



# 2023 Annual Report



501(C)(3) Non-Profit Organization  
FEIN 83-2662028

Anahola Marketplace, Suite A-3  
+1 (808) 720-1101  
[www.pal-hawaii.org](http://www.pal-hawaii.org)

# E Komo Mai

Welcome

## Together we are solving our islands' housing affordability crisis.

As 2023 drew to a close, we found ourselves energized and steadfast on the intention and importance of our new mission. It is the foundation of our work and guides our staff, volunteers, community partners, and donors.

The compelling narratives presented in this report offer a glimpse into our daily efforts and highlight the profound impact your generosity has had on our families, seniors, veterans, and individuals who faced housing hardships.

Since 2018, we have experienced exponential growth, a testament to the unwavering support and belief of our donors, supporters, beneficiaries, and passionate team. Your role in our journey is not just invaluable; it is the very essence of our success. We are deeply grateful for your continued inspiration and motivation.



Me ka mahalo nui  
(with much gratitude),

**Leilani Spencer**  
Board President



**Our New Mission**  
Page 3



**Board & Staff**  
Page 4



**Beneficiary Story**  
Page 5



**Projects**  
Page 6



**Big Wins**  
Page 7



**Testimonial**  
Page 8



**Leadership Message**  
Page 10



**'Ōleo No'eau**  
Page 11



**Financials**  
Pages 12-14

# Our New Mission

**Establishing a foundation of hope by providing affordable homes and services to the people of Hawai'i.**

The year 2023 was transformative for PAL. We changed our name, updated our mission, and debuted a new logo. These changes were driven by our desire to better reflect our evolving vision and to position ourselves for future growth and impact.

Our vision has always been to take the lessons we learn here on Kaua'i and share that mana'o with the pae 'āina (neighboring islands). So, through this rebrand, we decided to take steps to expand our knowledge base and felt that it was appropriate to take on a name that reflects this new chapter—PAL Hawai'i.

In our commitment to the community, we decided it was time to restructure our mission

statement. This new statement better represents what we do, who we serve, and our dedication to providing hope. We found that PAL represents optimism and opportunity in this seemingly hopeless housing market, and we are steadfast in our mission to be a pillar of strength for our community.

Lastly, we debuted a new logo. Our goal was to reflect a bold new beginning rooted in the culture and traditions of Hawai'i. The deep red-brown ties us to the land and soil. The symbol of the kalo - to the first people of Hawai'i and the future generations to come. The yellow house/arrow signifies strength and joy as we build houses and hope, creating upward mobility for our people.



**Creating Homes.  
Building Hope.**

# Board



**Leilani Spencer**  
President



**Glenn Head**  
Secretary



**Eliza Kobayashi**  
Treasurer



**Janice Bond**  
Member



**Puna Kalama Dawson**  
Member

**Larry Graff** Member

# Staff



**Larry Graff**  
Executive Director



**Moana Waipa**  
Financial Controller



**Ka'iulani Kauahi**  
Administrative Assistant



**Taylor Kaluahine Lani**  
Chief Operating Officer



**April Joy Girdali**  
Property Accounting Manager



**Bill Chase**  
Construction Superintendent



**Racquel Segato-Figueroa**  
Development & Communications Director



**Crystal Caday-Bargayo**  
Housing Program Director



**Daniel Mettauer**  
Construction Associate

# Advisors

**Stephen Spears** Project Consultant

# Meet Kim

**“We have many families, generations of families hurting and so the healing begins and the forward movement continues.”**

Kim is a Cultural Practitioner and Native Hawaiian who honors her people by holding onto their important values and traditions. Kim was houseless for about five years prior to getting into a transitional housing project, but she was only allowed to be there for a certain time. With severely limited housing availability on Kaua‘i, it was perfect timing for her that a PAL apartment opened up so that she could be there instead of going back to a shelter. Kim loves her home and Kapa‘a is her ahupua‘a (neighborhood). She was born and raised there. As a keiki, she used to walk home from school on the road that goes by the Kauhale.

As a Native Hawaiian, Kim has felt the pain of the housing tragedy deeply. “Hope is very hard to feel after they took away the land, the water, our kingdom. It is hard to know your identity — to be houseless in a place you call home, that cuts even deeper.”



# Projects

## Active

ACQUIRED FEBRUARY 2022

### Kauhale O Kekaha

13 affordable rental apartments in Kekaha

ACQUIRED JANUARY 2023

### Kauhale O Kapa'a

13 studio apartments in Kapa'a  
Commercial ground floor  
Potential for additional 32 units

## Coming Soon

### Kauhale O Namahana

11 single-family homes in Kīlauea  
Co-developed with Habitat for Humanity

### Kauhale O Kalaheo

17 single-family homes in Kalāheo  
Co-developed with Habitat for Humanity  
and Kaua'i Affordable Housing Inc.

### Kauhale O Waipouli

17 housing units in Kapa'a  
8 duplexes and 1 single-family home  
Co-developed with Habitat for Humanity



# Big Wins in 2023



## Housing Stats

- 49 people were provided affordable housing
- 17 individuals were transitioned out of houselessness
- 20 families were housing stable for at least six months
- 255+ one-on-one case management meetings were conducted with our tenants
- 2 workshops were held on Small Business Management & Nutrition Education
- 2 holiday groceries and Toys for Tots were delivered



## Kauhale O Kapa'a

### Securing affordability in historic downtown.

Thanks to our generous donors, in January we were able to secure full ownership of this historic building located in the heart of Kapa'a. We immediately set to work, swiftly converting the 13-unit studio apartment complex to affordable housing targeting the middle-income workforce (120% AMI or below). We are currently addressing deferred maintenance issues and are diligently working to rehabilitate the building, ensuring that it meets all necessary standards for HUD participants. The previous owners were operating without a certificate of occupancy, a situation we are now rectifying. We are also in the process of applying for grant opportunities to further improve the building, including the addition of an elevator and making units ADA compliant. With this funding, we will be able to deepen the affordability of the project and reserve units for veterans and houseless, a testament to the potential of this building for the future of affordability in Kapa'a.

# Testimonial

**“It is upon those of us with the means of time and/or money to work on the issue of housing or, more deeply, the issue of affordable living.”**

“Working on this issue has deepened my understanding of the problem and expanded my understanding of what is going on. As I talk to friends, family and other interested people I get in touch with the desire people have to make a difference. My community expands and I feel more alive to be working on something bigger than myself. It is heartening to see people get a foot up into being able to have homes and lives with their families. It is sustaining to see communities that come together with a will to help each other.

The work is important to me because reducing any suffering reduces all suffering. To live with people who can make their way in the world, whose labor is properly appreciated, and their needs are properly covered is to live in a vibrant world in which there is a great deal more creativity and self-expression. To live in a world where people cannot afford to live diminishes us all.”

**Larry Parker**

**PAL Pōhai Member & PAL Ambassador**





# Leadership Message



**From Lawrence Graff**  
**Executive Director**

As another year at PAL Hawai'i comes to a close, we are honored and encouraged by the impact we've made on the lives of Kaua'i residents. It is remarkable that we have been able to accomplish so much since our incorporation in November of 2018. Our progress and this annual report serve as a testament to the dedication of our staff, volunteers, donors, and, of course, the incredible people we serve.

Our housing crisis impacts all levels of our society and covers a wide range of needs and concerns. No one agency, person, group, organization, or government can address these issues alone. We need everyone. PAL recognizes, celebrates, and is part of many agencies and organizations working together to address the need for housing and services. We have collaborated with the County and state as well as other non- and for-profit agencies such as Habitat for Humanity Kaua'i and Affordable Housing Kaua'i to bring our projects and programs to fruition. Additionally, we work with all agencies serving the houseless including but not limited to Catholic Charities, Family Life Center, US Vets, and Kauai Economic Opportunity. We recognize that the only way to overcome our challenges together is if we all put our oars in the water at the same time in the same direction and IMUA! When people thank us for our work, we thank them instead because we recognize that we are in this together and we need each other.

As we look towards the future, we're excited to announce that our Board of Directors has committed to placing all our homes into the Ho'omaluhia Community Land Trust, ensuring affordability and generational housing for 198 years! This program mirrors the value of land as a place to live more than as a means of obtaining wealth and resonates with traditional Hawaiian values and the needs of our people.

PAL Hawai'i thrives because of your support. Every contribution, large or small, makes a significant difference. We encourage you to continue investing in the future of Kaua'i by donating to our community land trust. On behalf of the PAL Hawai'i team, I thank you for your continued partnership. Together, we are building a brighter future for Kaua'i and Hawai'i.

Mahalo nui loa,

*"He 'ohu ke aloha; 'a'ohe kuahiwi kau 'ole."  
Love is like a mist, there is no mountaintop that it doesn't settle upon*

# 'A'ohe hana nui ke alu 'ia

*No task is too big when done together by all.*

This Hawaiian proverb helps to remind us of the strength and possibility that comes from teamwork. No matter how large or small the project, success can be achieved when working together.



# Financials

**PAL's cash flow, balance sheet, revenue and expenses.**



## Statement of Cash Flow

For the Month Ended December 31, 2023

### Cash flows from operating activities:

|  |               |
|--|---------------|
| Net operating Income                               |               |
| Depreciation and amortization                      | \$ 63,627     |
| Loss on disposal of property and equipment         | -             |
| Changes in operating assets and liabilities:       |               |
| Changes in accounts receivable                     | 3,328         |
| Changes in escrow                                  | -             |
| Changes in prepaid expenses                        | (20,169)      |
| Changes in deposits and Reserves                   | 66            |
| Changes in accounts payable and accrued expenses   | 5,771         |
| Changes in accrued payroll and related liabilities | -             |
| Changes in deferred revenue                        | 180           |
| Changes in inter company                           | 52,802        |
| Net cash provided by operating activities          | <u>52,802</u> |

### Cash flows from investing activities:

|                       |       |
|-----------------------|-------|
| Investments           | -     |
| Land and Improvements | 2,036 |

### Cash Flows from financing activities:

|                           |   |
|---------------------------|---|
| Changes in long term debt | - |
|---------------------------|---|

Net increase (decrease) in cash and cash equivalents 54,838

Cash at beginning of month 1,900,897

Cash at end of month \$ 1,955,739

# Balance Sheet

## Assets

|  | Current Month<br>Dec 31, 2023 | Prior Month<br>Nov 30, 2023 | Unaudited<br>Dec 31, 2022 |
|--|-------------------------------|-----------------------------|---------------------------|
| <b>Current Assets</b>                        |                               |                             |                           |
| Cash and cash equivalents                    | 1,955,739                     | 1,900,897                   | 5,269,951                 |
| Restricted Cash Accounts                     | -                             | -                           | -                         |
| Accounts Receivable                          | 1,018                         | 4,346                       | 1,163                     |
| Investments                                  | 500,000                       | 500,000                     | 1,730,000                 |
| <b>Total Current Assets</b>                  | <b>\$2,456,757</b>            | <b>\$2,405,243</b>          | <b>\$7,001,114</b>        |
| Escrow Deposits                              | -                             | -                           | 60,000                    |
| Inkind Contribution used next year           | -                             | -                           | -                         |
| Prepaid Insurance & Expenses                 | 3,3713                        | 13,544                      | 15,970                    |
| Deposits and Reserves                        | 116,847                       | 116,781                     | 118,865                   |
| Employee-oth Advances                        | -                             | -                           | -                         |
| Inventory                                    | -                             | -                           | -                         |
| Project Assets                               | 4,6236                        | 46,236                      | 40,276                    |
| Fixed Assets                                 | (56,786)                      | (56,786)                    | (56,786)                  |
| <b>Land and Improvements</b>                 |                               |                             |                           |
| Land Kauhale O Namahana                      | 1,104,256                     | 1,104,256                   | 1,104,256                 |
| Improvements Kauhale O Namahana              | 756,464                       | 758,501                     | 368,766                   |
| Kauhale O Kekaha Land Value                  | 800,000                       | 800,000                     | 800,000                   |
| Purchase Kauhale O Kekaha                    | 1,677,554                     | 1,677,554                   | 1,677,554                 |
| Improvements Kauhale O Kekaha                | 511,002                       | 511,002                     | 286,283                   |
| Hoku Rental project Purchase                 | 3,531,574                     | 3,531,574                   | -                         |
| Hoku Rental Improvements                     | -                             | -                           | -                         |
| <b>Inter Company</b>                         |                               |                             |                           |
| Big Island                                   | 11,387                        | 11,566                      | -                         |
| <b>Total Assets</b>                          | <b>\$10,989,004</b>           | <b>\$10,919,470</b>         | <b>\$11,416,298</b>       |
| <b>Liabilities and Net Assets</b>            |                               |                             |                           |
| <b>Current liabilities</b>                   |                               |                             |                           |
| Accounts payable                             | 5,970                         | 199                         | 1,051                     |
| Accrued compensation and related liabilities | (2,389)                       | (2,389)                     | 729                       |
| Long Term Liabilities                        | 1,930,000                     | 1,930,000                   | 1,930,000                 |
| <b>Total Liabilities</b>                     | <b>\$1,933,581</b>            | <b>\$1,927,810</b>          | <b>\$1,931,780</b>        |
| <b>Net Assets</b>                            |                               |                             |                           |
| Unrestricted Net Assets                      | (154,161)                     | (154,161)                   | (154,161)                 |
| Temporarily restricted                       | 145,000                       | 145,000                     | 145,000                   |
| <b>Total Net Assets</b>                      | <b>\$(9,161)</b>              | <b>\$(9,161)</b>            | <b>\$(9,161)</b>          |
| <b>Total Liabilities and Net Assets</b>      | <b>\$10,989,004</b>           | <b>\$10,919,470</b>         | <b>\$11,416,298</b>       |



# Revenue and Expense Statement

December 31, 2023

Unaudited



| Current Month                     |                |                 | Year-To-Date     |                  |                  | Current Month            |         |           | Year-To-Date |           |             |
|-----------------------------------|----------------|-----------------|------------------|------------------|------------------|--------------------------|---------|-----------|--------------|-----------|-------------|
| Actual                            | Budget         | Variance        | Actual           | Budget           | Variance         | Actual                   | Budget  | Variance  | Actual       | Budget    | Variance    |
| <b>Revenue:</b>                   |                |                 |                  |                  |                  | <b>Expenses:</b>         |         |           |              |           |             |
| <b>Unrestricted Contributions</b> |                |                 |                  |                  |                  | Capital Projects         |         |           |              |           |             |
| 11,056                            | 500            | 10,556          | 123,515          | 109,293          | 14,222           | -                        | 150,000 | (150,000) | -            | 1,425,419 | (1,425,419) |
| 100,443                           | -              | 100,443         | 140,948          | 36,504           | 104,444          | 72,471                   | 78,230  | (5,759)   | 924,655      | 853,603   | 71,052      |
| -                                 | 100,000        | (100,000)       | 80,500           | 130,000          | (49,500)         | 1,150                    | 1,325   | (175)     | 24,169       | 23,678    | 491         |
| <b>111,499</b>                    | <b>100,500</b> | <b>10,999</b>   | <b>344,963</b>   | <b>275,797</b>   | <b>69,166</b>    | 1,767                    | 661     | 1,106     | -            | 12,071    | (12,071)    |
| <b>Restricted Contributions</b>   |                |                 |                  |                  |                  | Information Systems      |         |           |              |           |             |
| -                                 | -              | -               | 515              | 205,000          | (204,485)        | 2,014                    | 1,500   | 514       | 75,400       | 22,563    | 52,837      |
| 10,000                            | -              | 10,000          | 10,000           | 885,000          | (875,000)        | 4,313                    | 1,750   | 2,563     | 2,158        | 16,825    | (14,667)    |
| 2,500                             | -              | 2,500           | 130,500          | 25,000           | 105,500          | 14                       | 30      | (16)      | 14           | 563       | (549)       |
| -                                 | -              | -               | -                | -                | -                | 8,767                    | 4,040   | 4,727     | 59,207       | 36,672    | 22,535      |
| <b>12,500</b>                     | <b>-</b>       | <b>12,500</b>   | <b>141,015</b>   | <b>1,115,000</b> | <b>(973,985)</b> | 1,079                    | 1,482   | (403)     | 188,028      | 19,730    | 168,298     |
| <b>123,999</b>                    | <b>100,500</b> | <b>23,499</b>   | <b>485,978</b>   | <b>1,390,797</b> | <b>(904,819)</b> | 105                      | 105     | -         | -            | 8,320     | (8,320)     |
| <b>Other Income</b>               |                |                 |                  |                  |                  | Advertising and Printing |         |           |              |           |             |
| 50,833                            | 60,536         | (9,703)         | 655,327          | 644,800          | 10,527           | 197                      | 95      | 102       | -            | 2,920     | (2,920)     |
| -                                 | -              | -               | -                | -                | -                | -                        | 2,150   | (2,150)   | -            | 4,426     | (4,426)     |
| -                                 | -              | -               | -                | -                | -                | -                        | -       | -         | -            | -         | -           |
| -                                 | 8,000          | (8,000)         | -                | 3,000            | (3,000)          | -                        | 700     | (700)     | -            | 5,792     | (5,792)     |
| 5,675                             | 3,500          | 2,175           | 55,112           | 55,474           | (362)            | 2,888                    | 3,853   | (965)     | -            | 41,077    | (41,077)    |
| <b>56,508</b>                     | <b>72,036</b>  | <b>(15,528)</b> | <b>710,439</b>   | <b>703,274</b>   | <b>7,165</b>     | 16,086                   | 17,574  | (1,488)   | 49,945       | 68,472    | (18,527)    |
| <b>180,507</b>                    | <b>172,536</b> | <b>7,971</b>    | <b>1,196,417</b> | <b>2,094,071</b> | <b>(897,654)</b> | 184                      | 2       | 182       | -            | 425       | (425)       |
| <b>Net Revenue</b>                |                |                 |                  |                  |                  | Bad Debt Expense         |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 998                      |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 1,000                    |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 2                        |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 518                      |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 24,422                   |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 1,462,223                |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 747                      |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 330                      |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 1,04,030                 |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 29,610                   |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 33,105                   |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 11,193                   |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | 315,351                  |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | <b>2,082,310</b>         |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | <b>2,725,021</b>         |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | <b>(642,711)</b>         |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | <b>Net Income</b>        |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | <b>(885,893)</b>         |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | <b>(630,950)</b>         |         |           |              |           |             |
|                                   |                |                 |                  |                  |                  | <b>(254,943)</b>         |         |           |              |           |             |



# Mahalo

Together we can provide  
hope of an affordable  
Hawai'i for all.



501(c)(3) Non-Profit Organization  
FEIN 83-2662028

Anahola Marketplace, Suite A-3  
+1 (808) 720-1101  
[www.pal-hawaii.org](http://www.pal-hawaii.org)

