

HALE KIPA Annual Report 2010



1970 - 2010

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Thinking Back and Forward

Anniversaries make ready themes for things like gala dinners and annual reports. Usually, they signify no more than a number that divides evenly by 10 or 20. A good time to reflect, take stock, rewrite mission statements or renew commitments.

For Hale Kipa, 40 years in business has a lot more meaning. That's because the four decades we've been serving youth are mirrored by radical changes in the social services on a national level, and by the career paths of our own directors.

As an agency, we are concerned that the lessons of the last 40 years will be lost to the budget crises of the last two. And so we devote this truly significant anniversary to remember where we've been... and to refocus on where we're going.



Punky Pletan-Cross

CHIEF EXECUTIVE OFFICER

This year, Hale Kipa marks its 40th year in the business of helping youth. Me, too. It just so happens that the year Hale Kipa was founded was the year I started as the founder and first Executive Director of an adolescent and family nonprofit agency in the Northeast. That concurrence has provoked feelings and stirred up memories about what youth services was like when I began, and has led me to take a long look at where we're headed as a society.

These forty years have proven certain ideas about youth services: that individuals have a right to receive services in the least restrictive setting possible; that it is our duty as providers to creatively solve problems on both a therapeutic and an administrative level; that we should intervene early on, attempting to normalize the experience as much as we can. When placement is required, we should make it as short as possible. And, perhaps most importantly, we should provide the fullest continuum of care we can to appropriately address the complex issues confronting a youth in crisis.

The last four decades have also brought to light a darker truth: that sexual abuse and child neglect are much more prevalent than was thought in "normal" families. Mandated reporter requirements and public education campaigns brought a whole raft of social ills into the sunlight. Now that the scope of the problem is known, we can finally address and treat the problems.

Forty years later we are far better at identifying problems, of assuring that individuals who need assistance have access to services, and of mitigating the long-term effects of social ills by treating them as early as possible. Now we even have hope that behavioral health services will someday be considered equal in importance (and coverage) as physical health services, and that families will get the treatment they need.

The current economic environment reminds me of the Joni Mitchell lyric, "You don't know what you've got till it's gone." Budget cuts at the federal and state levels have begun to seriously erode continuums of care that we have become accustomed to in juvenile justice, child welfare and behavioral health. The Felix Consent Decree is receding in the rear view mirror and the legitimate array of services for youth with mental health needs are being whittled away.

As is all too often the case in difficult economic times, programs that are the most expensive and the most difficult for which to quantify results—generally community-based outreach services and prevention programs—are the first to go. But without outreach and prevention, youth develop far more serious and intractable problems. The savings in today's social services budget is paid for with tomorrow's criminal justice budget.

One of the key determinants in the sustainability of a system is its ability to recognize its own complexity and to thoughtfully manage its own evolution. Sadly, that is not happening in the social services. The budget crisis has provoked a series of knee jerk responses that have exacerbated what has already been the most difficult economic situation since the Great Depression.

Now is a watershed moment for human service organizations in the State of Hawai'i and in the country. Serendipity and circumstance may ultimately dictate which programs survive and which do not, but it is hard to believe that the community is best served by such an ad hoc process. Leaders need to come together for thoughtful conversations that cut across state agencies and political lines about the tenuous future of youth services. Conversations that are informed by all we've learned in forty years.

I remain optimistic that we will return to the commitments that our community has come to expect of us over the last forty years, commitments to the most marginalized and most at-risk of our youth. But it won't happen quickly. Until it does there will be collateral damage from the budget crisis in real human cost that will take us many years to overcome.



Stacy Evensen

CHAIR, BOARD OF DIRECTORS

When budgets get tight, the social services are usually the hardest hit. Agencies like Hale Kipa have two challenges. The first, of course, is to avoid cutting services as resources dwindle. The squeeze is painful sometimes, and sometimes program cuts are unavoidable. This past year, there was literally no way we could avoid trimming staff and services.

The second challenge is not as obvious. It involves making our case to funders and the government agencies that can significantly affect our future and our ability to serve Hawai'i's youth. The case we must make is not simply that there are youth that need the resources we provide, but that the work we do yields long-term positive benefits—just as the failure to address youth issues leads to long-term social ills.

The case for maintaining our financial commitment to youth services can be made through anecdote and statistics, showing how the money spent today reaps benefits tomorrow, or at least avoids more costly solutions later on. A dollar spent on youth in intervention might save thousands spent on law enforcement, court and corrections, and so on.

In the best scenario, the community leaders that make decisions that determine our funding get to hear all these arguments, and in turn make informed decisions that insure we will have what we need to help youth. When we make our case clearly and compellingly—and they take the time and interest to hear it—we have the best hope that essential services will be maintained.

In the worst case, a preexisting relationship with the funder (and not the needs of the community) determines how limited funds are allocated. In some cases, services are lost simply as a result of bad timing: Programs that are not up for review at the leanest times escape the severest cuts, even as more essential programs are decimated.

For funding and policy decisions to be made objectively, particularly as money gets tighter, the individuals making them need to have as much good information and input as possible. Making these kinds of arguments is one reason we present these annual reports to the community.

At both the federal and state levels, these decisions must be made with the broadest picture of the future of our society in mind. We must demand that our policy makers ask more than how to balance a budget or reduce fiscal shortfalls. We must insist that they consider the long term social cost of their actions, and that they make decisions that lead toward a society that we will be proud to be a part of.

40 Years of Serving Youth

There is no substitute for experience, but doing something for a long time—even four decades—doesn't necessarily make an organization better. Only when experience leads to wisdom, when practice leads to constant improvement does an organization grow in value to its community. At Hale Kipa, we believe we've used the lessons learned to intelligently expand services, improve outcomes, and help shape the youth services community of Hawai'i.

At this juncture, we mine our experiences to chart our future into very uncertain waters. Looking at our history as an agency in the context of the evolution of the social services as a discipline, we discover compelling stories that inspire us to carry our message forward.

The National Context

When Hale Kipa was founded 40 years ago, the standard of human services was vastly different than what we accept today. A major portion of the services available to the mentally ill or troubled youth were provided in places like state hospitals or state training schools where individuals were often warehoused from the time they were diagnosed until they eventually passed away.

In the 1970s the movement known as deinstitutionalization began to change just about everything. Its underlying theory was that individuals with mental

health, behavioral health or social service needs would be better served and would have better outcomes if they were given services in the communities in which they live, as opposed to being locked away in institutions.

A significant push to close state hospitals was coupled with a boom in community-based mental health centers and a dramatic increase in the array of services provided by new nonprofits that worked with what had been an underserved population. These dramatic changes in the late sixties and early seventies were sparked in part by the efforts of Jerome G. Miller to reform Massachusetts' youth correctional system by closing the training schools. (See sidebar.)

The Local Picture

In Hawai'i in the late 1960s, the YWCA came to the Junior

League of Honolulu for help in housing runaway girls. These groups, along with a group of concerned citizens and civic leaders, formed Hale Kipa to answer the plight of these homeless girls. Operating on a shoestring, the early staff consisted of volunteers and house parents who worked for room and board.

Hale Kipa's first site was the old priory house of St. Andrews Cathedral in downtown Honolulu. The house was free, but not without its challenges. Former Executive Director Sam Cox relates the stormy beginnings.

"The opposition was from the parents of the girls in the priory. Now we had only girls but they were not the kind of girls they wanted their girls next to. Pimps would even come up to the door. It wasn't a good thing. In an auditorium filled with angry parents... one of the leaders got up and

Individuals receiving mental health or social services have better outcomes in their own communities, as opposed to being locked away in institutions.



said if you do not move Hale Kipa out, we're going to take all our kids out of the school. Before the bishop could even reply, the whole auditorium by prearrangement stood up and walked out. The bishop said 'Hale Kipa opens tomorrow.'

Hale Kipa's first house, on McKinley Street in Mānoa, was purchased in 1975. It was co-ed during the daylight hours, but the male staff and boys would walk to the nearby Atherton YMCA for overnight stays. When Sam Cox became Hale Kipa's Executive Director in 1976, they were licensed to shelter up to 16 girls. The program was working, but the idea for community based care for all Hawai'i's homeless youth was hardly a given.

"The need for shelter for runaway boys was raised by our Board and others in the community. However, this was controversial and untried. The popular view at that time was that boys did not really need shelters because most could fend for themselves.

It was girls who "got into trouble" and needed protection. Another real concern was that boys would be much more aggressive and difficult to manage."

This economic environment demands that key people in politics, business, and social services make farsighted decisions.

When the Bingham Street house, owned by Church of the Crossroads, was opened as an emergency shelter for the boys, the staff discovered this was not the case at all. Some of Hale Kipa's smallest female staff proved to be quite effective in supervising male residents. It wasn't physical size that was required, but emotional caring.

It wasn't long before Sam and the Board recognized that runaway youth needed much more than shelter and tender loving care. They needed professional family counseling. He hired Judy Sakai and Jaque Kelley-Uyeoka as Hale Kipa's first program director and professional social worker.

The services kept expanding—to unwed mothers, to teens on the streets in Waikīkī, and then to youth that were "at risk" of getting in trouble. Prevention and intervention became the

agency's best weapon to keep youth out of the system for the long term. Another dozen properties were purchased over two decades to handle the agency's growing needs and expanding programs.

Today, Hale Kipa is one of the largest youth services providers in the state, with expertise in outreach, family counseling, emergency shelter, residential treatment, foster care, and independent living. We maintain strong working partnerships with other community agencies. We are licensed as a child-placing organization by the Department of Human Services and maintain over 25 private foster homes.

Mandated Social Changes

To get an idea of how recently some youth were excluded from public services, one needs only to look at the brief history of the Federal Individuals with Disabilities in Education Act (IDEA). Before the original statute was enacted in 1975, U.S. public schools educated only one out of five children with disabilities. Many states had laws that explicitly excluded children with certain types of disabilities, including children who were blind, deaf, “emotionally disturbed” or “mentally retarded.”¹ At the time the statute was enacted, more than one million children in the U.S. had no access to the public school system. Many of them lived at state institutions where they received limited or no educational or rehabilitation services. Another 3.5 million children attended school but

were “warehoused” in segregated facilities and received little or no effective instruction.

But change was sweeping the nation, often driven by the courts that forced local governments into action. In Hawai‘i in 1993, a group of parents of disabled children including those of Jennifer Felix, along with like-minded organizations including Hale Kipa, sued the State for failing to provide mental health, special education and other services to their children. The U.S. District Court ruled that Hawai‘i was in violation of IDEA. In the Felix Consent Decree settling the lawsuit, the State agreed to ramp up those services with clear benchmarks over the next few years.

Felix brought with it the need for new programs to provide the services that the law required. Hale Kipa responded with a number of programs to answer

these needs with community based programs which have been irrefutably shown to produce better outcomes for children than institutional ones. Programs like Therapeutic Foster Care and Therapeutic Group Homes gave youth a chance to receive services in the least restrictive setting.

As of 2006, more than 6 million children in the U.S. were receiving special education services through IDEA, while spending on special education in Hawai‘i had grown to \$306 million in general fund appropriations (from about \$75 million in 1994). But court oversight mandated by Felix has officially ended, and many in the social services worry that, without the court’s intervention, local adherence to the gains made will be given up to the new budget realities.

¹ “Back to School on Civil Rights: Advancing the Federal Commitment to Leave No Child Behind,” a report published by the National Council on Disability, January 25, 2000.

Funding Cycles

Over the course of decades, there are natural ebbs and flows and ups and downs in funding cycles and social policy. Smart social service agencies expect change and learn to adjust policies and programs without jeopardizing their mission. In the nonprofit sector, this often translates to contraction and retrenching, whether the changes result from shifts in state administration policy, or of resource availability.



This last driver, caused by a global downturn in economic activity, is behind many of the difficulties we face today. 40 years after our founding, we have come to a critical moment in time for youth services, and perhaps for all social services. The present environment demands

that key people in politics, business and social services make the right decisions.

There are two ways to approach the problem: allowing the fittest to survive, or by bringing together leaders to make comprehensive plans for the future, no matter how challenging it will be. In the first case, the agencies that happen to have contracts that don’t come up for renewal in the middle of a departmental fiscal crisis, or whose current funders see their services as a priority for whatever reason,

will win out. Many others will go by the wayside. In contrast, rational decision making by policy makers, informed by real information gathered from the social services community, may ensure that we don't reverse the gains made from those days when youth were warehoused in institutions for the crime of being without a safe home.

By any estimation, Hale Kipa is in a severe downtrend in terms of governmental contracts, funding, staffing and, worst to report, the ability to provide services to all youth that need them.

Social service agencies that provide community based care need to keep the benefits of such programs in their vocabulary. When budget cuts are

forced on programs that are the least popular—ones that place youth in real communities—the results take us back to the bad old days. It is in the best interest of our society that we recall the history of the past few decades and that we recognize the proven benefits of community based care for youth. The costs of forgetting couldn't be bigger.

Last one over the wall

In the wake of horrific scandals involving abuse of youngsters in the state's gothic reform schools, Massachusetts hired Jerome G. Miller, then a psychiatric social worker on the faculty of Ohio State University, to head a new Department of Youth Services to reform juvenile justice.

When he arrived in 1969, Miller found horrendous conditions and abuses that had been hidden from public view for decades: teen-agers stripped naked and held for days in dark concrete cells, forced to drink from toilets, made to kneel for hours on a stone floor with pencils under their knees. In one sadistic ritual, Miller writes, "A boy's feet were strapped to a bed frame and beaten on the bare soles with wooden paddles or the wooden backs of floor brushes."

At first Miller sought to work within the system, replacing the more old-fashioned reform school directors and ordering humanizing policies. He once ruled, for example, that a person ordering a youngster into an isolation cell had to sit with him in the cell until his release. "The rule effectively stopped the use of isolation," he noted.

Soon after, however, he realized that the system itself had to go. Before his departure under pressure after a tumultuous two-year term, Miller completed a radical social experiment: he closed down virtually all of the state's large reform schools, dispersing delinquent youngsters to a broad spectrum of community programs.

While the establishment expected a crime wave set off by the release of all those "juvenile delinquents" as the youth were called, nothing of the kind occurred. Researchers from Harvard University and the National Council on Crime and Delinquency confirmed that the closures produced no new crime wave while "administering a welcome dose of humanity and common sense to the demoralized practice of juvenile justice."

The rage that motivated Miller in Massachusetts lit a fire in states across the nation as the philosophy of youth services changed whole cloth. Today, with community based programs being challenged by funding cuts and NIMBY lawsuits, people are again reading his memoir¹, and are reminded of the compelling case he made for deinstitutionalizing youth.



¹ Last One Over the Wall: The Massachusetts Experiment in Closing Reform Schools. By Jerome G. Miller. 279 pp. Columbus: Ohio State University Press, 1991.

DEDICATION BY THE DECADE *A measure of the health of any organization is the tenure of its key staff. Over Hale Kipa's 40 year history, the agency has kept a continuum of program directors that have enabled its mission to be carried forth from decade to decade. This year, three of our PDs mark anniversaries with the agency of 10, 20 and 30 years. Their commitment to our work with youth is a credit to their dedication, and to the success of our agency culture.*



Mari Vermeer

Deputy CEO Placement Services

1999 was a heady time for youth services in Hawai'i. The Felix Consent Decree had just been won, giving a mandate to the government and its partners to provide a range of new services for Hawai'i's least fortunate youth. Hale Kipa had a new Executive Director, Punky Pletan-Cross, who brought the agency into the arena of mental health services for youth with their first CAMHD (Child and Adolescent Mental Health Division) contracts.

Mari Vermeer was just getting out of graduate school. Though she had always dreamed of working with youth, it wasn't until her own children were grown that Mari got her Masters of Science in Counseling Psychology. She knocked on Hale Kipa's door to complete her degree as an intern.

"I was looking for an internship. But Punky was looking for a program coordinator. I didn't have practical experience in a social work setting, but I had owned and directed a pre-school, and had management experience." Mari found herself with a paid internship, running the new Therapeutic Foster Care and Hanai Homes programs at Hale Kipa.

At the time, the foster care program was small, aimed at lower level services. Now the agency looked to Mari and program director Sime Gross to develop therapeutic capacity. They recruited homes and brought their foster family training to the level required for a therapeutic setting. They found social workers and therapists to manage the homes and the handful of youths that were part of the original CAMHD contract. "At first I didn't know what language they were speaking—the acronyms and jargon—but what they actually did made sense to me."

In a few months Mari was up to full speed, thanks to a natural ability to relate and connect to the kids. Shortly after that, Punky made her Program Director, and subsequently added the Therapeutic Group Homes to her plate. Today Mari is Deputy CEO of Placement Services.

From Mari's perspective, the whole system is on tenuous ground today. With the Felix Consent Decree over, there's been a chipping away at the commitment of the system to the youth that Hale Kipa serves. The agency faces funding cuts and reduction of services, and nobody knows how far it will go. She knows it's been hard on her staff.

But the responsibility to the kids doesn't go away. There is so much work to be done—and less staff to do it. "These kids' lives are on the line," Mari knows. "They need those of us who can remain engaged to keep our heads and hearts in the game. They need us more than ever now. That one thought has sustained me all these years."



Dori Tyau

*Director of Human Resources
& Training*

20 years ago, Dori Tyau was fresh out of college with a degree in social work, and was working at Farrington High School as an emergency hire. It was a temporary position, and she was looking for a permanent job.

Dori recalls, “When I saw an ad in the paper for program coordinator at Hale Kipa, I had already formed my own impressions about the agency from things I had heard: Hale Kipa was for the bad kids, the runaways, the real troubled ones.”

Executive Director Sam Cox saw an energy in this young social worker that he thought he could use. Dori was hired right away as program coordinator for one of Hale Kipa’s five shelters.

“It was the most eye opening experience ever. For one thing, it gave me great appreciation for my own family and parents—things that I just took for granted. I grew up thinking everybody had a family. By learning about the challenges that these kids were going through, I realized that they were not bad kids.”

With dozens of clients vying for her attention, Dori dove right in. In the mornings when the youth went to school, the houses would close and the coordinators of all five shelters, led by program director Judy Sakai, would meet at the McKinley Street home. For a few precious hours Dori could get support, ask questions, and enjoy the camaraderie. When school was out the coordinators returned to their respective shelters to work directly with the youth.

“Those hours were the key to my longevity with the agency: the support and connection with the other staff. Sure, it got challenging at times. But we would do retreats, spend outside time together, and get recharged.”

Since those days, Dori has progressed through several positions at Hale Kipa. Now as Director of Human Resources, Dori has a unique overview of an agency that has grown to scores of people. She knows that the staff who are most likely to succeed at Hale Kipa are the ones devoted to the youth and their families, that believe in the agency’s vision. For these few, it is never just a job but a calling.

Certainly, it calls to Dori. “I wholeheartedly believe in what Hale Kipa does. We are going through a tough time now but in the midst of it all, we’ve stayed true to the mission. It’s my role to make sure that people who are providing the service will always have the support they need.”



Jaque Kelley-Uyeoka

Deputy CEO Outreach Services

If a single person were to represent the soul of Hale Kipa, it would be Jaque Kelley-Uyeoka. And it's not just because, with over 30 years at Hale Kipa, she is the most senior person in the organization. It's because her immense dedication to the agency, to its mission, and to the youth that rely on us is as large as her tenure is long.

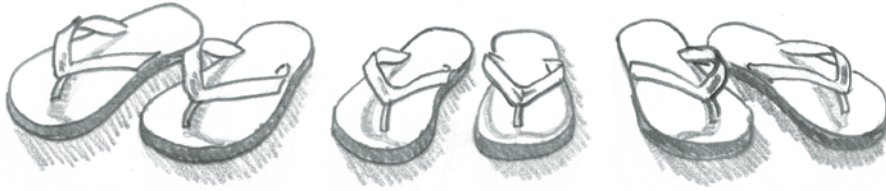
Jaque was hired as a social worker in 1979, when the organization was literally in its infancy and there were just two emergency shelters. She had earned her Masters of Social Work from the University of Hawai'i and had worked for the Salvation Army Residential Program for Pregnant and Parenting Teens.

Jaque remembers a smaller agency with a very different feel. "The agency was cozy—three houses all within half a mile of each other, with the focus on McKinley Street. The staff was very close, very connected. Everything felt more relaxed."

The youth in the early 80s were not so different from what the agency sees today, Jaque recalls. But working with them was far simpler. With fewer state and federal regulations attached to their programs at that time, the agency was able to focus most of its effort towards delivering services straight to the street, to the kids. One noticeable difference was "intake." In those days, "kids would show up at the door. We were more on the street, not waiting for a referral." Today, youth are more likely referred to Hale Kipa by state agencies or the courts.

For Jaque, the significant changes brought about by the Felix Consent Decree and the CAMHD contracts took some adjusting to. To meet the needs of the community, Hale Kipa was expanding beyond just runaways and the street-identified youth of its past into seeing youth with specific mental health issues and emotional or behavioral disturbances. The laid back days were over. Also, there was a need, brought about by the new realities of funding and regulation, to develop a business mind-set while maintaining the passion for the kids. Today Jaque often feels like she is asked to cut too much and stretch people too far. But there's always the trust that the work will get done.

Jaque knows that her role has changed, but that the work the agency does has never been more important. "I don't have as much connection with the youth. But I take pride in bringing funding and good programming into Hale Kipa. And I have a lot of respect for the staff on the front line. I see myself—my past self—in these people. I see a lot of great things being done."



A History of Success

We often talk about the potential for disaster in the lives of at-risk youth that grow up without the kind of programs that Hale Kipa offers. But it is just as revealing to highlight the successes, the lives that blossom after being given a decent chance in life.

The 40 year history of Hale Kipa is full of such stories, some of which we will never hear about, others of which we know well. Of the latter, no better example comes to mind than the story of Bryan Wilcutt. In foster care at age 13, Bryan is today a successful software engineer with a family and a profound dedication to youth causes.

It wasn't always a sure outcome.

30 years ago Bryan was growing up in Honolulu in the worst of situations. His divorced mother was an active drug user. He was in and out of the home, in and out of detention until he entered the foster care system. In those years, "Hale Kipa was the brightest part of my life," Bryan recalls. "I loved being there. The staff was cool and calm compared to my home. Hale Kipa had what I was missing... parental attention."

For Bryan, his foster home was real family. So much so that he remained in the home with his foster father years after he

"aged out" of the system. When his foster father died leaving another foster son, Eric, in the home, Bryan took over, effectively becoming a foster parent to his younger foster brother.

Bryan was a good role model. He had driven himself to success with little more than his own sense of ambition. A high school dropout at age 15, Bryan hustled together a student loan and got himself into the computer science program at HPU. By the time he was 23, when he took over the care of Eric, he was already well on his way. After Eric turned 18, the brothers moved to the mainland and worked together for ten years. Eric is back in Hawai'i today, a happily married professor of cognitive science at the University of Hawai'i.

It turns out that providing good youth services helps more than the youth in the program; just as the dysfunction in a family can extend for generations, so can the positive effects of a youth redirected. Decades later,

Bryan proves this point in his work with youth in Arizona. "I assist kids that fall out of ILP (Independent Living Programs) in Arizona. I try to give them a sense of ambition and hope, and sometimes a place to live. That's how I got my oldest. I adopted him from the Arizona Canyon State Academy (Arizona's infamous boys ranch) as streetwise as they get. This year he is graduating from medical school with his RMA diploma."

While he knows his success comes from tapping into the drive within, Bryan also recognizes he might never have had a chance without some help in the difficult years. "Anything is possible for a kid with the right amount of TLC. I like to think I got a lot of it and a lot of it came from Hale Kipa. I would not be where I am today without them."

And how do we know so much about Bryan's accomplishments? He is still in contact with our staff today, 30 years later.

'70S

- 1970** A group of concerned community citizens, including the Junior League, police, and area churches, gathers together to form Hale Kipa to operate a single group shelter for female adolescents in need.
- 1974** Hale Kipa operates out of a rental house on Kewalo.
- 1975** The McKinley house is purchased as the first Emergency Shelter Home (ESH).
- 1976** The boy's first ESH is opened in the parsonage house at Church of the Crossroads.
- 1979** Hale Kipa develops the Kāmala Home program, in which licensed foster homes care for abused and neglected youth in a nurturing foster home setting.

'80S

- 1980** The Family Counseling Unit is created to help keep youth in their own homes and prevent unnecessary shelter placements.
- 1981** Damon Street residence is purchased for the boy's ESH.
- 1983** To better prepare foster youth for adulthood, Hale Kipa begins its Independent Living Program, supplemented a few years later by ILP Training Apartments.
Loulu Street home is opened.
- 1987** Two homes are rented in Waianae for ESH and Kāmala Homes.
- 1989** The Youth Outreach (YO!) Project is opened to provide material, social and medical services to street youth in Waikīkī .

{ 30,000 }

Over the past four decades, Hale Kipa has provided shelter and other services to more than 30,000 youth.

- 1991** Hale Kipa joins with Marimed and the Kokokahi YWCA with the Kailana Program that provides intensive therapeutic services to emotionally challenged teens.
- 1993** The new Ho'okala Program provides early intervention to high-risk youth, by receiving referrals from the police.
- 1994** Hale Kipa enters into additional collaborations, including Hui Malama 'Ohana with the KEY Project, PACT and Susannah Wesley Community Center.
- 1995** Hale Kipa expands its residential program with Hānai Homes, transitional foster care focusing on social skill building.
- 1997** In collaboration with Catholic Charities, the Marimed Foundation and PACT, the new Oahu Provider's Group offers a continuum of outpatient services.
- 1999** Hale Kipa opens Residential Treatment Programs as part of an integrated continuum of Therapeutic Living Programs under contract with CAMHD.
- The Hawai'i Advocates for Youth Program opens to extend services to youth being discharged from the Hawai'i Youth Correctional Facility.
- Foster Care Services are expanded with Foster Care with Therapeutic Services.
- The Hāpai Program for pregnant and parenting young mothers is opened.
- Hale Kipa becomes accredited by the Council on Accreditation.

- 2000** A specialized treatment facility for young boys, Hale Kūpono, is opened, responding to the community's commitment to special needs youth.
- The Transitional Living Program is opened and rapidly expanded, focusing on assisting young homeless persons transition into adulthood.
- 2002** The Valid Court Order program is founded: an advocacy program for youth that violate court orders.
- Hale Kūpono for young girls is opened.
- Hāloa House opens, providing a supportive and skill-building residence for young females transitioning out of foster care.
- 2004** Statewide Hawai'i Advocate Program is started to prevent out of home placements and further involvement in the Juvenile Justice system.
- 2005** Pregnancy Prevention program provides prevention classes on the campuses of Kawanānakoā and Stevenson Middle Schools.
- 2009** Step-Up Housing Program is opened to provide assistance in attaining housing vouchers to former foster youth transitioning out of care.
- 2010** Community Mental Health Shelter (CMHS) program is closed due to budget cuts within the State's Department of Health.

The Year in Review

Fiscal 2010 was a difficult year by any measure. It was marked by the closing of some programs and decreased capacity in others. Still, Hale Kipa remains a vital resource for youth in Hawai'i, and continues to grow in hope for the future. Some of the most difficult cuts were balanced by the work of our Hau'oli Mau Loa initiative to prepare the agency for the next upswing of the economic cycle.

THE COMMUNITY MENTAL HEALTH SHELTER (CMHS) on Loulu Street was closed in April due to low census. The Child and Adolescent Mental Health Division (CAMHD) had made severe budget cuts which all but halted referrals to the CMHS, making it impossible to keep the doors open. While a poor option, youth in need of this high level care will have to be absorbed in the Emergency Shelters.

THE HĀPAI HOMES PROGRAM, which helped young pregnant and parenting women to develop basic independent living skills, was closed due to budget cuts. Funds previously used for Hāpai Homes operations were eliminated from the Hawai'i Department of Human Services (DHS) Independent Living Program contract. Hale Kipa still serves pregnant and parenting teens through its Hāpai Foster Homes.

SIGNIFICANT CHANGES TO OUR EMERGENCY SHELTER contract with the DHS put additional strain on the program's operations. In November '09, the State went from a cost reimbursement structure, which allowed us to maintain capacity for incoming youth, to a fee structure whereby the program is funded only when beds are filled. Emergency Shelters rely on empty beds being available when they're needed, so we've had to operate the program at a significant deficit.

THE HAU'OLI MAU LOA GRANT, awarded in fiscal '08, was fully staffed in the fall of '09. This groundbreaking program has brought energy and hope into the agency by discovering and implementing ways to build our capacity to serve youth, even in lean times. We hired four staff in the positions of Development Director, Training Director, Education/Vocational Specialist and Web/App Developer.

THE ALOHA UNITED WAY (AUW) provided funds to develop a new statewide training titled Youth and Drug Use that addresses the special needs of youth who are abusing substances. The pilot training sessions will teach staff about substance use and current trends among youth in Hawai'i, building on their skills to provide services for youth and their families.

HALE KIPA'S CAPITAL CAMPAIGN to raise funds for the new Ewa campus remains dormant as a result of the extraordinary economic times. However, the plans for the campus are still alive and healthy, and our vision for this facility continues to evolve. In the meantime, the agency worked hard to secure a \$12 million bridge loan from United States Department of Agriculture for developing the campus.*

FINALLY, HALE KIPA WAS SHOCKED AND DEEPLY SADDENED by the implication in May of two youth in our Passages program in a murder while away from the residence—the first charges of violent crime against our youth in the 40 years of our operation. The fallout press has been difficult for the organization to manage, but has brought out the need to communicate that the demand for youth services has never been greater.

*The loan was approved after the close of fiscal year '10.

Financial Statement

REVENUE AND SUPPORT	2010	2009
Government appropriations and assistance	9,171,068	10,419,722
Contributions (including Foundation Grants)	205,320	792,629
Aloha United Way Allocation	108,001	218,263
Interest Income	23,695	27,530
Realized and unrealized loss on investments	28,988	(80,834)
Other Income	14,359	89,369
Total Revenue and Support	9,551,431	11,466,679
EXPENSES AND LOSSES		
Program Services	9,211,035	9,890,894
Management and General	954,787	894,322
Fundraising	282,973	336,879
Total Expenses and Losses	10,448,795	11,122,095
CHANGE IN NET ASSETS	(897,364)	344,584
NET ASSETS AT BEGINNING OF YEAR	3,667,415	3,322,831
NET ASSETS AT END OF YEAR	2,770,051	3,667,415

Financial Information as of June 30, 2009 and June 30, 2010.
 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.

Contributors and Collaborations

CONTRIBUTORS

Abshner Construction Company/ Cole Verner	Community Ministries/Becky Woodland	Honolulu Academy of Arts
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