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JAQUE KELLEY-UYEOKA
Senior Program Director, Outreach and Transitional Services

STATON MINESHIIMA
Program Director, Shelter Services

DORI TYAU
Director of Human Resources & Training

MARI VERMEER
Program Director, Foster Care & Therapeutic Group Home Services
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.
Oftentimes 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.
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 HAWAII’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 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.
Statewide services provided to children and families known to—or at-risk of becoming known to—the child welfare and juvenile justice systems.

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

<table>
<thead>
<tr>
<th>Source</th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government appropriations and assistance</td>
<td>$10,171,746</td>
<td>$9,126,145</td>
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<tr>
<td>State stipend</td>
<td>23,667</td>
<td>24,150</td>
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<tr>
<td>Contributions (including Foundation Grants)</td>
<td>303,296</td>
<td>442,633</td>
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<tr>
<td>Aloha United Way Allocation</td>
<td>180,124</td>
<td>173,730</td>
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<tr>
<td>Interest Income</td>
<td>56,959</td>
<td>6,506</td>
</tr>
<tr>
<td>Realized gain on sale of investments</td>
<td>7,264</td>
<td>—</td>
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<tr>
<td>Unrealized gain on investments</td>
<td>5,553</td>
<td>—</td>
</tr>
<tr>
<td>Other Income</td>
<td>6,500</td>
<td>6,079</td>
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Total Revenue and Support              | $10,755,089 | $9,779,243 |

### EXPENSES and LOSSES

<table>
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<tr>
<th>Category</th>
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<tr>
<td>Program Services</td>
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<td>$8,522,490</td>
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<tr>
<td>Management and General</td>
<td>876,379</td>
<td>862,277</td>
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<tr>
<td>Fundraising</td>
<td>186,291</td>
<td>223,524</td>
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Total Expenses and Losses            | $10,560,359 | $9,608,291 |

### CHANGE IN NET ASSETS

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<th></th>
<th>2006</th>
<th>2005</th>
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<tbody>
<tr>
<td></td>
<td>$194,730</td>
<td>$170,952</td>
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### NET ASSETS AT BEGINNING OF YEAR

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<th></th>
<th>2006</th>
<th>2005</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$2,841,384</td>
<td>$2,670,433</td>
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### NET ASSETS AT END OF YEAR

<table>
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<tr>
<th></th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$3,036,114</td>
<td>$2,841,385</td>
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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.
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.
CONTRIBUTORS

Orlando M. Adames
Greg Aguado
Melani Akuna
Alexander & Baldwin Foundation
Alston, Hunt, Floyd and Ing
Carol Apana
Carl Arakaki
Lynda Arakawa
Jeffrey G. Ashmore
Stanford K. and Winifred Au
Virginia A. Aycock
Bank of Hawaii Charitable Foundation
Roger Bellinger
Chris Benjamin
Bretzlaff Foundation
Richard E. Brock
Michael F. Broderick
Jeffery R.K. Bruchal
Mark M. and Susan Burden
Ralph E. Burr
Joanne A. Cacayorin
Anni S. Campbell Living Trust
Alexander J. Campbell
J.F. Campbell
R. Lee and Peter A. Carson
Thom Carson
Case Management Works-Hawaii, Inc.
Central Pacific Bank
Helen Chang
Chevron Texaco Employees
Child and Family Service
Geri E.W.S. Ching
Rick Ching
Wesley H.H. and Jane W.J. Ching
Cassandra and Jeffery M. Christiansen
Tammy A. Chun
Anthony W. and Deborah A.H. Chun
Chung Kun Ai Foundation
Clinton R. and Suzanne S. Churchill
CITY MILL Company, Ltd
CNA Foundation
Coalition for a Drug Free Hawaii
Comp USA
COSTCO Wholesale
Heidi Gregor
Paula M.K. Daligoon
Georgette T. Deemer
Michael C. DeMartos
Roella H. Duarte
Lynne S. Ebisu
Emmanuel Episcopal Church
ENPRO Environmental
Terence Enriquez
Jeri L. Evans
Stacy K. and Carl I. Evensen
Vicky M.K.C. Farmer
Wendy Y. and William R. Feldner
First Insurance Company of Hawaii
First United Methodist Church
Dolores Foley
Vicky M. Followell
Foodland Super Market, LTD.
Edward L. Fountain
Friends of the Children’s Justice Center of Kauai
Gwen Fujic
Glenn H. and Janice F. Fukuda
Deanna L. Fulgoni
Julie Galves
Victoria and Bradley L. Geist Foundation
Mark Gentry
Leah Gneiting
Robert N. Goldman
Maria C. Gozzip
Phil and Donna Gray
Iris Ha
Sue K. Hanson
Harris United Methodist Church
Hau’oli Mau Loa Foundation
Hawaii Hotel Industry
Hawaii Information Service
Hawaii Team Sports
Hawaii United Methodist Union
Hawaiian Waters Adventure Park
Debbie A. Hayashi
B. Jeannie Hedberg
HEI Charitable Foundation
Randy Herold
Hot Mama Maternity
Dennis Hu
Teresa F. Hughes Trust
Anne E. Hyde
Iona Contemporary Dance Theatre
Darryl Iseri
Keith Ishida
Brian and Jennifer Isobe
Jodi Ann Y. Iro
Gary N. Iwamasa
Carl and Lianne Iwanaga-Ohhashi
Shirley L. Jackson
Theresa J. Janowicz
James D. Jennings
Phillip Jensen
Jacqueline G. Jones
Michael T. and Pamela S. Jones
Betty Kagesa
Kahealani M and Alicia Kagawa
Ernest M. and Mary-Jo Kai
Kailua United Methodist Church
Kailua United Methodist Women
Karen S. Kawasaki
Jaque Kelley-Uyeoka
Robert S. and Linda R. Kidani
Kilohana United Methodist Church
Edward C.S. Kim
Geoffrey S. Kim
Meredith Kimitsuoka
Michelle Kinimaka
Kiwanis Club of Pearl Harbor
Wayne I. Kobayashi
The Kosasa Foundation
James K. Koraka
Betty Kunaga
Jodi A. Lam
Cheryl G. & Teresita G. Layugan
Leland Lee
Jeannette Lucas-Medeiros
Laurie Lui
Lyons, Brandt, Cook & Hiramatsu
James F. and Charmain Lyons
Gail N. Machado
Alexander T. Maclaren
D.J. Mailer
David A.K. and Dana K. Matlin
Matsui, Chung, Sumida & Tsuchiyama
McDonald’s Restaurants of Hawaii, Inc.
McInerny Foundation  
Georgeanne K. Miyamoto  
George H. and Eleanor Miyasato  
MLS Hawaii, Inc.  
MOMS Club of Leeward Oahu  
Troy Montayre  
Lewis Moore  
Dana Morey  
Roy W. Morita  
Sheri R. Morris  
Brenda I. Moss  
MothersCare for Tomorrow’s Children  
Myerberg Shain & Associates  
MYTH Youth Foundation  
Brian S. Nagamine  
John H. Nahinu Jr.  
Gay A. Nakagawa  
Lisa K. Nakamura  
Lyle Y. Nakashima  
Mauri A. Nakasone  
Joan Y. Namkoong  
NFL Charities  
Han Q. Nguyen  
Nova Arts Foundation, Inc.  
Jayme N. Obata  
Dennis M. Ogawa  
Dr. Dennis M. Ogawa  
Francis G. Oishi  
Eri Okada-Berkeley  
Shirley B. Olds  
The Pacific Law Group  
June Pang  
Edward and Jacqueline Parnell  
Daniel and Mary Peddie  
Mark Platte  
Punky and Chris Pletan-Cross  
James C. Polk  
Pressler Engineering  
Queen Lili‘uokalani Children’s Center  
Lehua Rabang  
Reinwald, O’Connor & Playdon  
David Y. Rochlen  
Roeca, Louie and Hiraoka  
Ruey Rybun  
Che Sabol  
Sacred Hearts Academy  
Luis Salaveria  
Salvation Army  
Sassy Magazine  
Derek Sato  
Beata Saito  
Todd Scharz  
Paul A. Schraff  
Servco Pacific, Inc.  
Servco Foundation  
Ramon Shama  
Barry and Renee Shain  
Eugene Shen  
Shidler Family Foundation  
Kurt Shimada  
Oinah Silva  
Jim Sims  
Beverly J. Smyth  
St. Andrews Priory School  
St. Francis Medical Center-West  
Ann K. Stephen  
Maxine Y. Stewart  
Clifford and Marian S. Straehley  
Surfline Hawaii  
Edward T. and Betty Jo Taira  
Cheryl-Ann Takahashi  
Timothy M. Takezu  
Dorothy and Brian Tamaura  
Doug Thomas  
David T. Tomatani  
Trinity United Methodist Church  
Pamela Tsuru  
Mary Beth S. Tubbs  
Scott Turn  
Dori Tyau  
Julie A. Ugalde  
Underwriters Association of Hawaii  
United Methodist Church/CA Pacific National Conference  
United Research Services  
Up Country Skate Supply  
Aimee H. Uwaine  
Vans Shoes at Waieke Premium Outlets  
Dale and Mari Vermeer  
Wai‘okeola Congregational Church  
Bruce H. Wakazawa  
Wal-Mart Foundation  
Ward Research Incorporated  
Minoru and Masue Watanabe  
Carl Y. Watanabe  
Harry and Jeanette Weinberg Foundation, Inc.  
Joel L. Weiner  
Wesley United Methodist Church  
Paul Francis Sr. and Mary Richey White  
Wendy Jeanne Wichman  
Heidi Wild  
Wild Consulting  
Allen and Sharon Williams  
Dianne Willoughby  
Morie and Kimie Yagi  
Lois E. Yamasaki  
Jean Y. Yamashita  
Sterling Yee  
Russell Zane  
Zippy’s Restaurants  
Zonta Club of Kauai  

COLLABORATIONS

YOUTH OUTREACH

Waikiki Health Center, Hale Kipa, Inc.

HUI MALAMA ‘OHANA

Susannah Wesley Community Center, Parents and Children Together (PACT), KEY Project, Hale Kipa, Inc.

STATEWIDE SHELTER

Maui Youth and Family Services, Hale ‘Opio Kauai, Salvation Army Family Intervention Services, Hale Kipa, Inc.

HAWAII’I ADVOCATE PROGRAM

Youth Advocate Program (YAP), Hale Kipa, Inc.