

P A L A M A      S E T T L E M E N T

ANNUAL   REPORT   1948

Since the Settlement is still without a director who would normally write an annual report, your chairman has asked the directors of divisions and the chairmen of committees to cover the activities in their charge and has combined them with observations of his own in making up a report for 1948 - a year of flux and change at Palama.

REORGANIZATION      Early in January a Reorganization Committee was approved by the board to map the directions in which Palama should proceed in the future. This committee, composed of three board and three staff members, met nearly twenty times, read considerable literature received from the National Federation of Settlements and finally produced the statement of purposes and policies approved by the board in July. It is anticipated that the board at its annual meeting this February will approve the necessary amendments to the By-Laws which will make the recommendations of this committee official. These recommendations may be summarized as follows:-

1. Palama should continue to function as a neighborhood settlement house fostering neighborly virtues in its vicinity, studying the needs and desires of the neighborhood and actively seeking to meet them, pioneering new services, strengthening family relationships, assisting its neighbors to use effectively the resources of the community, developing and maintaining higher standards of responsible citizenship and providing maximum opportunity for the physical, mental and spiritual growth of the individual.

2. Palama should strengthen its board by the inclusion of persons with more knowledge, experience and interest in the fields of settlement activity and, when possible, more people from the neighborhood itself; and increase the board's usefulness to the staff of the Settlement through service on advisory committees and more frequent board meetings.

3. Palama should strengthen its relations with the neighborhood and improve its financial position in these days of Chest failures by developing a sustaining membership. It is recommended that a membership drive committee be set up at once to get this underway. As a preliminary step a Public Relations Committee was recommended and established during the year. A report of its activities is included below.

4. A Personnel Committee of board members to assist the director in all matters relating to personnel was recommended and established. A report of its activities is included below.

5. Advisory committees of board members and other interested persons for the divisions of group work and recreation, music, and pre-school were recommended and established.

6. The director was advised to set up an organization chart for the Settlement clearly defining the authority and responsibility of all employees and was assisted in so doing. The Neighborhood Center Department was broken up into four separate divisions, namely, Group Work and Recreation, Music, Pre-School, and Personal Services.

STRONG-CARTER  
DENTAL CLINIC

In studying the administrative organization at the Settlement, it became apparent that while the Strong-Carter Dental Clinic was in theory - as based upon the original letters of agreement at the time the Strong-Carter Dental Clinic moved to Palama in 1925 - a division of Palama Settlement responsible to the Palama board, in actual practice the Strong-Carter Dental Clinic was a separate entity governed by the Dental Advisory Committee of the Palama board. It was recommended that this situation be recognized and that, if mutually agreeable to all concerned, namely - to the administration and board of Palama, the administration of the clinic and the Dental Advisory Committee, and the Strong Foundation, a formal divorce be arranged. The Dental Advisory Committee was to become the board of the clinic with the clinic's administration directly responsible to it; the clinic was to remain at its present location as long as it wished, being responsible for the general maintenance of the building during its occupancy; and the cost of certain services supplied by Palama free of charge until 1947 were henceforth to be charged for at a rate agreeable to both parties.

The above outlined proposal was approved by all parties during 1948 and it is anticipated that during 1949 the proposed mutually acceptable rate for services will be worked out satisfactorily.

BOARD

All who are interested in Palama were saddened by the loss during the year of Dr. C. M. Cooke, Jr. and Mr. George P. Denison, both of whom had served continuously on the board of Palama for over twenty-four years. Mr. Denison, who was on the board for thirty-eight years, had always given unstintingly of his time and thought to the Settlement and it is impossible to think of its buildings without remembering how much time and consideration he gave in matters pertaining to them. Dr. Cooke always had the interests of Palama very much at heart. He was one of the old timers who had helped to make Palama a force in the community. The loss of both men will be keenly felt.

In accordance with the recommendations of the Reorganization Committee, 1948 brought the inclusion on the board of individuals interested and trained in recreation, music, public relations and pre-school work.

## STAFF

In early November our director, Ted Rhea, left the Settlement to assume the position of Executive Secretary of the Hawaii Cancer Society. Trained in public health work, he first came to Palama in August, 1942, when we had a program including various medical services. After the last of these services was given up in June, 1947, Mr. Rhea increasingly felt that he was no longer doing the work in which he was basically interested and trained and that a change would benefit both himself and the Settlement. While we refused to accept the latter part of this statement because he had served the Settlement long and well, we were constrained to accept his resignation with real regret. (Ward)

In this year when many basic changes were being made in program planning and in the Settlement reorganization, a complicating factor was the large turnover in staff in addition to the loss of Mr. Rhea. In the group work and recreation division, the supervisor of young adult activities resigned to take up married life on the mainland. A very fine successor was appointed to this position in October. The supervisor of teen-age activities resigned in August to be with her husband while he is in training on the mainland. We were doubly fortunate in filling this post before her departure and in finding a well-qualified man, thus adding another man to the staff. Also in August, the case worker resigned to be married. Although she headed a separate department, the loss of her constant participation in planning and in daily contact with members is greatly felt in the group work program. The director of the Pre-school unit was given a year's leave of absence in September to study on the mainland, and the director of the Music School resigned in June because of ill health. The Settlement has been fortunate in finding two exceedingly able individuals to take their places. We also lost the services in January of an old timer who served the Settlement long and well as locker room attendant, but were fortunate in filling the position at once with an old time member who was well trained from experience to do the job. (Anderson)

## PERSONNEL COMMITTEE

The Personnel Committee, consisting of Messrs. Ward, Watkins, and Sakamaki, developed personnel policies for the staff. It acted on a number of problems pertaining to staff individuals. With the addition of Messrs. Jamieson and Rath, it held many sessions on the matter of a new director for the Settlement. It is hoped that the committee can devote considerable time in 1949 to completing job ratings and salary classifications. (Sakamaki)

## PUBLIC RELATIONS COMMITTEE

The most important public relations person on any institution is the president, general manager or directing head, by whatever title he may be known. In the case of Palama Settlement, the director is the person who gives effect to the public relations policies adopted by the Board of Trustees. Advice and direction are provided by the Public Relations Com-

mittee. The committee has no authority but it facilitates a joint working relationship between the staff and board and assists directly in promoting a positive, active program.

Palama had a good public relations representative in Ted Rhea. He cooperated with the newspapers, developed a new house organ, directed the making of publicity photographs and continued the distribution of Palama literature, among other activities.

If the Palama Open Door, the new house organ, is well edited and carefully distributed, it can become an instrument of great value to Palama. It should be made interesting not only to persons using the Settlement but also to the staff and the general public whose financial and other support Palama must have.

Through the efforts of the public relations person on the Board of Trustees, Palama has had the benefit of good newspaper advertising featuring Palama in connection with the Community Chest drive; assistance with newspaper publicity; expert news photography for the cost of materials only; help with the establishment of the Palama Open Door and most recently, the "selling" of Palama to Bing Crosby and his manager and agency men as an appropriate and deserving beneficiary of a public performance which he will put on if he comes to Hawaii in 1949.

Under the new director, a comprehensive public relations program should be planned to meet the problems of Palama. It should be a program which begins at home with the staff and the children and adults of the neighborhood and then spreads from there to people throughout the territory. (Bates)

PROPERTY  
MAINTENANCE

At the Settlement. Maintenance during the year was limited to re-roofing entirely the girls' locker room and the pre-school building; patching the roofs of the gymnasium, damaged by the big storm, the music building, and the Iizaki house; painting and repairing both girls' and boys' locker rooms, music school waiting room, conference room, group work director's office, two tenants' rooms, and the ladies' rest room; installing a sink and plumbing in a staff house apartment; and supplying paint for the old O.C.D. building.

This work was accomplished at a total cost of \$5616.05. The Community Chest reimbursed us for this work to the extent of \$4317.16, the insurance company paid in \$200.00 for storm damage suffered, \$446.36 was charged to operating expenses and \$652.53 was drawn from our Property Maintenance Fund to cover the balance.

During 1948 we also received \$7738.99 from the Community Chest's Rehabilitation Fund in payment for work done in 1947.

A charge of \$532.23 was made against the Property Maintenance Fund to defray the cost of dismantling and removing the lumber from a building at Tripler Hospital, given to Palama by

the Army. The lumber from this structure was estimated to be worth new about \$5000.00.

At the Camp. During the early spring four old shacks were dismantled and two more of the buildings left by the Army at the Camp were dragged to new locations by our own staff who then used some of the above-mentioned lumber to re-sheath the sides and roofs of these two and five other similar buildings re-located in 1946. These houses were then painted with paint, donated by the Hawaii Housing Authority, by the Palama staff and their roofs together with the roofs of the staff house, nurses' cottage, and two caretaker's houses were covered with 90 lb. roofing paper on a tar base. The electric wires were removed from the roofs of the buildings and a 220 volt line was run to the nurses' cottage. This program of rehabilitation of the Camp cost \$3048.39.

To cover this cost, \$2856.84 was taken from the Palama Rehabilitation Fund, built up by Army rentals, \$150.00 was donated to the Camp by Palama's Inter-Club Council, and \$41.55 was charged to operations. It was hoped that part of this cost would be covered by the release to Palama of \$744.21 still held by the Bishop Estate as its share of Army rentals, but this was not forthcoming at the time. The Bishop Estate has now released this amount to us.

The recent storm caused damage to the top of the cess-pool, which has been repaired by our own staff, and brought to attention the fact that the roof of the dining room building must be repaired at once at an estimated cost of \$398.00 if we are not to suffer further deterioration to the interior.

RENTAL OF  
MEDICAL  
BUILDING

The board recommended last year that as much as possible of the old medical building be rented out in an effort to cut overhead. Including both floors but excluding hallways, etc., there is approximately 7500 square feet of rentable space, of which 4800 square feet is now rented for an estimated annual income of \$5440.00. 3200 square feet of this area is rented to the Co-op members, the balance being rented as office to four eleemosynary associations. Two of these associations are also using about 300 square feet of hall and storage space free of charge and the Board of Health is using roughly 800 square feet for eight hours a week paying only for janitorial service. Palama itself is using the remaining 1131 square feet for offices, storage, and medical examination rooms. (Ward)

COOPERATIVE

During recent years, considerable living space has been made available at Palama Settlement for staff members who by living in and becoming a part of the community increase the effectiveness of the Settlement's work. By mutual agreement between the administration and those living at the Settlement, a cooperative was organized. This seemed the simplest and most effective

method of developing and administering these living facilities. At the time of the organization, it was recognized that Palama's main purpose was to provide services to the community and that it was necessary for all persons living at the Settlement to make some kind of a contribution to the program of the institution. Later, however, very few Palama employees desired living accommodations which left many of the rooms unoccupied. It was then decided to open all available space to people, especially students, desiring reasonable accommodations.

There has been no difficulty in keeping all the rooms available for the Co-op occupied and none is anticipated. At the present time there are nineteen members who form a self-governing group, one acting as manager, one in rotation planning the meals and doing the buying for the breakfasts and dinners served, and all cleaning their own rooms and taking turns in doing K.P. A Vocational School girl is employed by the group to cook the dinners. Each pays board money of \$20.00 a month to the Co-op. The manager in return for free rent looks into the references of all new applicants, sees that the rooms are kept filled, and looks after Palama's interests in general. All of the rooms are equipped with the minimum necessary furniture by Palama which is also responsible for any maintenance and repair costs arising out of normal daily wear and tear. Room rentals have been arrived at for each unit by negotiation between the administration and representatives of the Co-op and are paid directly to the Settlement monthly by the individuals occupying the rooms. It is estimated that the Co-op's rentals will gross nearly \$3500.00 in 1949. (Hayashi)

NEED FOR  
PROPERTY  
STUDY

Considering the facts-1) that in these days of straightened circumstances we are unable to use for program all of the buildings we now have; 2) that a considerable part of our budget is used for property maintenance; 3) that while our present buildings are in fairly good shape, aside from some of the roofs, they are twenty-five years old and continually increasing costs for maintenance must be expected; 4) that the proposed Vineyard Street arterial highway will cut eight feet off the gym and the Strong-Carter Dental Clinic, and twenty feet off the pre-school building; 5) that there is some doubt as to whether the present buildings and property are best suited for our future needs; 6) that better utilization of space for programs in the present buildings may be possible; 7) that more definite policies in regard to rentals are desirable; and finally, 8) that a long-range plan for improvement of the Camp is a "must" if we are to obtain a renewal of our lease in 1952, it would appear that the time has arrived to make a thorough study of our property. It is recommended that during 1949 a special committee be authorized to make this study and report its findings to the board. (Ward)

GROUP WORK  
AND  
RECREATION

After a careful analysis of the program during the fall of 1947 a more comprehensive plan of program activities was decided upon. This was to include - 1) the addition of more "interest"

activities on a class schedule to attract individuals on an interest basis; 2) the division of the program year into definite quarters - each of ten weeks' duration and on a definite schedule; 3) advance publicity for each term; 4) advance registration for all activities; 5) a class fee schedule to be somewhat commensurate with the ability of the membership to pay rather than on a cost basis; 6) an annual calendar of events to facilitate all program planning; 7) an open house and exhibit at least once annually; and 8) a clarification of our membership system.

The purpose of this plan was manifold - 1) to attract more participants; 2) to give a more varied experience in program activities for a larger portion of our membership; 3) to reach people on an interest basis in addition to a club program which chiefly served friendship groups; 4) to establish reasonable time limits for program activities; and 5) to simplify all program planning and to make appropriate use of facilities.

This plan constituted a major change in the total program of the group work division calling for a drastic adjustment of both staff and membership. Without going into detail it can safely be said that the plan is working with a minimum of "hitches". Each term has shown improvement in planning, in publicity, in registration, in attendance, in quality of work done by the staff, and in the interest shown by members and their families.

Open House and Exhibit. The first annual Open House and Exhibit, participated in by all divisions, was presented on Wednesday, March 31st. Over 450 people enjoyed the programs, recitals, exhibits, and demonstration of all the classes and organized groups at the close of the first term of the new program schedule. Demonstrations in sports, music, the arts, home-making, dancing, dramatics and many other activities provided a variety show of large proportions. A significant factor was that a large number of parents attended. It was a very successful occasion giving encouragement to continuing the practice not only annually, but periodically throughout the year.

Day Camp at Palama. An excellent Day Camp program of six weeks' duration five days a week from 8:30 A.M. to 4:00 P.M. sparked the summer activities in town. Under the direction of a full time staff member, a summer staff of ten counselors conducted a magic tour for 105 children on "The Magic Caravan." This stimulating tour was reluctantly brought to a close with a grand show to a capacity audience of parents and friends when the wonders of the six weeks' trip was demonstrated on review. It is regrettable that more children could not have participated. In addition to the Day Camp the regular program of sports and playground activities was maintained throughout the entire summer.

Summer Camp at Waialua - Palama-by-the-Sea. A full camp program of six weeks' duration was planned for the summer of 1948. With ample advance publicity, with a good staff, and with many improved facilities at camp, a full camping season was anticipated with much optimism. However, only 57 children regis-

tered, these being distributed over three periods of two weeks' each. In view of this a hasty conference was called with the appropriate Settlement authorities and it was decided that if a large portion of these campers would enter the first period we would operate a two week camp. This was satisfactorily achieved and an excellent two week camp was enjoyed by 48 campers. The reports of the various counselors and the Settlement case worker reveal many startling achievements of individual children in their own personal growth and in their ability to live amiably in an intimate camping situation. The camp director and staff are to be commended for making a difficult last minute adjustment without losing essential enthusiasm for their work.

The most important cause for a small registration here and in day camp seems to reside in the fact that families could not afford the cost that camping involves. A significant fact is that at this time requests by families in the Palama area for public assistance were increased approximately 85% over a previous period, representing the higher percentage of increase of all districts in the county. Of the 48 children who attended camp 30 received financial assistance in some form or another to meet their camping expenses. Also, the entire camp was subsidized to the extent of \$704.49. In addition, it has been noted that the values of camping are not known and appreciated by a great majority of island families, and that they do not evaluate its importance to growing children enough to pay the cost or even a part of the cost that camping involves. In planning another camping season these two facts will certainly be borne in mind.

Advisory Committee. In accordance with the new reorganization plan an advisory committee for the Group Work and Recreation Department was organized in the latter part of September. The first meeting of this group was held on November 4th when a general orientation to the purposes and scope of the department was made. The interest shown by this group in various studies of the neighborhood and in the program holds the promise of continued interest in and support of the affairs of this department.

Christmas Activities. The Christmas season at Palama is so filled with activities that it is considered practically as a term in itself. The fourth annual "hanging of the greens" successfully opened the Christmas festivities with upwards of 300 people in attendance. The Christmas party for children was unique in that the entire program was put on by the children in the various classes and clubs. A carol program, sung by the Honolulu Bible Training School chorus and sponsored by the Palama Music School, brought a spiritual message of Christmas to a large audience of parents and friends of Palama. A losing battle with the weather forced the annual community Christmas program indoors at the last minute and prevented many people from attending. The Black Pirates' Club and the staff chorus presented a dramatization of the Nativity. (Anderson)



## MUSIC SCHOOL

The goal of all Settlement Music Schools is to put the highest musical education within the reach of serious students whose circumstances do not allow them to pay professional rates.

On the mainland teachers of great reputation donate their services but here in Honolulu, where we do not have teachers who can afford to do the same, we must pay them for their services and consequently our operating expenses are higher than in mainland schools. This means higher rates must be charged than we like but it should be pointed out that in 1948 our income was only 64% of our expenses.

Since September, 1946 when the school was started its enrollment has increased from 55 to 85, its staff from 3 to 3½, and its income from \$4726.00 to \$7020.09. Growth in curriculum has also occurred, these now being 17 class periods a week in which appreciation, rhythm, and adult theory classes have been added to the children's theory classes. It is anticipated that the school will continue to grow in 1949 which will make more pressing the need for an additional practice piano, and also for the beginning of a library of music reference material if the advancement of the students is not to be hindered.

The Music Advisory Committee has met officially only once though several of its members have given time and thought to planning the hoped for re-decoration of the reception room, and Mr. Lawrence Haneberg has graciously volunteered to take over the special publicity of the school.

The expansion of the school is gratifying. The progress and growth in knowledge, ability, appreciation and enthusiasm on the part of the students has imbued the director with greater courage and inspiration to strike for still greater heights. It is hoped that we will continue to grow not only in members but in scope of subjects and in keener interest in music on the part of adults as well as children - so that music will be considered not a luxury but a mentally stimulating and emotionally satisfying study. The Music School has added a certain dignity and prestige to the general program offered by the Settlement. A large number of families were drawn to the Settlement through this activity who otherwise would not have been served. This refining influence permeated all divisions of the institution. (Chun)

## PRE-SCHOOL

In the fall of 1942 the Palama Pre-school opened in September with a staff of four in the Home Economics Building with a capacity for 30 children. In the fall of 1944 it was necessary to move over to the pavilion in the playground to make accommodations for a larger enrollment. In 1948 a separate building was set up to meet the needs of a still larger enrollment. Today we have an enrollment of 55 with a staff of 6.

Besides serving as a supplement to the home and providing open space and the right play facilities, we are trying to help the whole child to grow and develop by encouraging him to use materials creatively and to provide real opportunities for his social adjustment. We are trying to maintain an adequate staff to better guide group living and care for the individual children's need.

Centering around the pre-school, community spirit has come into being for the parents of the pre-school through the educational and social functions sponsored by the school. From meeting sponsored by the school once in every two or three months, parents have asked to have a meeting every month. They have elected officers and have dues to help cover costs of the meetings. Approximately 150 parents and children gathered in the pavilion for the Family Christmas party. Each family brought their basket supper and later all participated in the "hanging of the greens." In many respects the pre-school unit approaches the settlement ideal in that entire families participate in the programs, sharing responsibilities as well as benefits.

We hope to have the following improvements considered during this year - shelter between the pavilion and the restroom with storage space for playground equipment, an arbor over the pool to give partial shade, a small slide for the children, and an awning over the mauka screen in the pavilion to keep the rain from sweeping in, and lights in the restroom.

The Pre-school Advisory Committee has met several times and the steady interest and valuable suggestions of its members have been of much help and encouragement to the school. This committee, composed of experts in this field, believes that our pre-school unit is one of the best in the city. (Fukuda)

FINANCES - Actual figures for 1948

<u>Gross Income Received</u>		\$ 132,310.22
Invested Funds		1892.54
C.A.Alexander Estate	1651.44	
Love Estate	126.25	
C.M.Cooke Endowment	<u>114.85</u>	
Donations from Other Islands		1450.00
H.P.Baldwin,Ltd.	1200.00	
G.N.Wilcox Estate	<u>250.00</u>	
Institutional Receipts - memberships, class and service fees		28,647.81
City & County Government to conclude medical program		1,500.00
Chamber of Commerce for present health program		2,963.56

Strong Foundation for services		4,000.00
McInerney Foundation for case work service		2,400.00
Department of Public Welfare for services		528.50
Rentals		5,627.88
Camp - non-Palama members	1315.50	
Office space - part of year only	537.50	
Individual tenants	<u>3774.88</u>	
Honolulu Community Chest		83,035.29
Allotment for operations	70,979.14	
Special allotment for roof repairs	3,450.00	
Reimbursement for various 1947 repair projects & items of equipment	1,852.19	
Reimbursement from H.C.C. Rehabilitation Fund for 1947 outside painting job	<u>6,753.96</u>	
Sundries		<u>264.64</u>
<u>Less Deficit on Hand Jan. 1, 1948</u>		<u>- 3,210.12</u>
<u>Net Operating Receipts Dec. 31, 1948</u>		<u>\$129,100.10</u>
 <u>Total Expenditures</u>		 <u>\$133,912.13</u>
Administration		26,009.03
Salaries	18,955.87	
Retirement & U.C.Funds	5,114.48	
Other	<u>1,938.68</u>	
Maintenance		16,150.64
Salaries	12,102.38	
Other	<u>4,048.26</u>	
Personal Service - salary		3,440.17
Pre-school		12,915.84
Salaries	10,158.75	
Other	<u>2,757.09</u>	
Music School		10,928.42
Salaries	9,509.66	
Others	<u>1,418.76</u>	
Group Work-Recreation-Camp		54,043.28
Salaries	39,663.57	
Others	<u>14,379.71</u>	
Refund to Property Maintenance Fund (for 1947 painting covered by special allotment from H.C.C.)		6,753.96

Roof Repairs (covered by special allotment from H.C.C.)	3,450.00	
Sundries	<u>220.79</u>	
Less Deficit on hand Dec. 31, 1948		<u>-4,812.03</u>
Deficit on 1947 operations	3,210.12	
Deficit on 1948 operations	<u>1,601.91</u>	
<u>Net Operating Disbursements Dec. 31, 1948</u>		<u>\$129,100.10</u>

THE YEAR IN  
RETROSPECT

Perhaps the year 1948 marks a very important mile-post in the long history of Palama Settlement. It was a year when first steps were taken by all concerned to carefully examine all that the Settlement represents and is trying to do. As a result a complete reorganization of the Neighborhood Center was launched with the close cooperation and hearty kokua of the staff and board. This involved considerable adjustments in policies, in procedures, in administrative alignments, and in the functions of the various services. It was done, however, with the thought that the key positions of the staff would continue to be filled by the existing personnel. With the large turnover in staff that followed, which had no relation to the reorganization itself, many of the good plans laid down were either lost in the shuffle or were necessarily put aside until the new personnel could catch up with them. Also, some old traditions and ways of doing things hung on, and many adjustments could not be thoroughly foreseen. Considerable loss of motion and confusion was necessarily encountered, but nothing so serious that could not be weathered by this venerable institution. The staff participating thoroughly in this venture, carried, in addition to the normal program load, an administrative load beyond what would normally be expected of a staff. Consequently, program suffered somewhat, but even in this area a new groundwork was laid.

All things considered it was a momentous period for the Settlement. The work started perhaps is the hardest, and probably many more steps are yet to be taken. In effect, the reorganization is only partial but the outlook for growth is optimistic and the will to move ahead is strong. There is no question that it was a difficult year, but measured by the standards of settlement experience any year that is filled with change for constructive purposes can be chalked up as a dynamic one for the agency and for those whom it serves. (Anderson)

All evidence from the mainland indicates that the settlement movement is as vital today as ever and it is hoped, now that the public health aspects of our program have been transferred elsewhere, we may re-establish the basic concepts of settlement work and re-affirm the intents and purposes of the founders of Palama Settlement. (Ward)