



THE BIGGER PICTURE

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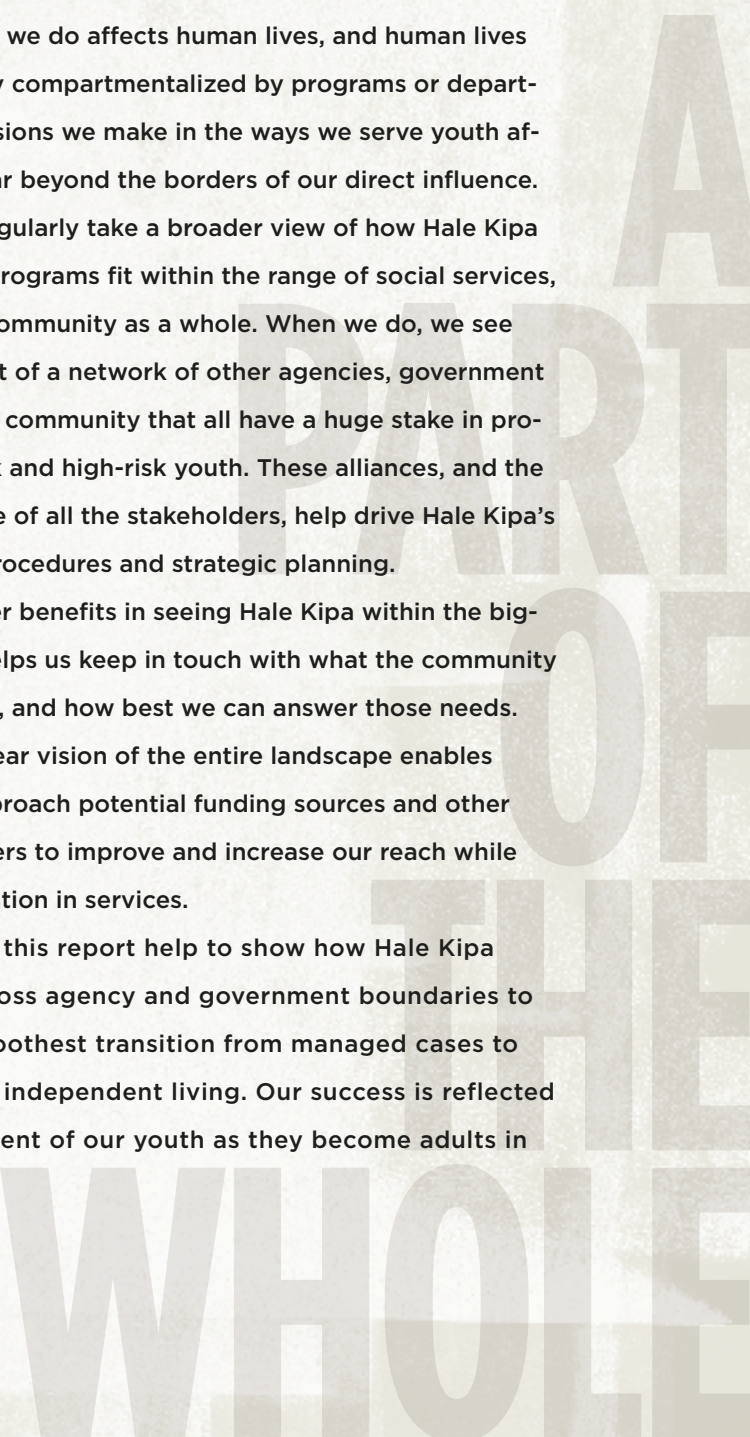
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In our daily work, in the challenges we face to meet the needs of youth, we sometimes get caught up in the many tasks that must be completed this year, this week, this minute. But as we focus on what we need to do as an agency to improve our programs and to better serve our clients, we can lose sight of the fact that we are part of a bigger picture of youth services.

In fact, all that we do affects human lives, and human lives cannot be neatly compartmentalized by programs or departments. The decisions we make in the ways we serve youth affect their lives far beyond the borders of our direct influence.

So we must regularly take a broader view of how Hale Kipa and its various programs fit within the range of social services, and within the community as a whole. When we do, we see Hale Kipa as part of a network of other agencies, government services and the community that all have a huge stake in providing for at-risk and high-risk youth. These alliances, and the interdependence of all the stakeholders, help drive Hale Kipa's methodology, procedures and strategic planning.

There are other benefits in seeing Hale Kipa within the bigger picture. It helps us keep in touch with what the community requires from us, and how best we can answer those needs. Maintaining a clear vision of the entire landscape enables Hale Kipa to approach potential funding sources and other resource providers to improve and increase our reach while avoiding duplication in services.

The stories in this report help to show how Hale Kipa reaches out across agency and government boundaries to provide the smoothest transition from managed cases to reunification or independent living. Our success is reflected in the achievement of our youth as they become adults in our community.



Punky Pletan-Cross

President and Chief Executive Officer

A

butterfly flaps its wings in Tokyo and a hurricane is spawned in the Caribbean.

This old saw is often used as a metaphor for systemic interdependence. The idea is that though we may not be able to track the relationship between the action of the butterfly and the hurricane on the other side of the globe, there is an inexorable connection between the two.

Similarly, each individual in our society has an effect on each other, no matter how subtle and seemingly untraceable the relationship might be. That's because we are all part of complex social systems that are affected by the way in which each of us live, and the work we do.

In our work with youth and families, it is vital that we understand Hale Kipa's place in our social service system and our effect on the rest of the system. In fact, our work with youth can never be wholly successful unless we recognize and engage with the systems that the youth is part of when they are with us, and the ones that they will be a part of after they leave our programs.

Of course, no single organization, no matter how big or how successful, can meet all the needs of youth as they transition into adulthood. That's one of the reasons why we focus on our core competencies—those things that we think that we do particularly well. Those areas grow each year: recent program expansion has added to our continuum of services by filling in the pukas in Hale Kipa's service array.

At the same time, we recognize that there are many things that we don't do. It is essential in this context to acknowledge when other agencies can do a better job with certain aspects of the work that are critical to the youth and family. Awareness of our role in the community coupled with good communication with other service providers lead us to develop partnerships that insure our youth get access to the appropriate services. In the long term, we aim to help our youth and families orchestrate for themselves the services that they will need.

The Aloha United Way often refers to the "safety net" of services that are essential to ensuring that the fundamental needs of the families and the citizens of Hawai'i are met. Hale Kipa is part of that net, part of a larger community of Human Service providers in the areas of health, education and safety. Never alone—certainly not in an island community ever alone—we can collectively make a major difference in the lives of our youth and families.



Brian Isobe

Chair, Board of Directors

July 1, 2004—June 30, 2005

By providing opportunities and environments that strengthen and encourage youth, Hale Kipa's Board of Directors helps these youth and their families to actualize their potential and social responsibilities. To this end, we use our combined experience to help the staff create and maintain a continuum of services that includes prevention and intervention, shelter, foster care, residential group homes and outreach programs.

We also take advantage of the experience and support of organizations outside of Hale Kipa by reaching out and developing new partnerships. The implementation of the new Hawai'i Advocate Program on the islands of Kaua'i, Maui, Hawai'i and O'ahu is one example of how it works. By identifying a need in the community and collaborating with government and other organizations, we are providing prevention and intervention services through the use of community advocates. This exciting new program, funded by the Department of Human Services of the State of Hawai'i, resulted from meetings with State officials, law enforcement officials and the judiciary. In addition, Hale Kipa's ability to identify and form a partnership with the Youth Advocacy Program in Pennsylvania allowed us to bring a program with proven results to Hawai'i, thereby addressing a need voiced by our community leaders.

We are also committed to promoting a strength-based approach to our work. In the coming years, our focus will be on the strengths of our staff, the strengths of our clients, and the strengths of other organizations and government agencies. Our commitment to a culture which promotes the core values of learning, caring, cooperation, collaboration, accountability, flexibility and social responsibility will allow us to continue to refine programs.

By supporting responsive, flexible, adaptive and proactive services, the Board can continue to address the evolving needs of our youth. As we monitor our environment and feel the pulse of our communities, we will be able to identify new programs that are needed. That vigilance allows us to adapt our services, avoiding organizational rigidity and the fear of losing our identity or control to outside agencies.

After all, cooperation and collaboration with government and other organizations is not something to be feared or avoided: it is essential to remaining connected to the whole. Our youth deserve no less.

F

or youth in Hale Kipa's many programs, life as usual may be disrupted in a number of ways. Often placed in foster care or group homes, youth are separated not only from family and friends, but also from their regular school and schedule. In the past year, Hale Kipa has responded to this need with a new initiative, spearheaded by educational specialist Vanessa Richardson.

Working within the Therapeutic Group Homes program, Hale Kipa helps youth maintain momentum in their education by placing the youth in an appropriate school within a reasonable distance from the foster or group home, that transportation is provided for if necessary, and that any special needs of the youth are attended to by the new school and teachers.

J.T., a 16-year-old male, was placed at Hale Kipa's Damon Street Home directly from the Hawaii Youth Correctional Facility where he had spent 9 months for various offenses. Though youth coming from lockdown facilities are usually placed in special alternative schools, Hale Kipa staff determined that J.T. was ready for public school based on his positive attitude, and would benefit from the earliest possible return to normalcy. On our strong recommendation, the school reluctantly agreed. J.T. responded by passing all his courses for the semester, earning positive feedback from his teachers, and becoming involved with intramural sports, all the while maintaining the expectations of the Damon Street residential home.



In some cases, there is no appropriate school in which to place the youth, or the youth may be better served by making arrangements with their regular school to provide distance learning, supported by Ms. Richardson of Hale Kipa.

A 12th grade student at Mililani High School, J.G., arrived at the Department of Heath shelter during the last six weeks of her senior year as she was awaiting placement into a therapeutic foster home. Our staff notified the school to explain her absences and establish contact with her teachers via phone and email. Her remaining work was sent to the shelter where she was able to complete English IV and Home Economics. She was discharged from Hale Kipa in time to attend the last few days at Mililani High and graduate on time.



For many of the youth benefiting from this program, being able to keep up with their age group in school can contribute to their self-esteem and smooth their ultimate reunification with family. Most show remarkable energy in their schoolwork while in the shelters and group homes. The Hale Kipa program provides focus and attainable goals during a time of tremendous uncertainty.

A.F., an 8th grade student from Kaua'i, was 14 years old when she arrived at a Department of Health shelter. She had been off her regular school schedule for over a month and was falling behind. Hale Kipa notified her home school immediately. They collected the work she had missed and provided background of

her capabilities in each subject to guide the Hale Kipa specialist. During her stay at the shelter, A.F. completed an entire semester of work in science, language arts, math and social studies, much of it at grade A level. A.F. earned the credits she needed to be promoted to high school with the rest of her class.

For the future, Hale Kipa hopes to expand the program so that all our youth, whether it be by placement in a new school, or through close contact with their home school, can get the support they need to keep up. It's one way Hale Kipa is reaching out to other agencies in the best interests of the youth we serve.

KEEPING UP
WITH THEIR GRADES



The new Hale Kipa Core Facility will consolidate all of the agency's operations into a single site.

CAPITAL CAMPAIGN

Having kicked off in 2004, Hale Kipa's Capital Campaign is well on the way toward reaching its goal of \$10.5 million. Professional fundraisers Myerberg, Shain and Associates are spearheading the effort to raise funds for Hale Kipa's core facility and its new residential shelters and school (see "Hale Kūpono Expansion"). Suitable properties for the facilities are being sought.

Campaign cabinet members include Chair, Jeannie Hedberg, Vice Chairs Heidi Cregor, past Chair of Hale Kipa Board of Directors, and Lee Carson, former Hale Kipa Board Member. Sanford Murata is chairing the corporation portion of the Capital Campaign; Momi Cazimero chairs our Mainstream Foundations and Dianne Willoughby chairs the Vest Pocket Foundations. Thanks to the efforts of our Government Relations Co-Chairs, Georgette Deemer and Stacy Evensen, Hale Kipa has already received \$1.3 million in CIP grants.

HAWAI'I ADVOCATE PROGRAM BRINGS SERVICES TO NEIGHBOR ISLANDS

Our work often requires us to plan, adapt, and grow so that we can provide the kinds of services that our communities need. That is the spirit behind Hale Kipa's pro-active effort to create the Hawai'i Advocate Program (HAP) in partnership with the Department of Human Services (DHS) and the Office of Youth Services (OYS). Modeled on the nationally recognized Youth Advocate Program, HAP has transformed a group of existing services into a statewide program that focuses on prevention and early intervention services for youth and families.

At its core, HAP seeks to keep families safe and together, and to prevent unnecessary out-of-home placements. Children and families who have been referred to the DHS or Family Court, or that may be transitioning out of the Hawai'i Youth Correctional Facility, will have access to Community Advocates that can creatively respond to their needs. By focusing on individualized service planning, parent/youth involvement, and community-based care, HAP will help decrease the number of youth that wind up "in the system."

HALE KŪPONO EXPANSION

In addition to providing for our Core Facility project, Hale Kipa's Capital Campaign is raising funds for a campus to house 2 new Community Based Residential programs (CBR's) and a school for the youth who live there. These youth, ages 7–12, have severe emotional challenges and require an on-campus facility to address their educational needs while preparing them to transition back to community schools. The school may also service a small number of additional youth in the community who need this type of environment.

Hale Kipa's CBR's, known collectively as Hale Kūpono, provide community-based therapeutic group living with a full continuum of services. The residences offer a comprehensive system of care, addressing the youth's physical, emotional, educational, recreational, and developmental needs in the least restrictive and most natural home environment possible. The program provides therapeutic support for youth who are ready to integrate back into the community and schools.

PLANNED GIVING

In the past year, Hale Kipa has initiated its Planned Giving program, and has already seen good response from the community. The main instrument of Planned Giving, the Hale Kipa Charitable Gift Annuity (CGA), combines a gift with an investment. Under the gift annuity agreement, Hale Kipa makes fixed rate, lifetime payments to the giver. For individuals under age 65, there is also a Hale Kipa Deferred Gift Annuity (DGA).

Supporters who have started a Hale Kipa CGA have discovered it's a good way to benefit one or two individuals and can be established for a modest sum. They've also found that the annuity rate can be quite generous (under current tables, payments for a single life age 75 are fixed at 7.1%). Establishing a CGA will also generate a charitable income tax deduction. Best of all, these annuities provide substantial funds for Hale Kipa after the last payment has been made to the annuitants.



Y

ou meet Joe Sabir and you have no idea how much he's been through. Just a regular high school senior with an easy smile and teenage swagger that suggests confidence and self-esteem. That and an impressive rushing record on the McKinley High School football team.

"I was raised without knowing who my father was and my mother abandoned me at a very young age."

For any kid, navigating the social, academic, athletic route through high school is a challenge. Without a family to go home to, how much more stressful those years must be. For Joe Sabir, those years began in anger and rebellion. When he first came to Hale Kipa, Joe was angry. He was often involved in fights and had brushes with the law.

"I was lost. I didn't know what I wanted to do."

For the past 4 years, Joe got the support he needed in Hale Kipa's group homes. From the Transition House, he moved to the Damon Street Home, and then to Passages. In the group homes, the fights stopped. As he learned to respect fair authority, he became something of a role model for the younger kids coming in.

They paid attention when he explained how things were done in the home, and what behaviors were not allowed.

For Joe Sabir, the turning point was about a certain guy and a certain game.

"I met a football coach by the name of William Stowers."

Through Coach Stowers—a Hale Kipa staff member at the time—Joe got involved in the team and played for McKinley High School for three years. There were still ups and downs, but there was steady progress. Football brought Joe to Australia, where he played on an all-star team from Hawai'i. It has most recently taken him to San Jose State on a football scholarship. Even in college, he'll continue to receive Hale Kipa's support through his Independent Living Program (ILP) case manager.

"Someday, I want to be a social worker, psychologist or coach a high school team."

The future is far from certain for a bright kid thrust into a complex world. But Hale Kipa has helped give Joe the best possible chance to navigate with an arsenal of coping tools, a way to seek help when he needs it, and the confidence to succeed.



REVENUE and SUPPORT	2 0 0 4	2 0 0 3
Program Service Fees	\$3,527,968	\$3,807,951
Government Grants	3,271,523	2,873,301
Gain on sale of property	538,288	1,649
Aloha United Way Allocation	189,075	194,660
Contributions	144,103	111,754
Foundations Grants	98,850	84,342
Interest Income	10,282	12,786
Other Income	6,020	8,871
Total Revenue and Support	\$7,786,109	\$7,095,314
EXPENSES and LOSSES		
Program Services	\$6,470,324	\$6,725,803
Management and General	623,201	591,800
Fundraising	88,930	64,026
Total Expenses and Losses	\$7,182,455	\$7,381,629
CHANGE IN NET ASSETS	\$603,654	(\$286,315)
NET ASSETS AT BEGINNING OF YEAR	\$2,066,779	\$2,353,094
NETS ASSETS AT END OF YEAR	\$2,670,433	\$2,066,779

Financial Information as of June 30, 2004 and 2003

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.

PREVENTION/INTERVENTION Hale Kipa's Prevention and Intervention Programs reach youth who are just starting to exhibit behaviors that indicate they are at risk for more severe problems later on. These programs work with youth in home and school settings to prevent runaways and truancy, to improve school performance, and to strengthen family relationships.

- Hawai'i Advocate Program (HAP)
- Ho'okala
- Hui Malama 'Ohana Youth Service Center (HMO)
- Valid Court Order (VCO)

SHELTER SERVICES In crises situations, youth often need a place to go on short notice. Hale Kipa Shelter Services provide physical shelter and emotional support for these youth, many of who are awaiting placement in a more permanent setting. For runaways and youth in crisis, Hale Kipa shelters provide a place to regroup while their problems can be worked out.

- Group Shelters
- Kāmala Homes

FOSTER CARE When the youth is best served in a traditional home setting, Hale Kipa's Foster Care programs place the youth with the family that will best meet the youth's needs in this difficult time. The family provides the youth with basic care and structure as it teaches living skills and healthy relationships.

- Foster Homes with Therapeutic Services
- Foster Home Development Program
- Hānai Homes

RESIDENTIAL PROGRAMS Hale Kipa maintains a network of group homes for transitional youth, which provide independent living situations to specific populations. These Residential Programs provide a place for youth to practice living skills by emphasizing personal responsibility, educational/vocational development and good citizenship.

- Hale Kūpono
- Hāpai Home Program
- Independent Living Programs (ILP)
- Independent Living Program Training Apartments (ILPTA)
- Therapeutic Group Homes (TGH)
- Transitional Living Program (TLP)

OUTREACH Many of the youth Hale Kipa serves are beyond the reach of our shelters, residential homes and foster care. These youth, who may include homeless and street-identified young adults, are often at a loss for basic services. Hale Kipa programs provide outreach services to promote these clients' successful transition to self-sufficiency.

- Youth Outreach (YO!)

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Hui Malama O'hana
 Susannah Wesley Community Center,
 Parents and Children Together (PACT),
 KEY Project, Hale Kipa

Statewide Shelter
 Maui Youth and Family Services,
 Hale 'Opio Kauai, Salvation Army Family
 Intervention Services, Hale Kipa



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