



# KAUA'I PLANNING & ACTION ALLIANCE

BRINGING PEOPLE TOGETHER TO CREATE A BETTER FUTURE FOR KAUA'I

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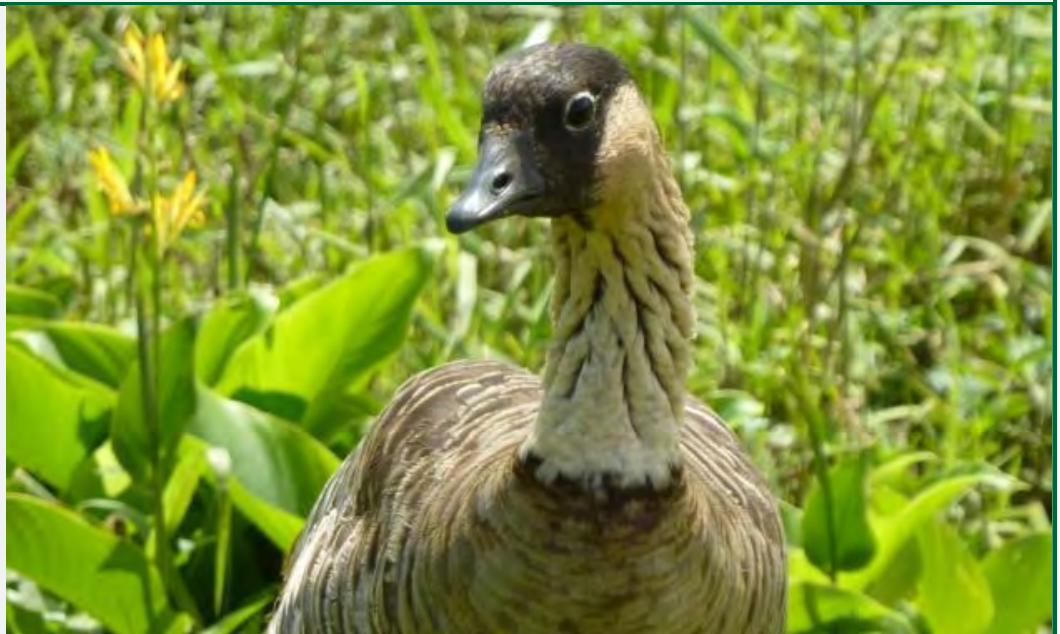
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## 2014 Annual Report



KPAA

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From the  
Board Chair and  
President/CEO



### Fostering System Leadership

A recent article by Peter Senge, Hal Hamilton and John Kania describes “system leaders”. Such leaders may differ widely in personality and style, yet they share the ability to see reality through the eyes of others very different from themselves and encourage others to be more open. They listen deeply and build relationships and networks of trust and collaboration. These characteristics may prove useful on Kaua’i as we work toward more collective action to achieve large-scale change.

“The deep changes necessary to accelerate progress against society’s most intractable problems require a unique type of leader – the system leader, a person who catalyzes collective leadership,” the authors state.

They note three core capabilities of system leadership: 1) the ability to see the larger system, vital in helping others develop shared understanding of complex problems; 2) fostering reflection and more generative conversations to question assumptions and consider other points of view; and 3) shifting the collective focus from reactive problem solving to co-creating the future.

This sounds great, but where do we start? The book *Leading from the Emerging Future* describes three “openings” needed to transform systems: opening the mind (to challenge our assumptions), opening the heart (to be vulnerable and to truly hear one another), and opening the will (to let go of pre-set goals and agendas to see what is really needed and possible).

At KPAA, our mission is to create the space for change and encourage collective wisdom to emerge. So much more can be achieved when we all approach problems as system leaders with open minds, hearts and wills.

With a passion for Kaua’i,

Mark Hubbard  
Chair, Board of Directors

Diane Zachary  
President & CEO

## KPAA 2014 Programs & Activities

### Keiki to Career Kaua’i (K2C)

- Actively worked to build partnerships with educators, non-profits, government and businesses across the island to strengthen the network of services and supports for young people. Read more about this movement at [www.keikitocareer.org](http://www.keikitocareer.org).
- Implemented Year 2 of the K2C Navigation Plan. Some 40 community partner organizations worked in four priority areas: 1) birth to grade three; 2) high school to post-secondary opportunities; 3) resilience and life skills; and 4) parent, ‘ohana and community engagement.
- Nearly 100 partners and community members gathered for two K2C events on June 5 and 6 — a public presentation and panel on *Improving the Odds for Young People*, featuring Karen Pittman, President & CEO of The Forum for Youth Investment and Ready by 21, and a quarterly partnership meeting. Discussions focused on what Kaua’i young people need in order to be ready for college, work and life.
- Released the *2014 Kaua’i Youth Report*. Data on 26 indicators of youth development highlight: kindergarten readiness; academic success; college and career readiness; health and well-being; and connectedness and contribution. Read or download at <http://keikitocareer.org/outcomes/>.



### Design Thinking

- Held an introductory Design Thinking workshop *Innovating for New Solutions* in June for 50 participants, in partnership with County of Kaua’i and the Department of Education-Kaua’i Complex Area. Taught by an award-winning ‘design-preneur’, it provided a hands-on opportunity to apply Design Thinking (DT) principles to real-world problems in education, government, business and community settings.
- In October, KPAA organized a 2-day *Imaginarium on Design Thinking* for the Department of Education. Students, teachers and principals from 5 public schools, plus community partners, participated. Attendees learned a process to create innovative solutions to challenges, then develop prototypes to test them. School teams identified campus opportunities where Design Thinking could be used.



# KPAA 2014 Programs & Activities – continued

## Supporting Economic Development

- With support from the County Office of Economic Development, worked on the Culture and the Arts job cluster identified in Kaua'i's 2010 report *Comprehensive Economic Development Strategy* (CEDS) as a possible area of job growth. Facilitated meetings for Kaua'i's culture and arts groups to promote networking, build organizational capacity and explore the development of a shared facility. Organized a Honolulu trip for Kaua'i artists to visit arts business incubators and collaborative exhibit and gathering spaces for ideas of facilities on Kaua'i.
- Contracted by the County to facilitate an advisory group of tourism stakeholders to create a three-year update to the *Kaua'i Tourism Strategic Plan 2006-2015*. Assessed the plan's current applicability, priorities and progress through an on-line survey for industry stakeholders to comment on current and emerging trends, issues of concerns and opportunities. Achievable priorities will be established for 2015-2018 with strategies to implement and measure progress. Anticipated completion date is July 2015.
- KPAA's Diane Zachary was one of two Kaua'i representatives to Hawai'i Green Growth (HGG), a voluntary partnership of state, county, federal, business and non-governmental leaders from energy, food production, natural resources, waste reduction, planning, green jobs, and other sectors. HGG supports a shared statewide commitment toward sustainability and a model green economy by 2030. KPAA helped organize a 2-day Kaua'i meeting of HGG members, that highlighted local sustainability efforts.



## KPAA Member Services

- Hosted "Got Milk?", a presentation by Hawai'i Dairy Farms about their proposed grass-fed dairy in Maha'ulepu to provide facts to the community and get answers to questions.
- At the June Annual Meeting, presented highlights from the new community indicators report and introduced Design Thinking using a hands-on approach to find solutions to some real Kaua'i challenges.
- The December Membership Meeting presented data from the *2014 Kaua'i Youth Report* providing a snapshot of the island's young people from birth to workforce entry and how they're faring.
- Launched a social media campaign using Facebook and Instagram to reach new audiences. By year-end, 200 "likes" and 100 followers were reached respectively.
- Continued providing KPAA's online Directory of Community Services at: [www.kauainetwork.org](http://www.kauainetwork.org).

## Contract Services

- Provided local support to CH2M Hill for the Kapa'a-Wailua Sub-Area Transportation Solutions Study.
- Conducted an assessment of the Kaua'i Fire Department in preparation of a new KFD strategic plan. Staff members and agencies they work with were interviewed, public and employee surveys were conducted, and a series of community meetings encouraged feedback on KFD operations. Completed the assessment report in October.
- Facilitated meetings of the Hawai'i Department of Education-Kaua'i Complex Area Ho'okele Community Council, which advises the complex area superintendent.
- Facilitated meetings between the County's Department of Public Works, Solid Waste Division and business representatives to discuss proposed ordinances related to business recycling.



# Mahalo to KPAA's 2014 Sponsors & Donors

## Program Sponsors

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Cooke Foundation	Menehune Water Company, Inc.
County of Kaua'i	Oceanit Laboratories, Inc.
Grove Farm Company, Inc.	Property Development Centers
Hale Uluwehi Kaua'i Fund	Public Schools of Hawai'i Fndtn.
Hawai'i Community Foundation	The Learning Coalition
Hunt ELP, Ltd.	State of Hawai'i, Department of
Kaua'i Community Federal Credit Union	Land and Natural Resources
	Young Brothers, Ltd.

## Donors

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David and Shirley Iha	Diane Zachary
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## 2014 General & Supporting Members

### Patron General Members

Saiva Siddhanta Church-Hindu Monastery	<i>Kou Level (\$1,000-2,499)</i>
Hawai'i Dept. of Health, Child & Adolescent Mental Health Division	<i>Kukui Level (\$100-499)</i>

### Patron Supporting Members

Mark Hubbard	<i>Kou Level (\$1,000-2,499)</i>
Grove Farm Company, Inc.	<i>Kamani Level (\$500-999)</i>
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Grand Hyatt Kaua'i Resort & Spa	<i>Kukui Level (\$100-499)</i>
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### Supporting Members

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## Statement of Revenue, Expenses & Changes in Fund Balance (12/31/2014)

<b>REVENUE</b>	
Contract Services	53,360
Contributions	8,062
Foundation & Corporate Grants	78,704
Government Grants	221,175
Membership Dues	6,302
Registration Fees	200
<b>Total Revenue</b>	<b>367,803</b>
<b>EXPENSES</b>	
Advertising & Promotion	2,735
Bank Fees	87
Depreciation	1,199
Dues & Subscriptions	200
Equipment Rental & Leasing	2,512
Insurance	2,976
Meetings & Conference Events	7,578
Postage and Delivery	65
Printing	3,316
Professional Services	127,659
Rent/Occupancy	23,101
Salaries, Wages, Benefits, Payroll Svc Fees	221,192
Supplies	3,875
Telephone/Fax/Broadband/Website Server	4,486
Training & Professional Development	389
Travel-Staff & Consultant	15,114
<b>Total Expenses</b>	<b>416,484</b>
Excess or (Deficit) for Year	(48,681)
Fund Balance at Beginning of Year	182,953
<b>Fund Balance at End of Year</b>	<b>134,272</b>