



unprecedented adaptation

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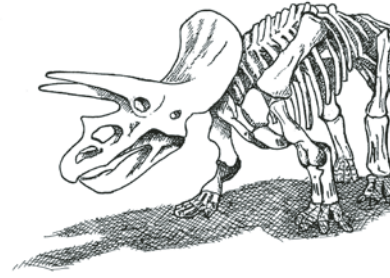
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The law of natural selection
applies equally to dinosaurs
and human service organizations:
Evolve or become extinct.
For small and medium sized
non-profits, it's evolution time.



Punky Pletan-Cross*Chief Executive Officer*

As I wrote my address for last year's annual report, I was worried about potential cuts in youth services. The reality has been more severe than what I imagined back then. Worse, there's a general feeling in the nonprofit community that the worst is yet to come. Many small organizations are questioning their ability to continue. Over the course of the coming year, some will simply cease operations.

At the same time, there has been a lot of talk about strengthening our commitment to Hawai'i's youth. The Governor has made an unequivocal pledge to early childhood education. There is also an initiative for youth aging out of the foster care system by Director Pat McManaman from the Department of Human Services though details are not yet forthcoming. And the Youth Matters report by the Hawai'i Community Foundation focused on the needs of youth aging out of the system. There is no shortage of conversation about the older adolescent population.

But when it comes to actual resources and services for 16 to 21 year olds, there is more talk than action. The Executive Director of the Office of Youth Services, David Hipp, has spoken eloquently about the need for alternatives to incarceration for older adolescents. Months later, CAMHD eliminated its last remaining residential alternative for this very population, replacing it with one lone outreach program.

Yes, it is a difficult equation to solve in a zero sum economy when the funding of one program can mean the closing of another. Without a doubt, early childhood education is imperative to get youth off on the right foot. But cutting services to the 16 to 21 year old population could potentially create a lost generation.

The cost of intervening later is more expensive than helping now. With the 16 to 21 year olds, that cost is going to get pushed onto adult services: adult mental health (which itself has been dramatically cut), or the correctional system, which might be the only place some young adults receive treatment.

In national politics, conservatives are looking for a way to rein in funding to nonprofits. At the same time cities and counties are looking at taxing previously tax-exempt nonprofit property as ways of generating revenue. In squeezing nonprofits down the line, we are kicking the can from the federal government to the state to the county without any real plan for how the local community will pick those services up.

Our challenge as a community is to come up with a way to balance competing priorities so that populations like Hale Kipa's, i.e., adolescents and their families, don't end up with none of the revenue and none of the services, while others get access to new funding opportunities. Yes there are always winners and losers. But when the leveling process is so unscientific, rewarding some programs simply because they are popular, we'll have a lot of difficulty reestablishing equilibrium once the economy improves.

I fear ending up with a "beauty pageant" model of social services in which those that are the most attractive to whoever is making policy decisions are the ones that receive services, while the youth and families that Hale Kipa historically serves—less attractive for a host of reasons—will be left out. Infants and young children are far easier to raise money for than difficult adolescents.

And then there's the collateral damage to the nonprofit sector of a massive "brain drain." People skeptical about the future of nonprofits because of program closures and budget cuts are more difficult to recruit. Already they're being paid less than in a for-profit job. Take away job stability and the private sector looks a lot more attractive as a career choice.

The bottom line is this: failure with this population is not acceptable. Youth coming out of placement, whether it is foster care, residential or shelter, who have been in the child welfare or the juvenile justice system, have a far greater probability of becoming homeless, unemployed, or engaged in illegal activity. That cost to society is far greater than the cost of providing services ever would have been.

Luke W.T. Yeh*Chair, Board of Directors*

Economics is just a subject in school until it hits home. For many families in Hawai'i, that has happened in recent years in ways that we are still coming to terms with. It has affected the way people work, their ability to afford housing, to hold health insurance—even to put food on the table.

Social services are now beginning to feel the pinch. Previous funding commitments are ending, and new ones are much scarcer. Programs that relied on state and federal contracts and mandates are being curtailed, even eliminated.

In Hale Kipa's line of work, that means youth at risk are going to have far fewer resources to help through the most difficult times in their lives. Former Family Court Judge Michael Broderick, now the President and CEO of the YMCA of Honolulu, writes:

"Here is the stark and painful truth: Every judge who has sat on the Juvenile Calendar—every judge—has sent kids—and that is what they are, kids—to the Detention Home (DH) or Hawai'i Youth Correctional Facility (HYCF) knowing full well that other options would be better for the youth and community. Every judge did so with a heavy heart. I myself sent kids to DH or HYCF understanding it was not the most appropriate disposition. So why did I do it, and why do judges still do it today? The answer is simple. We do not have adequate alternatives to detention."

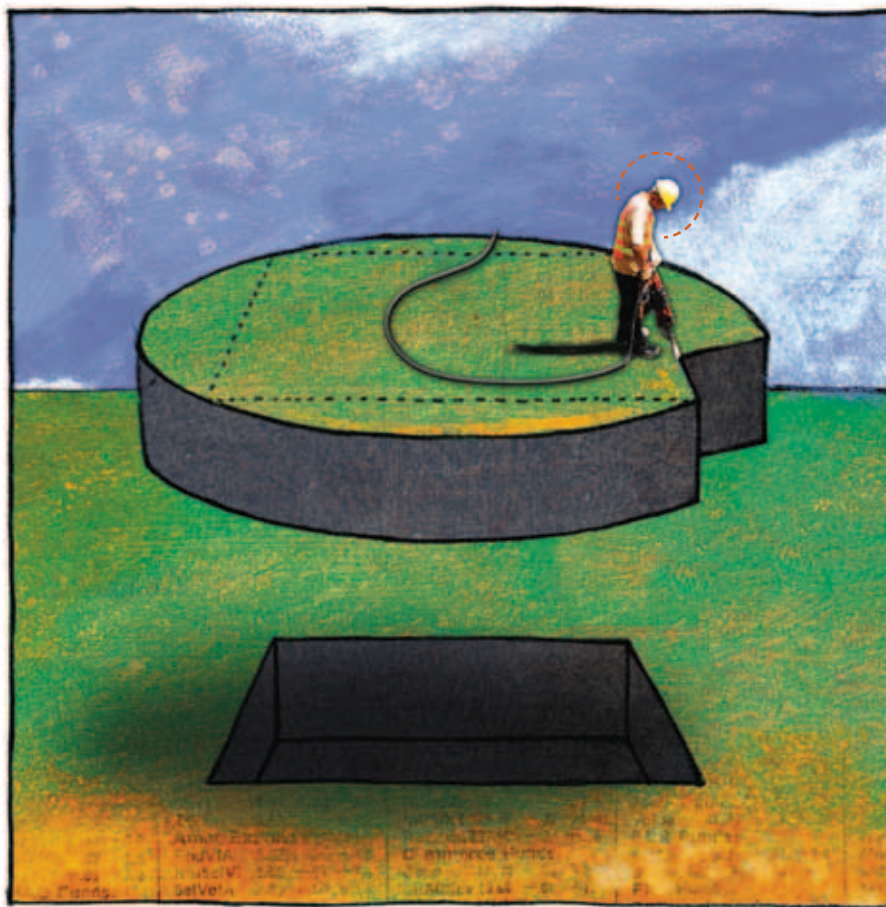
Judge Broderick is talking about the time he sat on the bench, from 2003 to 2010, before the current round of cuts. How much greater is the problem going to be when the real effects of the latest program closings ripple through the system? The number of youth that are inappropriately placed in detention will surely rise, with long term consequences that are painful to imagine.

There are not likely going to be any fast answers to the current crisis in youth services, no knight in shining armor to rescue us from the fiscal challenges. What we can do—what we must do—is to keep these young people in our thoughts when we are making difficult decisions. We need to remember that young lives hinge on our choices to fund one program over another.

Hale Kipa will not forget. Our mission, to provide a haven for youth in crisis and to help them navigate challenges that few of us can even imagine, will guide us through these times. We will continue to advocate for funding and legislation that will give our youth the best chance at life, and that will ultimately make our community a better place for all of us.

Like Judge Broderick, we "long for the day when Family Court judges have all the needed alternatives at their disposal. Until that day, all of us—every single one of us—must accept responsibility for those kids sitting in DH or HYCF who have no business being there."

You can be sure that when the economic cycle allows, Hale Kipa will be ready to provide more of those alternatives to Hawai'i's judges, and to the community.



The Evolution of Youth Services

Looking for vaguely reassuring ways to couch the current crisis in human services, the literature describing the climate uses words like complex, challenging, fluid. But euphemisms aside, it is clearly a time of tests in the nonprofit sector. How organizations respond to these tests will determine their sustainability. For

many organizations, the degree of freedom they have typically enjoyed in decision making is no longer available. This environment requires a level of precision that they are unaccustomed to.

To find the opportunities in these times, nonprofits must think hard about what services they provide. They need to review their mission

and make a legitimate assessment of their core competencies, the things they do really well that define who they are, and that are truly valuable to the community. When everything is changing, nonprofits need to change as well. Some of the ways in which nonprofits in the social services must evolve are clear. Certainly

new sources of revenue will have to be found, and new ways to stretch dollars will have to be devised. Many of the other aspects of doing business in a changing world, from grant writing to record keeping, are going to take time to discover, even as the rules are being rewritten. While no means an exhaustive list, these are some of the areas Hale Kipa will be keeping an eye on.

Planning Programming

In the coming year, Hale Kipa will reevaluate many of its core services in order to meet the demands of the new economy. For example, Hale Kipa has been a key provider of residential services under contract to the Child & Adolescent Mental Health Division (CAMHD) for Felix Class youth for the past twelve years. A significant downturn in available funding, coupled with the government's rethinking about high-end residential services, has dramatically reduced the number of beds available statewide for youth. Residential solutions are expensive, and expensive is something our decision makers aren't doing much of these days.

Today, youth who might have found themselves in a group home or a transitional living program have nowhere to go. And while no one argues that youth are best served in families—their own or “transitional families”—rather than any form of institutional living, the reduction in residential home beds available statewide for youth has been a hardship. Residential programs are necessary in many cases as an alternative to detention and when transitional families can't be found.

So like many other organiza-

tions, Hale Kipa has been reevaluating one of its core services in the shifting world of human services. Hale Kipa grew dramatically in the late 1990's and early 2000's by providing residential services because of a great need in the community for them. Residential care will continue to be a necessity for youth at risk. The alternative, letting the problem youth go untreated until incarceration is required, is something no one wants to see.

The new Hale Kipa campus in Ewa is one way we're evolving. (See “Capital Campaign,” page 12) Hale Kipa's residential services currently operate from a number of outmoded and high-maintenance sites that are a drain on the agency's budget, especially in times of sketchy funding. They aren't environmentally appropriate to the programs that they house. The new campus solves all that with residential facilities in which strong supervision and support can be provided that minimize maintenance and maximize the resources that go to actual youth services. And with onsite education programs and administrative offices, the Ewa campus focuses precious resources in a host of other ways as well.

Returning to Your Roots

For most organizations, the answer to riding through the present storm will lie in rediscovering its roots. Every human service agency must embrace its history, because therein lies its true strength and *raison d'être*. Rediscovering the mission, staying true to it, staying committed to the populations it has traditionally served—these are the keys to keeping the organization's soul intact.

Hale Kipa's roots are in shelter services—providing emergency, short-term housing to youth that must be immediately removed from the family home. There will

Rediscovering its mission is the key to keeping an organization's soul intact.

always be the need for temporary placement, and the need for an organization like Hale Kipa to design, build and maintain these shelters. But today, even the most successful programs have been dramatically scaled down. Similar to trends in residential services, there is a priority being placed on putting youth in transitional homes or foster homes in lieu of facility-based shelters.

We are evaluating the role that Hale Kipa will play in providing shelter services and behavioral health services associated with shelter populations. Our approach will have to take into account that the cost of services may be increasingly pushed off on private insurers that have their own requirements and metrics for measuring success.

Getting Paid

How social services are going to be paid for in the future is also going to fundamentally change the way nonprofits do business. The Affordable Care Act portends a significant change in the way the federal and local governments look at funding. With more people insured, especially among lower income households, government will be less willing to fund social service safety net programs. Private insurance will become a primary funder for services that have historically been provided by states, municipalities, or the federal government.

How will private insurers respond to the increased demand on them for behavioral health services? It is difficult to say. But surely their requirements for a qualifying program are going to be considerably different than what we're used to. We'll be looking at third party billing of insurance companies, electronic

For any social service agency, now's the time to reevaluate core services to meet new demands.



medical records, and credentialed clinical staff to assure compliance with insurers' requirements, as well as local, federal and state law. To be a provider in the new world order of behavioral health is going to take a bit of getting used to.

Education

In the area of youth services, we've already heard that early childhood education is a priority. With scarce resources, a non-profit that is mandated to provide youth services might do well to think about developing education programs alongside their outreach, intervention, shelter and residential programs. But looking for funding in education is hardly a sure thing, especially if the program is aimed at any but the most mainstream students. "No Child Left Behind" is being revised and potentially, well, left behind. In what is being referred to as the "waiver process," the Department of Education will offer states the opportunity to ignore some of the

law's most stringent dictates in exchange for embracing a narrower reform agenda. The upshot is that states will be expected to overhaul only the bottom-performing 5% of schools, while intervening in a less draconian way in an additional 10% of schools.

With this easing of NCLB's most stringent guidelines, there may be far less incentive to put money into elevating the worst students, so long as they do not weigh down the entire school. For many school districts, good enough will be good enough. And that means education programs that are not absolutely necessary will be in jeopardy as well.

In Hawai'i, Governor Neil Abercrombie has made a commitment to early childhood education. It is hard to argue against giving young children the platform they need to be successful adults. But even the best taught children run into problems later in life, caused by any

number of factors. If youth services are not there for them, they may not be any better off for all the Governor's best intentions. All the early childhood education in the world won't treat a drug habit or mend a broken home.

Picking Up the Pieces

What does all this mean to an organization with a successful forty year history of working with youth to address their emotional, behavioral, psychological, family and social issues? Shouldn't the record of our results be enough to guarantee that our programs continue to be supported and funded?

Not necessarily. As funding dries up, programs will necessarily shrink or close. Hale Kipa, like many organizations, will have to reassess, repackage and reapply to various sources to keep programs open. Because while resources shrink, the population of youth that needs us doesn't. In fact, difficult economic times may even exacerbate the problem, putting more youth at risk than ever before.

Hale Kipa is looking carefully at the role it will play in the new world of educational and vocational services. It is a question that is essential and fundamental to the organization's sustainability capacity building. Hale Kipa will never be an educational organization that provides human services (even if that did guarantee more stable funding). Hale Kipa is a human service organization that can provide educational and vocational services. And the need for that kind of agency has never been greater.

Hale Kipa will adapt, because the only way we can fulfill our promise to the community is to be there for Hawai'i's youth when they need us.

Youth Profile: Amanda Stevens

It is said in youth services that it is difficult to show results. The work we do often goes unmeasured—that it is even un-measurable. Stories like Amanda Stevens' help defeat that idea. Because if there has been measurable success in any of Hale Kipa's thousands of stories, hers is one.

Amanda Stevens at age 7: She had been physically abused by her mother. Her mom had beat her with a window rod and then, scared, had taken her to the doctor. "The doctor said, 'If you don't turn yourself in, I will,'" Amanda remembers. So she did. "From there I lived with my brother's dad's sister for a year or 18 months. At some point I became a ward of the state." Her father was, as he had been since her birth, AWOL.

Soon after, Amanda went to live with her great grandmother. It worked for a while, but as she became a teenager, the generation gap—a factor of three—was more than either of them could work. She drifted through a couple of foster homes before one stuck.

Amanda Stevens at 13: Hale Kipa had found a very family oriented Filipino home in Waipahu for Amanda. Their cultures were miles apart, but the family's love and caring eventually bridged the divide. Though it started a little unsurely, when everybody in the house treated her like a member of the family, Amanda began to fit in.

"They did things as a family. And they didn't make me feel like I was an outsider. I felt like one of their daughters."

Amanda saw her Hale Kipa case worker Dawn at least once a week. "I liked her. She was fair. When there were issues that surfaced, she would referee." The weekly group sessions with all the other program participants helped Amanda to see the different issues other youth were going through, different points of view. Knowing there were others who were going through similar challenges made her feel less alone.

Amanda Stevens ten years ago: She had just left the Hale Kipa foster family with whom she had spent almost two years. "I went to live with my Dad in Arizona. It was rocky. We hardly knew each other. He had... communication issues." A few months later, with a new tattoo, Amanda was sent back to Hawai'i to Grandma. She stayed there till 18.

But then a funny thing happened. When she moved back to Arizona, her life started to come together. She established a relationship with her father, one that improves each year. Today they talk all the time. He babysits her kids.

Amanda Stevens today: Living in Phoenix, Amanda works for a medical transport company and goes to school. She is happily married and is raising four children (two of her own—11 months and 4 years—and her husband's two children). She cooks. She parents. She nurtures her family in the way she learned when she was shown so much compassion from strangers. And she remembers.

"I wouldn't change anything. A lot of those experiences shaped who I am. My Aunt Delores and Uncle Arnold (her Waipahu foster parents) taught me about self respect and love. I think that was the biggest thing. Not having my mom, not having a stable relationship... having them fill in was so important."

She also sees herself in the troubled youth of Arizona. She worries that many of them will be sent back into homes that are unhealthy or unsafe. She is concerned that the kinds of services that gave her a chance at happiness might not be available in the near future. That youth who have been through the kind of emotional difficulties she knew will not get the help they desperately need.

"All I ask is that the people who make these decisions see it from a child's point of view. Imagine living in one of those children's shoes for a day. What it's like not to know that you can be helped, that there's services to help you get back to your family, or to get help for emotional issues."

We don't often get to see how our youth "turn out" years after they leave us. For some, getting back in touch is too painful. For others, it is enough to have survived, and they've moved on. Some didn't make it, and are lost to drugs, crime, or mental illness.

Amanda made it. And we are real happy to hear from her.



Board Profile: Brian Isobe

It's not so easy being on the board of directors of a nonprofit in human services these days. Raising money is difficult. Cutting budgets is more difficult. Eliminating programs is nearly excruciating.

Board member Brian Isobe has been on Hale Kipa's board for longer than just about anyone. But he's the first to insist that that doesn't make him special. Everyone on the Board is equally important. What's happening right now is all that matters.

Still, having been around a long time lends a certain perspective to the current crisis. "We're watching programs that took years to build get dismantled in months—not because they don't work well, but because there is simply no more funding." Brian compares the situation to a company that stays in business as long as there is a demand for their product. "In our case there is still a demand," says Brian. "Demand is greater than ever. That's what makes it more disheartening."

It began over 15 years ago when a banker friend asked Brian to join Hale Kipa's board. He was ready, and had been looking for a way to give back to the community. Youth services was something he thought he could get his head around. "That's a group that could really use the support and assistance," Brian remembers thinking.

So Brian joined Hale Kipa in 1997—with a budget in the \$3 million neighborhood. He watched it blossom to \$12 million at its peak. This year it will just top \$7 million. It has been a tough couple of years.

But as difficult as it is to sit on the Board through times like this, it is far tougher for the people in the organization. "At the board level, we don't see the faces of Hale Kipa's clients. Our staff will not be able to help the people that counted on them so much." For the recipients of our services, the loss of an effective program is inconceivable.

It's the Board's job to make sure they have good information, so that when tough decisions must be made, they're the best they can be. Because no matter how hard they try to be compassionate about the human element, sometimes they have to make a decision to close a program altogether. Brian knows that it is far easier to keep a program open than it is to reopen one that has been closed.

Brian is the first to admit that as a CPA he tries to keep his relationship to the organization professional, to keep on an even keel. But the current circumstances have been emotional. "We will have to deal with the consequences of those cut backs. We will feel the effect on our communities. Hopefully these young adults will be able to find the support they will need—and not need further assistance later on."

For all the good Brian has done for our community, his time on the Board hasn't been without its personal rewards. "It has been mutually beneficial. I have learned a lot about the issues, strategic planning, management theory, board governance." He has most enjoyed learning to work with fellow board members.

And this board, Brian knows, is a working board. "They put a lot of time and effort into fundraising, strategic planning, and oversight. They are as passionate about what they do as they are involved."

For Brian, the best plan is to sit tight and maintain the capacity to run programs when the funding returns. "Our strategy has always been to be adaptable. We have to be adaptive and provide things the community needs."

The prognosis is uncertain at best. "We try to maintain a hopeful attitude that things won't get worse. But the reality is it will take some time." The most important thing is to keep the organization viable so that it will be ready to serve when the economy comes back around. And that pretty much sums up Brian's hope to Board members at nonprofits around the state. "Now is the time that you need to stay the course. Now is not the time to move on."

Brian isn't going anywhere.

Board Profile: Heidi Cregor

Every board member comes to Hale Kipa for a reason. Maybe it's a special affinity for youth, or an experience from their own past. For longtime Board member Heidi Cregor, it was her grandfather's story.

Just after the turn of the century, his mother died while enroute with him to the United States. Apparently not met by the father who awaited them, he found himself a child alone in a strange land. Fortunately, The Children's Aid Society, one of the very few organizations of its kind in that day, literally plucked him off the streets of New York City and eventually placed him, by train, with a family on a farm. There he grew and prospered, lived a good life and had a family of his own. It was not until his death that it was revealed that he had made a bequest to the Boystown organization. And although he was not a wealthy man, his family knew why.



Heidi now counts over 20 years since she first got involved with Hale Kipa through the Honolulu Junior League. The organization was tiny at first, limited in its reach. "When I started we were into emergency shelters for kids that found themselves on the street," she remembers. Youth a lot like her grandfather. "We did a lot of intervention and crisis type work, we were always tending to the problem at hand."

As time went on, the organization became more pro-active. "Later we started putting together programs for kids emancipating from the system. For example, independent living programs so they could learn life skills; and a program to intervene when police brought in youth so that they didn't co-mingle with adult offenders."

Throughout the years, the organization to which Heidi contributes so much has continued to evolve. The goal is to prepare adolescents to take a useful role in society rather than providing band aid solutions.

But in recent years, many of the more progressive programs have been cut back. "Our budget has been trimmed by 30% from its high," notes Heidi. "We were much more expansive a few years ago. We could try things, see how they fit with our mission. Today we have to think harder about everything we get into."

But just as Hale Kipa looks at the work they do with youth as a long term project, the current Board of Directors likes to take the long view. They know that the lean times will end, and that Hawai'i's at-risk youth will always need the kind of programs they offer. It's time to step up their efforts, to find new ways to keep the organization healthy.

"Serving on a board of directors means different things to different people. For some, it's a meeting once a month to discuss strategic planning and budgets. For the Hale Kipa board, it's about finding all kinds of ways to get involved."

"As a tax and financial advisor, I've helped Hale Kipa by using charitable gift annuities, sending clients this way to make contributions." Talk about a win-win: With that plan, the donor has all the benefits of a tax deductible donation with income, and Hale Kipa receives the remaining principal, upon death, when the estate is settled.

Heidi has found other ways to contribute, like finding a local church to put together turkey dinners and delivering them to the Youth Outreach program in Waikiki (YO!) for Thanksgiving. She got her sons involved—both eagle scouts at the time—in gathering backpacks from the Salvation Army and filling them with personal items (toiletries to socks) for Hale Kipa's street identified youth.

Through Heidi, the spirit of The Children's Aid Society—and her grandfather—lives on in the work Hale Kipa does.

Program Notes

Hale Kipa was awarded a new contract from the Office of Youth Services (OYS) that began in July 2011: Intensive Monitoring Program—we have named it the Ka'i Like Program—on the islands of Oahu and Hawai'i. This program will provide youth involved in the juvenile justice system with intensive monitoring, support, connections to positive alternative activities in an attempt to ensure they remain arrest-free and successfully complete their probationary conditions.

Hale Kipa's successful Hawai'i Advocate Program (HAP) lost its major funding as the contract was not reprocurd by the State. The program has managed to remain open to fewer youth and families through some other contracts.

The Valid Court Order Program (VCO) ended this past year in attempts to lessen the avenues to youth being detained. The demise is following a national plan to cease this type of programming.

The contract that allowed the Youth Outreach (YO!) project to expand its street and community outreach efforts to homeless youth in the Windward areas ended. YO! continues to primarily serve street identified youth in Waikiki.

Capital Campaign

Since the start of our Capital Campaign in 2003, we have encountered a number of challenges, not the least of which was to find a property that was zoned for mixed use to allow the Service Center, School and Residential Shelters to be located on the same property. Three years and a couple of escrows later we found and purchased a highly suitable parcel on Old Fort Weaver Road in Ewa from the Campbell Estate for a fair price.

Today we are faced with the challenge of doing a capital campaign in the worst of financial times. Incredibly, we are moving ahead despite the difficulties, and have great news to report: The USDA has agreed to loan Hale Kipa \$12,000,000 under favorable terms on the condition that we independently raise \$2,650,000. To date we have raised nearly half that amount and the campaign committee is confident we'll be able to raise the remaining \$3,350,000. As soon as we do, the USDA loan will be triggered and construction can begin.



HALE KIPA COMPLEX — OLD FORT WEAVER ROAD, EWA, HAWAII



Financial Statement

REVENUE AND SUPPORT	2011	2010
Government appropriations and assistance	6,873,332	9,171,068
Contributions (including Foundation Grants)	780,143	205,320
Aloha United Way Allocation	106,507	108,001
Interest Income	14,039	23,695
Realized and unrealized loss on investments	70,087	28,988
Other Income	283,063	14,359
Total Revenue and Support	8,127,171	9,551,431
EXPENSES AND LOSSES		
Program Services	7,450,094	9,211,035
Management and General	761,295	954,787
Fundraising	185,499	282,973
Total Expenses and Losses	8,396,888	10,448,795
CHANGE IN NET ASSETS	(269,717)	(897,364)
NET ASSETS AT BEGINNING OF YEAR	2,770,051	3,667,415
NET ASSETS AT END OF YEAR	2,500,334	2,770,051

Financial Information as of June 30, 2010 and June 30, 2011.
 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.

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