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IF YOU WANT TO BUILD A SHIP, DON'T HERD PEOPLE TOGETHER TO
COLLECT WOOD AND DON'T ASSIGN THEM TASKS AND WORK, BUT RATHER
TEACH THEM TO LONG FOR THE ENDLESS IMMENSITY OF THE SEA.

—Antoine de St. Exupery



The trajectory of a life is affected most when adjustments are made early on. Like a spacecraft at launch, just tenths of a degree change in direction can alter the destination by millions of miles. For youth in transition, the earlier in life a path is altered—from destructive patterns to healthy behaviors—the more opportunities the youth will have later on. When we find the strengths of an individual youth, we can help them accentuate positive behaviors. Instead of changing the person, we try to change their range of possibility.

In the course of our everyday work with youth, our staff must make hundreds of decisions about which services to provide, when to adjust treatment plans, what is working, and what isn't. This process of critically examining our practices is key to the evolution of Hale Kipa's continuum of services. While it is necessary to understand scientific research that supports a given treatment model, it is our daily practice and continual feedback that teaches us what really works for Hawai'i's youth.

There are also decisions to make that will change our trajectory as an agency. We continually look for ways to lead us to our ultimate goal: to improve the lives of Hawai'i's youth—and of our entire community—by providing the kinds of services that will help youth come through the most difficult times in their lives.

In the next few years, even as we help the thousands of youth that we will come into contact with, we will be charting our own course as our programs expand and evolve to meet the needs of a changing demographic. The path of our organization will be determined by the newest information in youth services around the world, by the stated and perceived needs of the community, and by our own experiences in the field.



President and CEO's Message

PUNKY PLETAN-CROSS

PRESIDENT AND CHIEF EXECUTIVE OFFICER

Ofentimes people in our business speak of “redirecting youth” as a way to describe our effort to get them back on track in their lives. It’s an expression that doesn’t necessarily resonate with me: it sounds like something to do with “fixing” youth. Our youth are not broken. But the concept behind the expression does make sense. As we move through our lives we constantly make choices that, in one way or another, influence the direction our lives take. For youth who are having difficulties with the most basic areas of their lives—family, school, emotions—getting them “back on track” can be a pressing need and a major challenge.

For one thing, the complexity of the world makes it extremely difficult, if not impossible, to predict with any accuracy how things will eventually turn out, or even what “track” our youth should get back on. The world will do what it does, and the best we can do is to provide youth with the tools to respond to the challenges and opportunities that confront them. We have to recognize that the best work we do can be undone in a moment by the next critical decision that our youth have to make.

When we offer alternatives that can change the trajectories of lives, we must understand that we’re not aiming for a specific destination. There are many right answers for each of us as to how we will define happiness or success. We can hope only to increase the probability that, when all is said and done, our youth will have lived fulfilled lives, that they will have achieved some of their goals, used some of their potential and contributed in some way to making the world a better place.

A colleague of mine astutely describes the work we do as “changing biographies.” Each decision we make in life represents choices: the choice we make and the many choices we didn’t. As we select from this range of options we literally write our own biographies. Working with youth, when we intervene early, we can create more choices later on, more options that are available to them. They are given a chance to write a better biography for themselves.

Being CEO of Hale Kipa implies somehow that I have an answer for our youth about their lives, their potentials, and their destinies. Of course, I don’t. I don’t even know with certitude that I have those answers about myself. I do know, however, that if I take advantage of the opportunities that present themselves and I appropriately confront the challenges that inevitably come before me, that I will move ever onward. Over the course of that experience I will hopefully feel satisfied that I have lived a full, rich life. You could hardly ask for more.

Board Chair's Message

PAUL A SCHRAFF

CHAIR, BOARD OF DIRECTORS, JULY 1, 2005–JUNE 30, 2006



A youth stands at a street corner: which way to turn? At the moment of the first step, the commitment is small, and changing direction takes little effort. A friend, parent or teacher might merely call out and effect a change of direction. But each step takes one further from the point of choice, and further from the unchosen path. The effort to get back on the “right” path becomes harder and harder. If you only go ten feet, being slightly off course is hardly noticeable: go ten miles and even a small initial deviation puts you in another neighborhood.

Youth today face an ever-increasing number of such choices, many of them over and over again. Drugs, sex, gangs, crime are destinations that may not be obvious at the moment of that first step. Families, too, are sometimes unaware of the challenges their children are confronting, or unable to provide the guidance or help needed at the critical moment. And sometimes, family can be part of the problem.

From its beginning, Hale Kipa offered services and support for youth and families that had traveled some distance down a wrong path. Emergency shelter, foster care and transitional living programs provide immediate and longer-term environments until youth can progress back to family or out on their own as young adults. Therapeutic programs combine both an environment and professional treatment for youth with special needs. Those programs and services have grown and evolved as our understanding of the challenges grew, as well as the means to effect change. Even more rewarding, however, are the programs that Hale Kipa has recently begun to provide, because they are focused on intervening earlier, when change requires less intrusion and small successes produce real change and encouragement. The Hawaii Advocate Program, now planted and growing throughout the State, confirms each day that “street corner” intervention is better for the youth, the family and the community.

Hale Kipa believes that trajectory is a momentary fact, not a fate determined at the moment of launch, and we have a long history of helping youth change direction. Each youth who avoids [or turns back from] choices that lead to crime, mental illness, homelessness or other social problems produces a compounding benefit to our community. It reaches beyond just that one person, because instead of becoming a burden, he or she becomes a contributor. Instead of consuming community resources, he or she adds to the resources. As a positive member of the community, and a positive member of a future family, each youth helped by Hale Kipa today reduces the challenges to the youth that follow.

from needs to services: determining service and treatment plans

It is far easier to talk about changing the trajectory of a youth's life course than it is to determine how best to do that. To make these changes, to direct youth towards better outcomes whatever they may be, is especially difficult in the lives of youth who are going through difficult times, often in unfamiliar surroundings.



The *how* of what Hale Kipa does is as important as the *what*. Our best intentions on the part of at-risk youth and their families are useless without the proven methodology to make lasting change happen and the institutional culture to allow our staff to do the best they can for youth. Even then, we must recognize that the youth themselves are changing everyday, and that we must continually re-evaluate their needs and progress.

At Hale Kipa, treatment begins—and is initially determined by—a comprehensive assessment of the youth. As an agency, we place special emphasis on understanding where our youth come from, what particular challenges they face, what their strengths are, and what external resources the family has. Each of our programs has its own requirements for a complete assessment. A comprehensive needs assessment may include a 4-6 page document describing health and medical history, family functioning, educational profile, any psychiatric issues, peer or social groups, and religious background. We look at other programs the youth has participated in and how they've fared.

Our assessments are not written in stone. In fact, amending them as new information comes to us or as the youth progresses is vital to providing the right treatment or services over time. The assessment done well puts the youth in the center of Hale Kipa so that we can continually bring the right mix of services to the case. In effect, each youth that comes to us receives a personal and fluid treatment or service plan.

Once the initial assessment has been made and shared, treatment goals are determined by the youth and family along with the inter-agency team. While these goals may shift, we nonetheless must develop a common vision for each youth. For example, are we preparing the youth for reunification or for independent living? Does the youth show aptitude and drive for higher education? Is the youth part of a specific population that will require special attention, such as a single mom or gay teen?

From these goals, Hale Kipa creates a treatment or service plan, one that fully recognizes the needs of the youth and specific challenges of the case, and that makes full use of every resource at our disposal to set the youth on the best path. In the creation of the plan, we answer another set of questions: Will the youth fare best in a traditional home environment, or is a group home a better setting for a given individual? Should the youth be in a special education program, or is it best to keep him or her in the school they know? What external services, such as medical or psychological treatment, need to be brought in?

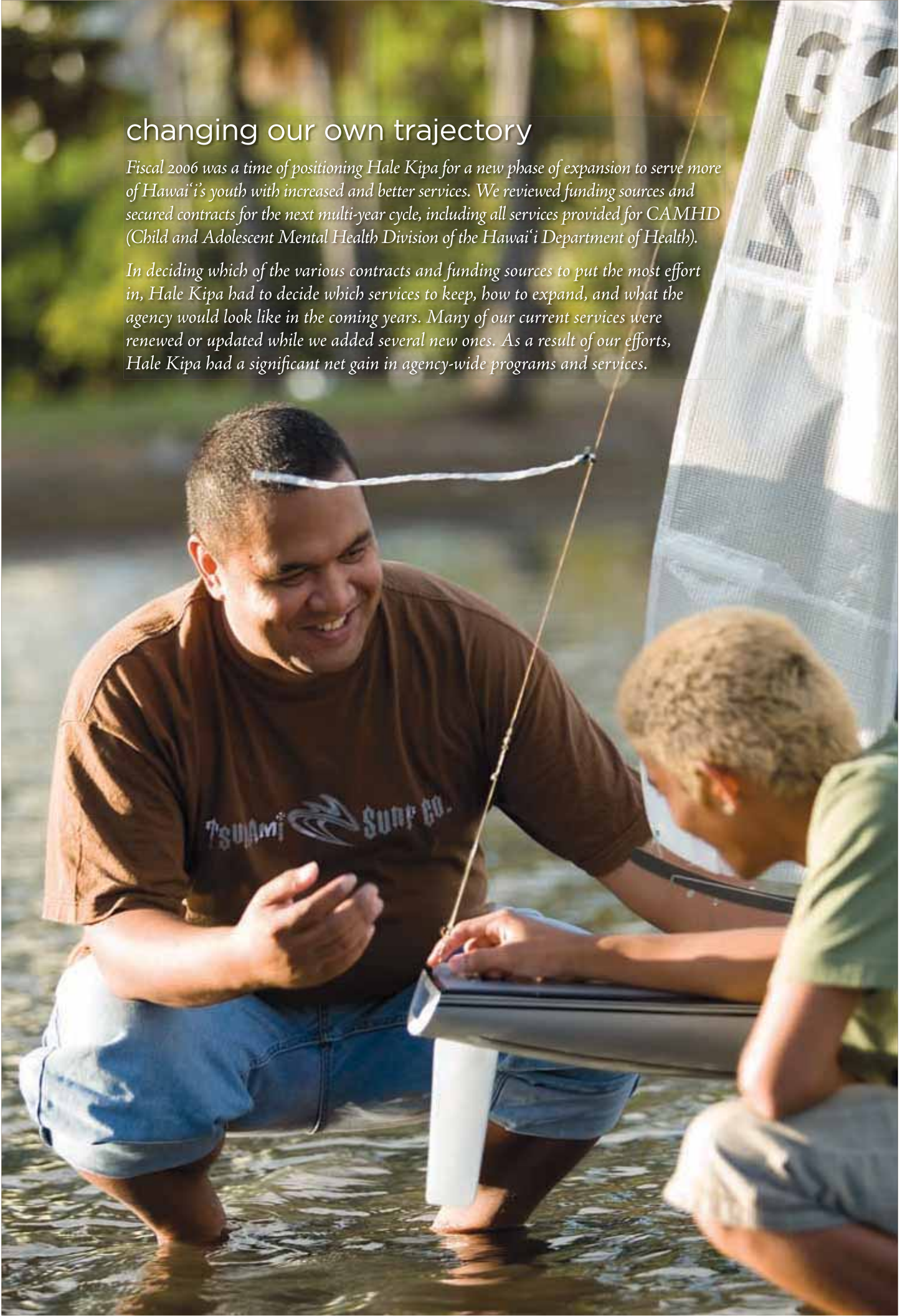
Service plans may involve various aspects of our organization, and the youth may be involved in several Hale Kipa programs during their time with us. While they may know little or nothing about Hale Kipa, about our agency-wide commitment to our shared values, they benefit from the culture that is maintained throughout the organization. For them, the seamless transition from one program to another, from one staff member to another, may be hard to notice. It's the payoff for having a clear mission and culture.

Many of the youth that come to Hale Kipa are referred by CAMHD (Child and Adolescent Mental Health Division), the division of Hawai'i's Department of Health that oversees youth in the system that have demonstrated need for therapeutic care. The government has requirements for assessment and treatment. But sometimes simply fulfilling the requirements of the law does not fully serve a particular youth in a particular situation. In fact, it is part of our role to collaborate in decision making with government agencies, to make sure that the youth receives the best possible treatment.

changing our own trajectory

Fiscal 2006 was a time of positioning Hale Kipa for a new phase of expansion to serve more of Hawai'i's youth with increased and better services. We reviewed funding sources and secured contracts for the next multi-year cycle, including all services provided for CAMHD (Child and Adolescent Mental Health Division of the Hawai'i Department of Health).

In deciding which of the various contracts and funding sources to put the most effort in, Hale Kipa had to decide which services to keep, how to expand, and what the agency would look like in the coming years. Many of our current services were renewed or updated while we added several new ones. As a result of our efforts, Hale Kipa had a significant net gain in agency-wide programs and services.



HALE KIPA AWARDED CONTRACT FOR MULTI DIMENSIONAL TREATMENT

FOSTER CARE (MTFC) program. CAMHD tapped Hale Kipa to run the newly developed MTFC, which places the most difficult youth in a single therapeutic foster home. MTFC highly structured care model calls for daily staff contact, skills trainer, clinical supervisor, and individual and family therapists. The program, which began in July 2006, presently provides 10 beds, with the possibility of expansion.

STATEWIDE HAWAI'I ADVOCATE PROGRAM (HAP) RENEWED. When it was founded in 2004, HAP expanded our continuum of services to all major islands. It also fulfilled a key part of our mission to reach youth and families before they enter the system, to deal with issues before they become crises. Since then we have served over 800 youth and families in our efforts to keep families together and safe. With the continuation of this contract, the program will recruit more community outreach workers, match more families with services, and provide links to more community resources.

INTENSIVE IN-HOME SERVICES ADDED AS A COMPLEMENT TO HAP. This new program, offered by various providers on each island, expands our outreach services—part of our conscious effort to reach youth and families before they experience further trouble. Reaching deep into the community, we bring real clinical services to families and youth in their home, helping families stay together.

DOH SHELTER CONVERTED TO COMMUNITY MENTAL HEALTH SHELTER. Shelter Services offers a revised level of service housed in the same facility. The new program focuses on youth that are waiting for a specific placement in a more permanent setting (foster care, group home or reunification).

DAMON STREET HOME CLOSED; PASSAGES EXPANDED. As Hale Kipa moves toward more specialized treatment programs, adjustments were made to Hale Kipa's Independent Living Program. We retained the Passages Program for 16 to 18-year-olds and added Passages II for young adults aged 18 to 21.

LGBTQ INITIATED FOR LESBIAN, GAY, BISEXUAL, TRANSGENDERED AND "QUESTIONING" YOUTH. This specialized program was set up by CAMHD to provide safe residences for this population. The contract provides for a residence home with special attention and training, much like with our Hapai Program.

PROPOSAL FOR IMPROVED COMMUNITY BASED RESIDENTIAL SERVICES ACCEPTED. CAMHD accepted our proposal to provide new homes with more services embedded in the program. The contract provides for two homes to serve 8 to 10-year-olds, and 11 to 12-year-olds. Teachers provide on-site schooling, and there is ready access to a psychologist and child psychiatrist.

THERAPEUTIC FOSTER CARE EXTENDED. Hale Kipa's contract to provide specialized foster care homes is ensured for the next 6 years. In addition, the program was expanded to the Big Island of Hawai'i.



programs and services

PREVENTION/INTERVENTION

These programs reach at-risk youth in both home and school settings in an effort to help to prevent runaways and truancy, to improve school performance, and to strengthen family relationships.

SHELTER SERVICES

In crisis situations, Shelter Services provide physical shelter and emotional support for youth that need a place to go on short notice or that are awaiting placement in a more permanent setting.

FOSTER CARE

When a traditional home setting is best for the youth, Hale Kipa's Foster Care programs match a particular youth with the family that will best meet the youth's needs in this difficult time.

RESIDENTIAL PROGRAMS

A network of group homes for transitional youth, which provide independent living situations to specific populations in order to reunite the youth with their families or to prepare them to enter the community.

OUTREACH

These programs provide services to youth beyond the reach of most programs, many of whom are homeless and street-identified young adults, to promote their successful transition to self-sufficiency.

HAWAI'I ADVOCATE PROGRAM (HAP) Statewide services provided to children and families known to—or at-risk of becoming known to—the child welfare and juvenile justice systems.

HO'OKALA DIVERSION PROGRAM to keep youthful offenders from incarceration.

HUI MALAMA 'OHANA YOUTH SERVICE CENTER (HMO) School-based services to develop positive behaviors and support systems.

INTENSIVE IN-HOME SERVICES Bringing clinical therapy and services to families and youth in their home, helping families stay together.

INDEPENDENT LIVING PROGRAMS (ILP) Outreach services for youth in foster care ages 16 to 19 years to prepare them for interdependent living.

VALID COURT ORDER Advocacy program for youth that violate court orders.

GROUP SHELTERS Short-term placements and counseling services in a group setting for youth with families in crisis.

KAMALA HOMES Short-term placements with counseling services for youth whose needs are best met in a family setting.

FOSTER PARENT DEVELOPMENT PROGRAM Recruits, trains and supports foster families.

HANAI HOMES Skill-building programs for youth in transition to long-term foster homes or preparing to return to their families.

MULTI DIMENSIONAL TREATMENT FOSTER CARE (MTFC) Highly structured foster home environment with intensive daily supervision.

THERAPEUTIC FOSTER CARE Longer term foster home placements with individual and family therapy.

COMMUNITY BASED RESIDENTIAL Program for youth ages 8 to 12 years.

HAPAI HOMES Skill-building residential program for pregnant and parenting teens.

INDEPENDENT LIVING RESIDENTIAL PROGRAM Residential program for men and women ages 17-½ to 19 years transitioning out of foster care or Hawai'i Youth Correctional Facility.

THERAPEUTIC GROUP HOMES Community Mental Health Shelter: short term stay for youth ages 12 to 18 years who are accepted into a program but need to wait for an opening; LGBTQ: residential program for Lesbian, Gay, Bi-sexual, Transgendered, or "Questioning" teens; Passages I: independent living therapeutic group program for youth ages 16 to 18 years; Passages II: independent living therapeutic group program for young adults ages 18 to 21 years.

TRANSITIONAL LIVING PROGRAM (TLP) Outreach and residential services to youth transitioning off the street or from homelessness.

YOUTH OUTREACH (YO) Street outreach, case management, counseling, and services to runaway, homeless and street-identified youth.

financial statement

REVENUE and SUPPORT	2006	2005
Government appropriations and assistance	\$10,171,746	\$9,126,145
State stipend	23,667	24,150
Contributions (including Foundation Grants)	303,296	442,633
Aloha United Way Allocation	180,124	173,730
Interest Income	56,959	6,506
Realized gain on sale of investments	7,264	—
Unrealized gain on investments	5,553	—
Other Income	6,500	6,079
Total Revenue and Support	\$10,755,089	\$9,779,243
EXPENSES and LOSSES		
Program Services	\$9,497,689	\$8,522,490
Management and General	876,379	862,277
Fundraising	186,291	223,524
Total Expenses and Losses	\$10,560,359	\$9,608,291
CHANGE IN NET ASSETS	\$194,730	\$170,952
NET ASSETS AT BEGINNING OF YEAR	\$2,841,384	\$2,670,433
NET ASSETS AT END OF YEAR	\$3,036,114	\$2,841,385

Financial Information as of June 30, 2006 and 2005

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.

capital campaign

For its first three decades, Hale Kipa spread services around the State, opening shelters and residence homes in the areas they are most needed. In recent years, it has become clear that in order to provide more and better services within an operating budget that makes sense for the future, a core facility would be needed. While many of our programs will continue to provide services in the communities they serve, the new campus will be a central location for community-based residence homes, youth education, outreach programs and program support. Owning our own facility will ensure that Hale Kipa will be there for Hawaii's youth for decades to come.

With these goals in mind, Hale Kipa embarked on its first Capital Campaign. Already, a major milestone has been reached in Fiscal 2006: finding a suitable piece of land for the Youth Services Center and campus. The property, 4.28 acres on Old Fort Weaver Road in Ewa, is large enough to support up to 8 shelters or homes and a Services Center that will include a school for our youth, counseling rooms and program support. With the land secured, the campaign cabinet is gearing up to go public in 2007 with a series of campaign activities to reach our goal of debt free facilities. A number of new cabinet members have been added to the committee and new fund raising material is being produced. Look for a campaign kick-off event on the site in early 2007.



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HUI MALAMA 'OHANA

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STATEWIDE SHELTER

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HAWAI'I ADVOCATE PROGRAM

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