Established by Queen Lili‘uokalani in 1909, for the benefit of orphan and destitute children within the Hawaiian Islands and with preference given to children of Hawaiian ancestry, Lili‘uokalani Trust (“LT”) delivers programs to its kamali‘i (beneficiaries) from inception to age 26. In 2015, the board of trustees set a course to break the cycles of poverty for Native Hawaiians and ultimately to realize Lili‘uokalani’s wish, and LT’s vision, that Native Hawaiian children experiencing challenging life circumstances overcome these to thrive. The pathway to thriving, measured by wellbeing outcomes, can be a difficult journey due to persistent cycles of poverty and trauma. Improving this pathway requires an investment in transformative growth—growth that can exponentially benefit the pae ʻāina for generations to come.

Vision

E Nā Kamalei Lupalupa—Thriving Hawaiian Children

Mission

Lili‘uokalani Trust provides opportunities for Hawaiian children to realize their greatest potential—living healthy, joyful, and prosperous lives, while contributing positively to their families, communities, and the world.

Core Values

- Aloha (compassion, empathy, kindness)
- ‘Imi Na‘auo (seeking knowledge)
- Po‘okela (excellence)
- Wiwo‘ole (courageous, brave, fearless)
- Pono (right time, place, reason, people, tools)
- Kuleana (responsible, accountable)
Guideposts

The foundation of LT teammates’ approach to their work.

**CULTURE** Perpetuate the legacy of Queen Lili‘uokalani, Native Hawaiian culture, and LT’s core values.

**MISSION** Be full of hope and committed to the mission and the vision of nā kamalei lupalupa.

**A SENSE OF URGENCY** Meaningful change requires sustained investment over time in those living and working closest to the opportunity for change and innovation. Think big, take risks and be goal-oriented. Be entrepreneurial.

**TRUST AND CONFIDENCE** LT is driven by trust, constructive debate, and leadership that empowers innovation and excellence. Listen, learn, and model openness and transparency with each other. Collaborate often.

**A LONG-TERM VIEW** Leverage technology to increase effectiveness. Be rigorous when making data-informed decisions. Steward resources to ensure LT’s perpetual commitments.

Kamali‘i Growth Mindset

LT’s program approach for kamali‘i is driven by our Guideposts and further grounded in/with:

- **Hope**
- **Healing** [trauma and healing invested]
- **Youth at the center**
- **A holistic lens** [system view]
- **The pursuit of character, confidence, competence** [positive youth development]
- **The right to pursue one’s dreams** [growth mindset]

Statement of Need

The Queen dedicated her wealth to the most vulnerable of children. Having seen the Native Hawaiian population decline from over 100,000 to fewer than 40,000, she was acutely aware of the large numbers of orphaned, abandoned, and destitute children across the pae ‘āina. While the Hawaiian population today is beginning to rebound and show higher rates of connectedness to ‘ohana, consistent with Hawaiian cultural values, kamali‘i are still overrepresented in virtually every indicator of distress.

LT’s Approach to Breaking the Cycle of Poverty (LT’s Theory of Change)

Promoting the wellbeing of today’s kamali‘i will lead to better outcomes across the pae ‘āina; to kamali‘i who can and will improve future generations; and together, to the disruption of the cycle of poverty for Hawaiian families and communities.
Vision 2045

On our journey towards breaking cycles of poverty for Native Hawaiians, we envision the pae ‘āina in 2045 with increasing numbers of thriving kamali‘i who are able to realize their greatest potential, living healthy, joyful, and prosperous lives and contributing positively to their families, communities, and the world.

LT will measure thriving by wellbeing outcomes. Grounded in Kūkulu Kumuhana, a Hawaiian culture-based perspective on wellbeing, LT will have the following milestone accomplishments:

**Early Childhood**

**Ready for kindergarten:** At least 80% of keiki who participate in LT early learning programs will be socially and cognitively ready for kindergarten upon completion of their programs.

**Earn a livable income:** At least 40% of families with young children served by LT’s early learning center programs will achieve a livable income within 3 years of entering the program.

**Youth Development**

**Achieve high school or equivalent on time:** At least 80% of NH youth LT serves in the middle and high school years will complete HS within 4 years of entering Grade 9, and 90% will complete HS or equivalent within 5 years.

**Complete postsecondary education/training:** At least 8 of 10 kamali‘i served by LT will achieve a post-secondary training certificate or degree by age 25.

**All Programs**

**Strengthen spiritual, emotional, and cultural identity:** At least 80% maka‘a and ʻōpio served by LT will report that their experiences have deepened their connection to the Hawaiian cultural heritage and that they have increased the ways and/or frequency of incorporating these in their daily lives.

**Improve healthy life choices:** The proportion of NH kamali‘i served by LT who avoid high risk behaviors will equal or exceed the proportion for all youth statewide.

**Long Term**

**Decrease in youth truancy:** Eliminate disproportionality in NH representation among truant youth.

**Decrease in youth homelessness:** Eliminate disproportionality in NH representation among unaccompanied homeless youth.

**Decrease in juvenile justice:** Eliminate disproportionality in NH representation among kamali‘i engaged with the Juvenile Justice System and among those who engage in high risk behaviors.

**Decrease representation in foster care:** Eliminate disproportionality in NH representation in the Child Welfare System.
Strategic Plan 2020–2025

LT’s resources will focus on five areas, each critical to our vision and mission success:

**FOCUS 1** Innovative Programs from Inception to Age 26

Multi-generational Early Childhood Demonstration Projects – Lead innovation and professional development in transformative early childhood programs for vulnerable Hawaiian children that promote long-term healthy development, nurturing environments, and opportunity for multi-generational families.

Transformative and Long-term Engagement with Youth – Cultivate opportunities for vulnerable Hawaiian youth to develop and amplify their inherent strengths and potential to contribute positively to their world and determine their own pathways to purpose and prosperity.

Opportunity Youth Services Pilot – Establish a functional zero safety net system that quickly connects Hawaiian transitional age youth to support services, resources, education, and employment pathways needed to change their trajectory towards self-determination and personal responsibility, and reduce the percentage of Hawaiian youth who are homeless, engaged with the juvenile justice system, and at-risk of homelessness upon aging out of the foster care system.

**FOCUS 2** Trauma-Informed Social Emotional Support Services

Foster healing, health and stabilization for vulnerable Hawaiian children through a culturally resonant and trauma-informed network of coordinated social services, focused on strengthening relationships and connections between kamali‘i and their family, culture, and community resources.

**FOCUS 3** Robust Capabilities in Research and Evaluation

Contribute to improved wellbeing for Native Hawaiian kamali‘i by creating and disseminating radical and new knowledge to improve Native Hawaiian wellbeing; deepening the bench of culturally responsive researchers and evaluators; promoting promising practices and systems innovations; and supporting data-informed decision making at all levels of LT.

**FOCUS 4** Organizational Excellence

Build a strong and enduring operational foundation that will support LT’s current and future initiatives through the use of best-in-class operations and positive teammate lifecycle experiences designed to empower all teammates and build future leaders.

**FOCUS 5** Effective Resource Management

Manage and steward the endowment assets of the Trust to support current and future kamali‘i in perpetuity. Create long-term value and increase future revenue potential by actively and opportunistically managing endowment assets.

For more information, visit onipaa.org.
WEHE KE ALA 2045

We envision the pae ‘aina in 2045 with increasing numbers of thriving kamali‘i.

BUILDING ON OUR FOUNDATION
Steward the Queen’s resources to serve current and future generations

VISION

MISSION

VALUES

LILI‘UOKALANI

TRANSFORMATIONAL PROGRAMS
Support from prenatal to age 26

EARLY CHILDHOOD
Quality childcare programs
Strong parent-child interaction
Family economic stability
Safe and stable housing

YOUTH DEVELOPMENT
Instill youth passion, agency and voice
Critical learning and skills
Education and career resources

OPPORTUNITY YOUTH SERVICES
Emergency stabilization
Transitional housing
Building life skills
Educational and career opportunities

THRIVING KAMALI‘I

2045 VISION
Living healthy, joyful, and prosperous lives and contributing positively to their families, communities, and the world