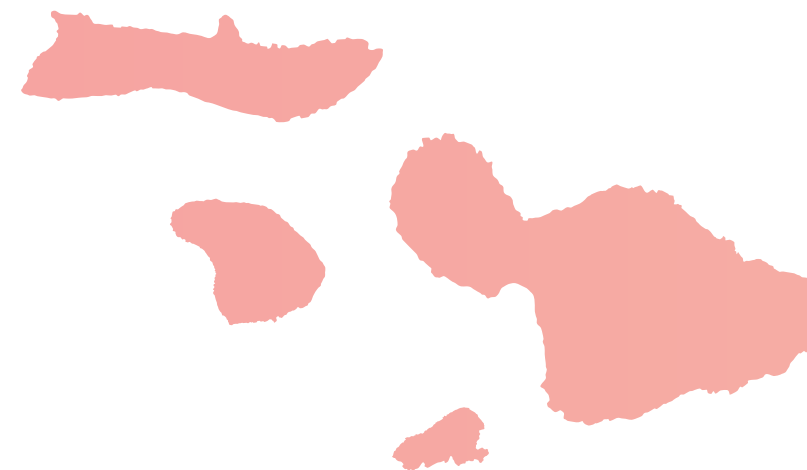
827 Fort Street Mall  
Honolulu, Hawai'i 96813  
Tel: 808-537-6333  
Toll-free: 888-731-3863

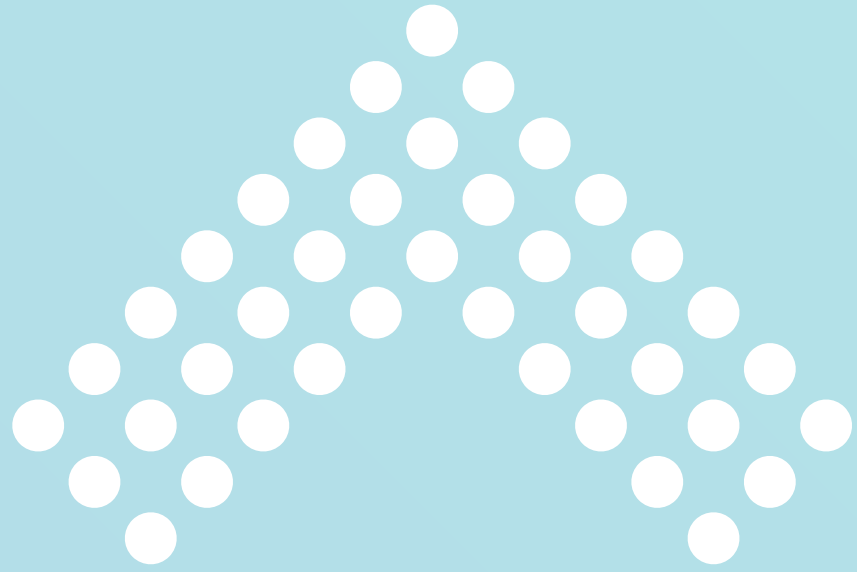
### **MAUI COUNTY**

444 Hāna Highway  
Suite 201  
Kahului, Hawai'i 96732  
Tel: 808-242-6184

### **HAWAI'I ISLAND**

99 Aupuni Street, Suite 214  
Hilo, Hawai'i 96720  
Tel: 808-935-1206





“

**‘A‘ohe hana nui ke alu ‘ia.**

***No task is too big when done together by all.***

> ‘ŌLELO NO‘EAU. HAWAIIAN PROVERBS & POETICAL SAYINGS, MARY KAWENA PUKUI