Maui Economic Opportunity, Inc.

P.O. Box 2122
Kahului, HI 96733
808-249-2990
Fax: 808-249-2991
www.meoinc.org

Maui Economic Opportunity, Inc.

Community Needs Assessment & Community Action Plan Fiscal Years 2016-2017

Prepared by
Debbie Cabebe, SHRM-SCP, SPHR
Chief Programs Officer, MEO
July 15, 2015

The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

TABLE OF CONTENTS

Community Needs Assessment Team Members 3
Executive Summary 4
Background 4
Purpose 4
Method 4
How Needs Were Identified 5
Summary of Data 5
County Profile 5
Geography 5
Demographics 6
Resident Population 6
Key Maui Indicators 6
Government 7
Identified Needs 7
Childcare 7
Economic Development 7
Education 7
Environmental 8
Employment and Training 8
Human or Social Services 8
Health 8
Housing 9
Infrastructure 9
Legislation 9
Public Safety 9
Transportation 9
Summary of Findings 9
How Needs Were Prioritized 10
Agency Priorities 11
CSBG Projects and Objectives 12
ROMA Goals and Measurable Outcomes 21

COMMUNITY NEEDS ASSESSMENT TEAM MEMBERS

Staff:

Debbie Cabebe, SPHR-	Chief Programs Officer - Team Leader
Lyn McNeff-	Chief Executive Officer
Debbie Lorenzo-	Chief Fiscal Officer
Gerry Lum-	Community Services Director
Debbi Amaral-	Early Childhood Services Director
Harry Johnson-	Transportation Director
Cassi Yamashita-	Youth Services Director
Craig Swift-	Business Development Director

Advisory Boards and Community Agencies:
Association of Farmworker Opportunity Programs (AFOP)
Commission on Persons with Disabilities
County of Maui
Good Beginnings Alliance
Hana Health Center
Hawaii Department of Education
Head Start Association of Hawaii
Lanai Community Health Center
Maui Disability Alliance
Maui Community Correctional Center (MCCC)
Maui County Workforce Investment Board (WIB)
Maui Economic Development Board (MEDB)
Maui Homeless Alliance
Maui Memorial Medical Center
Maui Native Hawaiian Chamber of Commerce
Maui Nonprofit Directors
Maui Reintegration Advisory Council
MEO Board of Directors
MEO Business Development Center Committee
MEO Head Start Policy Council
Mobility Management Task Force
Molokai Community Service Council
Na Keiki O Lanai Preschool
Paratransit Advisory Council
Rocky Mountain HI
Senior Planning and Coordinating Council
Society for Human Resource Management
Stakeholders- recipients of funding and the general public
University of Hawaii Maui College
Volunteer Legal Services of Hawaii
Workforce Investment Board
Workforce Investment Board- Youth Advisory Council

EXECUTIVE SUMMARY

BACKGROUND

Maui Economic Opportunity, Inc. (MEO), chartered on March 22, 1965 is a private non-profit Community Action Agency. The current annual operating budget is $15.9 million dollars. MEO provides outreach and information, and administers human service programs to low-income persons, the youth, elderly, immigrants, ex-offenders, persons with disabilities and medical needs, and other disadvantaged individuals and families on the islands of Maui, Molokai and Lanai. The agency was organized as a Community Action Agency under the Economic Opportunity Act of 1964 to strengthen and coordinate efforts to eliminate poverty by providing opportunities in education, employment and training, transportation and other areas to help people, help themselves.

MEO is committed to fulfilling the Community Action Promise. *Community action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and are dedicated to helping people help themselves and each other.*

The agency's mission is to strengthen the community while helping people in need, restore their hope, reach their potential and enrich their lives. As such, MEO regularly conducts a community needs assessment to identify the needs of individuals in Maui County.

PURPOSE

To identify the significant needs in the community, and to plan and develop agency strategies to address those needs, thereby improving the quality of life while helping individuals and families attain self-sufficiency.

METHOD

MEO conducts a community needs assessment throughout the year in a number of ways: (1) through specific needs surveys of clients conducted by staff; (2) survey forms distributed and collected during community events and forums; (3) the monitoring of public hearings at county-wide events such as the Mayoral and County Council annual budget hearings; (4) staff participation in local and statewide boards, coalitions, organizational board of directors, commissions, task forces, and focus groups, staff, board and stakeholder listening sessions; and (5) researching and reviewing reports, studies, and statistics (Maui County Data Book, US Census, State of Hawaii Department of Public Safety Annual Report) of the socio-economic conditions of our county and its population. The information gathered through these processes gives MEO staff information on community needs so services can be developed and funds obtained, to focus staff work, and to develop strategic initiatives. This report summarizes the primary findings from the *MEO Community Needs Assessment 2014-2015.*

HOW NEEDS WERE IDENTIFIED

Statistical data, survey, forum, meeting and hearing results were reviewed and analyzed to identify and assess trends of the county. Data was collected and analyzed between October 2014 and May 2015.

SUMMARY OF DATA

County Profile
The County of Maui consists of the inhabited islands of Maui, Molokai, and Lanai and the uninhabited island of Kaho'olawe.

Geography
The County is the second largest of the four counties in the State of Hawaii. According to the 2010 census, the County has a total area of 2,398.74 square miles, of which 1,161.52 square miles is land and 1,237.22 square miles is water. The land area is approximately the size of Rhode Island.

The island of Maui, known as the "Valley Isle" is the second largest in the Hawaiian island archipelago. It has a land area of 735 square miles, is 48 miles long and 26 miles wide.

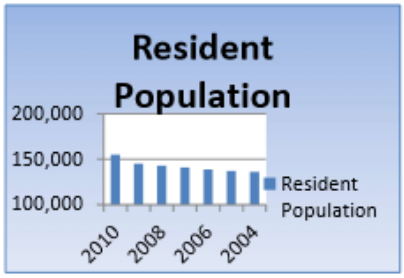
The island is the center of trade, commerce, and county government. It is also the largest islands of the four islands making up the County. Historically, pineapple and sugar have been the major industries. Today, however, tourism and construction are the leading components of the Maui County economy, which continues to include agriculture as well as technology, renewable energy and scientific and research facilities.

The 264 square mile island of Molokai is the second largest in the county. Molokai is known as the "Friendly Isle" and has a reputation of being the reservoir of aloha. The population is largely Hawaiian or part-Hawaiian and traditional pursuits like fishing and farming have contributed to preserving its cultural heritage.

The island of Lanai has historically been called the "Pineapple Isle" because, for many years, most of its 141 square miles were devoted to pineapple production. Dole Food Company, the island's major land owner phased out its cultivation of approximately 9,000 acres leaving 100 acres of growing fields. Production ended in 1992; a few years after that ownership of the island transferred to David Murdock, who acquired Castle & Cooke and Dole Foods' holdings on Lanai. Oracle Executive Larry Ellison purchased the island from David Murdock in 2012 with promises of revitalizing the island and growing the economy. Both resorts are currently under renovation and the impact is being felt by the businesses. Mr. Ellison's cooperation Pulama Lanai is assisting the laid off workers by paying them their regular wage and placing them with non-profits and the Department of Education.

Demographics

As of the 2010 Census, there were 154,835 people, 52,623 households, and 35,498 families residing in the County. In 2014, there were an estimated 163,019 people. The population density was 133.3 people per square mile. There were 71,118 housing units.



Maui County's population is composed of multiple ethic heritages including Hawaiian, Japanese, Caucasian, Filipino, Chinese, Korean, Tongan, Samoan, Micronesian, and others. The racial makeup of the county was 35.9% White, 0.8% Black or African American, 0.6% Native American, 28.8% Asian, 10.6% Pacific Islander, 23.3% from two or more races. 10.7% of the population was Hispanic or Latino.

Source: US Census, Maui County Quick facts

Period July 1	No. of Residents	% of Annual Change
2006	140,119	1.0%
2007	141,523	1.0%
2008	143,591	1.5%
2009	145,240	1.1%
2010	154,834	6.6%
2013 est	160,791	1.0%
2014 est	163,019	1.0%

There were 52,623 households out of which 28.7% had children under the age of 18 living with them. 47.15% were married couples living together. 12.42% had a female householder with no husband present, and 34.12% were non-families. 24.33% of all households were made up of individuals and 10.65% had someone living alone whom was 60 years of older. The average household size was 2.93 and the average and the average family size was 3.36.

In the County the population was spread out with 25.30% under the age of 20, 5.40% from 20 to 24, 27.00% from 25 to 44, 29.60% from 45 to 64, 12.70% 65 year of age or older. The median age was 39.6 years. For every 100 females age 18 and over, there were 99.22 males age 18 and over.

Key Maui Indicators

	2005	2006	2007	2008	2009	2010	2011
NonFarm Jobs (Thou)	68.0	70.5	72.3	71.0	65.5	64.1	65.2
% Change	3.2	3.6	2.6	-1.8	-7.8	-1.8	6.2
Unemployment Rate	2.6	2.4	2.8	4.6	8.7	8.3	4.9
Inflation Rate, HNL MSA (%)	3.8	5.8	4.9	4.3	0.5	2.1	2.3
Real Personal Income (1982-84$Mil.)	2,288.0	2,378.1	2,441.8	2,387.2	2,309.8	2,426.8	2,457.8
% Change	4.1	3.9	2.7	-2.2	-3.2		
Visitors (Thou.)	2,346.5	2,498.2	2,552.0	2,129.0	1,932.4	2,134.9	2,332.0
% Change	6.3	6.5	1.0	-15.6	-9.2	10.5	.09

Source: UHERO and other sources. Table copyright of UHERO 2011 (The Economic Research Organization at the University of Hawaii) Modified 2015

Government
In Maui County, as well as three other counties within the state, there are no subordinate or separate municipal entities. The State government administers the school system, airports, harbors, hospitals, judicial system, and the State highway system.

Most non-federal taxes are administered and collected by the State under Hawaii's highly centralized tax system. The major sources of State revenue are the general excise tax and corporate and personal income taxes. There are no state personal or property taxes, no local levies for school districts or special assessments.

The County of Maui provides a broad range of municipal services including public safety, highways and streets, water and sanitation, human services, public infrastructure improvements, parks and recreation, public transportation to include human service transportation, planning, zoning, and general administrative services. The county's proposed total budget for 2016 is over $620 million dollars. Approximately $18 million is designated for Social Welfare and Human Services.

The State of Hawaii's 2016 operating budget is $13.5 billion dollars, with more than $3.0 billion budgeted for Human Services.

IDENTIFIED NEEDS

Childcare
- Affordable, quality childcare;
- Subsidies for early childhood education and care;
- Safe and stimulating places for youth to gather;

Economic Development
- Diverse economic opportunities in growth industries;
- Economic development and job creation particularly in depressed communities;

Education
- Affordable post-secondary education opportunities;
- Child abuse and neglect awareness and prevention;
- Disaster preparedness awareness;
- Domestic violence awareness and prevention;
- Drunk driving awareness and prevention;
- Elder abuse and neglect awareness and prevention;
- Financial literacy;
- Improve the quality of education and reduce the number of dropouts;
- Increase access to GED;
- Remove barriers to secondary education;
- Subsidies for early childhood education and care;
- Substance abuse awareness and prevention;

- Youth life skills educational programs focusing on bullying, teen suicide and teen pregnancy;
- Remove barriers to three year olds attending preschool;

Environmental
- Eradicate invasive plants and animals to protect the native ecosystem;
- Protect open spaces from development;
- Reduce carbon footprint;
- Reduce or eliminate dependency on oil;
- Eliminate the practice of genetically modified crops;
- Discontinue the practice of sugar cane burning;

Employment and Training
- Increase access to vocational and entrepreneurial training;
- Increase employment training opportunities and job placement assistance;
- Increase transitional support for ex-offenders;
- Increase literacy skills for immigrants and low income individuals;

Human or Social Services
- Access to emergency services in remote areas;
- Affordable eldercare and subsidies;
- Alcohol use and abuse awareness and prevention;
- Caregiver support services;
- Child abuse and neglect awareness and prevention;
- Decrease obesity and related health issues;
- Elder abuse and neglect awareness and prevention;
- Expand assistance with subsidizing utility expenses;
- Expand homeless support and prevention services;
- Expand immigration support services for the Hispanic or Latino population;
- Expand support services for Micronesians;
- Expand senior support services;
- Homecare for the elderly;
- Improve the quality of life for the family unit through family strengthening training and activities;
- Increase transitional support and remove barriers for ex-offenders;
- Underage drinking awareness and prevention;

Health
- Access to dental care for low income and the uninsured;
- Access to affordable health care for seniors, low income, persons with chronic or life threatening illnesses, and the service for the uninsured;
- Decrease obesity and related health issues;
- Improve nutrition in schools and for senior programs;

- Increase availability of mental healthcare services and coverage;

Housing
- Expand homeless support and prevention services;
- Increase the number of affordable rental units;
- Increase the number of affordable houses for purchase;

Infrastructure
- Improve Maui's infrastructure, roads and water systems;

Legislation
- Employer friendly small business legislation;
- Fair and equitable property tax rates;
- Reduce the high cost of living;
- Reduce the cost of gas;
- Reduce or eliminate dependency on oil;

Public Safety
- Alcohol abuse prevention;
- Underage drinking prevention;
- Disaster preparation;
- Domestic violence awareness and prevention;
- Drunk driving awareness and prevention;
- Increase transitional support for ex-offenders;
- Reduce crime; car theft, larceny theft, burglary, assault, rape, vandalism;
- Substance abuse awareness and prevention;
- Youth life skills prevention programs focusing on bullying, teen suicide and teen pregnancy;

Transportation
- ADA accessible transportation, walkways, roads, buildings and parks;
- Expand transportation access to un-served, underserved and remote areas;
- Expand hours of operation and service areas to remove barriers to employment and quality of life;
- Subsidies for low income riders.

SUMMARY OF FINDINGS

Maui County demographics show that the population has experienced its largest increase in the past seven years. 42.8% of the county's residents are between the ages of 45 to 65 which will continue to place an increased demand on services for seniors, to include human service transportation. 36.24% of the 52,623 households had children under the age of 18 living with them. With this high percentage of families, it is expected that the demand for quality childcare and education as well as prevention education and awareness will

continue. Additionally, the Hispanic population has reached 10.10% of the total county population, thereby indicating a continued need for acculturation support.

According to the Department of Public Safety, native Hawaiians (part or full) comprise 41.2% of the state prison population while they comprise of 28% of the State's 1.2 million residents. In a recent report conducted by the Office of Hawaiian Affairs (OHA), it has been stated that since 1977, the number of people incarcerated in Hawaii has increased more than 900 percent, from 398 people in prison in that year to 4,304 people sentenced to one year of more in prison in 2008. Comparatively, the US incarceration increased 262 percent during the same period. Based on these statistics it is apparent that reintegration programs are needed, particularly those that serve Native Hawaiians.

Even with a relatively low 4.1% unemployment rate for Maui County, supportive services such as pre-employment training, financial literacy and job placement will continue to be vital to assist high needs clients in unsubsidized employment. With an unemployment rate of 8.8% on the island of Molokai, job creation will continue to be a necessity.

The median value for a single family home is $537,200 with 58.8% of the population owning their home. Owners pay an average of 32% of their total income on their mortgage. There is an average of 3.1 individuals in each owned household. Maui County shows it has an average of $1,291 in rental rates which is the 2nd most of all the counties in the area. The average household size of a rental is 2.7 individuals. Renters pay on average 24% of their total income toward rent. Comparing rental rates to the United States average of $904, Maui County renters pay 43% more than the national average. Maui County shows it has a 4.1 average number of rooms in a house which is the 2nd smallest average number of rooms in a house of all the other counties in the area. The per capita income is $29,180, and 10.6% of the population is below the poverty level. One in every five individuals works two or more jobs to make ends meet. With the high cost of rent, utilities, food, etc. individuals who incur an unexpected expense such as a medical bill, car repair, or some other unplanned expense will continue to struggle with paying rent and utility bills. Rental assistance and other supportive services will continue to be a need to help prevent individuals get back on their feet.

HOW NEEDS WERE PRIORITIZED

Needs were prioritized using the following criteria:

- The depth of the issue in the community
- The impact of the issue in the community
- Current resources already available outside of the agency to address the issue
- MEO's current involvement in the issue
- MEO's ability to impact the issue or the potential to impact the issue in the future
- The need falls within MEO's mission

Needs meeting the criteria were identified as a priority, indicating that MEO resources (time, talent and treasure) could be allocated accordingly.

AGENCY PRIORITIES

1. **Economic development and job creation particularly in depressed communities;**
    - Collaborate with community stakeholders on the islands of Maui, Molokai and Lanai to identify needs and opportunities and create opportunities for growth and expansion of businesses.
    - Entrepreneurs will attend Core 4 Business training to develop a business plan and start or expand a business to simulate the economy and create jobs.
2. **Expand homeless support and prevention services;**
    - Collaborate with the Maui Homeless Alliance and other community stakeholders to maximize existing funding and prevent duplication of services.
    - Advocate for affordable housing initiatives and projects.
3. **Expand transportation access to un-served, underserved and remote areas;**
    - Work with stakeholders to coordinate services to cover remote areas while containing the cost of operations.
4. **Provide preschool opportunities for three-year olds;**
    - Offer early childhood education opportunities for low income children who are too young to attend Head Start or a community preschool.
5. **Substance abuse awareness and prevention;**
    - Continue to incorporate substance abuse and awareness education, assistance, and activities in all programs working with at-risk populations.
    - Continue to focus on career and life skills to include financial literacy, to support the youth.
6. **Stakeholder education and advocacy;**
    - Continue to work with the Paratransit Advisory Council and the Maui Disability Alliance to educate stakeholders about ADA provisions governing Paratransit services and identify and minimize system barriers for disabled individuals.
    - Work with the Reintegration Advisory Council to remove barriers for incarcerated and previously incarcerated individuals.
    - Work with stakeholders to assist individuals affected by Deferred Action for Childhood Arrivals (DACA).

CSBG PROJECTS AND OBJECTIVES:

(A) Support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under part A of title IV of the Social Security Act(42 U.S.C. 601 et seq.), homeless families and individuals, migrant or seasonal farmworkers, and elderly low-income individuals and families to:

Reference: **REMOVE OBSTACLES AND SOLVE PROBLEMS THAT BLOCK THE ACHIEVEMENT OF SELF-SUFFICIENCY**
Section 676(1)(A)(i)

Project: **Transportation**

Objective: Provide transportation services to low-income people, seniors, pre-school children, youth, and persons with disabilities to allow independence and self-sufficiency

Project: **Head Start**

Objective: Establish goals through Family Partnership Agreements to assist the family attain self-sufficiency

Project: **Head Start**

Objective: Provide a quality early childhood education program while allowing working families to provide for their families and be self-sufficient

Project: **Head Start After School**

Objective: Provide a quality early childhood education program while allowing working families to provide for their families and be self-sufficient

Project: **Head Start Summer**

Objective: Provide a quality early childhood education program while allowing working families to provide for their families and be self-sufficient

Project: **Kahi Kamalii**

Objective: Provide a quality infant and toddler program while allowing working families to provide for their families and be self-sufficient

Project: **Being Empowered & Safe Together (BEST) Program**

Objective: Provide transitional support services to inmates and ex-inmates to eliminate barriers to finding employment while assisting in their successful reintegration into the community

Project: Enlace Hispano

Objective: Hispanic individuals receive assistance including cultural integration, needs assessment, service delivery, referrals, civic engagement, community education, and workforce development to promote self-sufficiency

Reference: SECURE AND RETAIN MEANINGFUL EMPLOYMENT
Section 676(1)(A)(ii)

Project: Employment Core Services for Low-Income Persons

Objective: Provide economically disadvantaged individuals with Pre-Employment and Personal Development Training to become self-sufficient and placed into unsubsidized employment

Project: National Farmworker Jobs Program

Objective: Provide opportunities for farm workers to either remain or leave agriculture, and help stabilize those who choose to remain, with training, work experience and job placement

Project: Senior Community Service Employment Program

Objective: Provide senior, low-income individuals with work experience and job placement in unsubsidized employment

Project: MEO Business Development Center

Objective: Provide entrepreneurial training and small business loans to fund start-up business to create jobs and promote self-sufficiency

Reference: ATTAIN AN ADEQUATE EDUCATION, WITH PARTICULAR ATTENTION TOWARD IMPROVING LITERACY SKILLS OF LOW INCOME FAMILIES IN COMMUNITIES INVOLVED, WHICH MAY INCLUDE CARRYING OUT FAMILIY LITERACY INITIATIVES
Section 676(1)(A)(iii)

Project: Head Start

Objective: Provide comprehensive preschool services to economically disadvantaged children to promote literacy

Project: **Youth Services AMERICORPS**

Objective: Provide youth volunteers an opportunity to work on environmental projects, learn resource management techniques, and receive training while earning a living allowance and a financial education award to further their education

Reference: **MAKE BETTER USE OF AVAILABLE INCOME**
Section 676(1)(A)(iv)

Project: **Low-Income Home Energy Assistance Program (LIHEAP)**

Objective: Enable eligible low-income residents to obtain Energy Credits

Project: **Senior Citizens "Red Card" Program**

Objective: Provide senior residents, age 60 years and older, with discount buying opportunities

Project: **Legal Services Program**

Objective: Provide free legal assistance to low-income seniors, 60 years and older

Reference: **OBTAIN AND MAINTAIN ADEQUATE HOUSING AND A SUITABLE LIVING ENVIRONMENT**
Section 676(1)(A)(v)

Project: **County Rental Assistance Program**

Objective: Provide rent and/or utility to stabilize living conditions and prevent eviction and homelessness

Project: **State Housing Placement Program (HPPP)**

Objective: Provide security deposit, first month rent and utility assistance for families who are at risk of becoming, or are homeless

Reference: **OBTAIN EMERGENCY ASSISTANCE THROUGH LOANS, GRANTS, OR OTHER MEANS TO MEET IMMEDIATE AND URGENT FAMILY AND INDIVIDUAL NEEDS**
Section 676(1)(A)(vi)

Project: **Low-Income Home Energy Assistance Program (LIHEAP)**

Objective: Enable eligible low-income residents to obtain Energy Crisis Intervention

Project: **County Rental Assistance Program**

Objective: Provide rent and/or utility to stabilize living conditions and prevent evection and homelessness

Project: **State Housing Placement Program (HPPP)**

Objective: Provide security deposit, first month rent and utility assistance for families who are at risk of becoming, or are homeless

Reference: **ACHIEVE GREATER PARTICIPATION IN THE AFFAIRS OF THE COMMUNITIES INVOLVED, INCLUDING THE DEVELOPMENT OF PUBLIC AND PRIVATE GRASSROOTS PARTNERSHIPS WITH LOCAL LAW ENFORCEMENT AGENCIES, LOCAL HOUSING AUTHORITIES, PRIVATE FOUNDATIONS, AND OTHER PUBLIC AND PRIVATE PARTNERS TO STRENGTHEN THE COMMUNITY**
Section 676(1)(A)(vii)

(i) document best practices based on successful grassroots intervention in urban areas, to develop methodologies for widespread replication;
(ii) strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts;

Project: **Hawaii Community Action Program Director's Association (HCAPDA)**

Objective: Collaborate on advocacy efforts for low-income individuals, seniors, youth, and disabled persons

Project: **Senior Planning and Coordinating Council (P&CC)**

Objective: Assist with advocacy efforts for seniors

Project: **Commission on Persons with Disabilities**

Objective: Review facility access, promote housing, employment and activities, and educate providers and community members concerning non-discriminatory practices and laws regarding persons with disabilities

Project: **Paratransit Advisory Council**

Objective: Work with funder, grantee and provider to identify and eliminate barriers for disabled riders

Project: **Maui Reintegration Council**

Objective: Work with community partners and stakeholders to identify and eliminate barriers for incarcerated and formerly incarcerated individuals

Project: **Good Beginnings Community Council**

Objective: Assist with advocacy efforts for children

Project: **Maui Homeless Alliance**

Objective: Work on behalf of homeless individuals to improve their living conditions and movement toward self-sufficiency

Project: **Maui Native Hawaiian Chamber of Commerce**

Objective: Promote and sustain Hawaiian culture and to improve the socio-economic status of Native Hawaiians in business and as individuals

Project: **Workforce Investment Board**

Objective: Develop a globally competitive and skilled workforce, which promotes and nurtures a diverse and prosperous economy and preserves the special quality of life in the County of Maui. Provide oversight for all WIA programs

Project: **WIB Youth Council Advisory Board**

Objective: Provide oversight for all WIA youth programs

Project: **Public Hearings**

Objective: Empower low-income clients to advocate for themselves while educating law makers about community issues and needs

Project: **Association of Farmworker Opportunity Programs (AFOP)**

Objective: Advocate for policies that benefit and protect agricultural workers

Project: **Rocky Mountain HI**

Objective: Advocate for policies that benefit and protect agricultural workers

(B) Address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community

coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in prevention such as:

(iii) programs for the establishment of violence-free zones that would involve youth development and intervention models (such as models involving youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs);
(iv) after-school childcare programs

Reference: **ADDRESS THE NEEDS OF YOUTH IN LOW-INCOME COMMUNITIES Section 676(1)(B)(i)**

Project: **Youth Services Prevention Program (County of Maui)**

Objective: Assist youth through youth development, mentoring and prevention activities. Provide service learning opportunities, academic support, prevention, life and career skills training, and family strengthening activities to reinforce positive youth development

Project: **Youth Services Prevention of Underage Drinking (County of Maui)**

Objective: To educate the youth on the ill effects of the consumption of alcohol and increase the age of first use

Project: **Youth Services Prevention Program (State of Hawaii)**

Objective: To change youth perception of alcohol use and abuse and increase awareness of associated risks

(C) Make more effective use of, and coordinate with, other programs related to assisting low-income individuals and families attaining self-sufficiency

Reference: **LINKAGES DEVELOPED TO FILL GAPS IN THE SERVICES, THROUGH THE PROVISION OF INFORMATION, REFERRALS, CASE MANAGEMENT, AND FOLLOW-UP CONSULTATIONS Section 676(C)(3)(B)**

Project: **Being Empowered & Safe Together (BEST) Program**

Objective: Provide transitional support services to inmates and ex-inmates to eliminate barriers and assist in their successful reintegration into the community to attain self-sufficiency; and enhance public safety by reducing the rate of recidivism

Project: **Enlace Hispano Program**

Objective: Provide cultural integration, needs assessment, service delivery, referrals, civic engagement, and community education to the Hispanic community to support self-sufficiency

Project: Head Start

Objective: Establish goals through Family Partnership Agreements to identify areas of unmet need and make referrals as needed to attain self-sufficiency

Reference: HOW FUNDS MADE AVAILABLE THROUGH GRANTS MADE UNDER SECTION 675C(a),WILL BE COORDINATED WITH OTHER PUBLIC AND PRIVATE RESOURCES
Section 676(3)(C)

Project: Youth Services AMERICORPS

Objective: Host sites provide cash match to pay for the living allowance and provide youth volunteers with a training opportunity to work on environmental projects

Project: National Farmworker Jobs Program

Objective: Employers offer on the job training opportunities and job placement for farm workers and their families

Project: Senior Community Service Employment Program

Objective: Host sites provide low-income seniors an opportunity to gain work experience and increase the possibility of job placement in unsubsidized employment

Project: MEO Business Development Center

Objective: A local financial institution, the USDA, and a private funder provide loan funding for small start-up or expanded businesses to create jobs and promote self-sufficiency

Project: Rental Assistance Programs

Objective: Assist low-income individuals with a graded payment scale to stabilize their living conditions and teach them to budget finances to prevent evection and homelessness

Project: Youth Services Prevention of Underage Drinking Programs (COM & State)

Objective: Combine state and county resources to educate youth and their families on the ill effects of the consumption of alcohol and increase the age of first use; change social norms

Reference: **SUPPORT INNOVATIVE COMMUNITY AND NEIGHBORHOOD-BASED INITITATIVES RELATED TO FATHERHOOD INITIATIVES AND OTHER INITIATIVES WITH THE GOAL OF STRENGTHENING FAMILIES AND ENCOURAGING EFFECTIVE PARENTING**
Section 676 (3)(D)

Project: **Head Start**

Objective: Strengthen families while promoting male involvement though a series of family and community events and activities

Project: **Youth Services Prevention Programs**

Objective: Provide family strengthening activities and events to reinforce positive family relations

Reference: **PROVIDE ON AN EMERGENCY BASIS FOR THE PROVISION OF SUCH SUPPLIES AND SERVICES, NUTRITIOUS FOODS, AND RELATED SERVICES, AS MAY BE NECESSARY TO COUNTERACT CONDITIONS OF STARVATION AND MALNUTRITION AMOUNG LOW-INCOME INDIVIDUALS**
Section 676(4)

Project: **Molokai Emergency Food Fund and Temporary Emergency Food Assistance Program (TEFAP)**

Objective: Distribute Federal surplus food to low-income individuals and families (Molokai and Lanai)

Reference: **COORDINATE AND ESTABLISH LINKAGES BETWEEN GOVERNMENTAL AND OTHER SOCIAL SERVICES PROGRAMS TO ENSURE EFFECTIVE DELIVERY OF SERVICES TO LOW-INCOME INDIVIDUALS AND TO AVOID DUPLICATION OF SERVICES; COORDINATE EMPLOYMENT AND TRAINING ACTIVITIES**
Section 676 (5)

Project: **Hawaii Community Action Program Director's Association (HCAPDA)**

Objective: Collaborate on advocacy efforts for low-income seniors, youth, and disabled persons

Project: **Senior Planning and Coordinating Council (P&CC)**

Objective: Assist with advocacy efforts for seniors

Project: Commission on Persons with Disabilities

Objective: Review facility access, promote housing, employment and activities, and educate providers and community members concerning non-discriminatory practices and laws regarding persons with disabilities

Project: Paratransit Advisory Council

Objective: Work with funder, grantee and provider to identify and eliminate barriers for disabled riders

Project: Maui Reintegration Council

Objective: Work with community partners and stakeholders to identify and eliminate barriers for incarcerated and formerly incarcerated individuals

Project: Good Beginnings Community Council

Objective: Assist with advocacy efforts for children

Project: Maui Native Hawaiian Chamber of Commerce

Objective: Promote and sustain Hawaiian culture and to improve the socio-economic status of Native Hawaiians in business and as individuals

Project: Workforce Investment Board

Objective: Develop a globally competitive and skilled workforce, which promotes and nurtures a diverse and prosperous economy and preserves the special quality of life in the County of Maui. Provide oversight for all WIA programs

Project: WIB Youth Council Advisory Board

Objective: Provide oversight for all WIA youth programs

Project: Public Hearings

Objective: Empower low-income clients to advocate for themselves while educating law makes about community issues and needs

Project: Maui Homeless Alliance

Objective: Assist with advocacy efforts of the homeless and prevent duplication of service

Project: Workforce Investment Board

Objective: Support and facilitate the development of a skilled workforce that meets the needs of business and industry, enhances workplace productivity, and increases opportunities for employment and entrepreneurship

B. ROMA GOALS AND MEASURABLE OUTCOMES

GOAL 1: LOW-INCOME PEOPLE BECOME MORE SELF-SUFFICIENT

1.1 Employment

Programs: BEST Reintegration (County/Weinberg), Employment Core Services for Low-Income Persons, National Farm Worker Jobs Program, SCSEP, and MEO BDC.

Measure: Number of participants obtaining employment; an increase in the number of hours worked, increase annual income, gaining healthcare through employment, or number the of jobs created through small business loans

Outcome: Of the125 participants who receive an assessment or complete an individual service plan, pre-employment or life skills training, job search and placement, or participate in Core Four business training, 100 or 80% will become employed or self-employed; 75 or 60% will remain employed for 90 days

1.2 Employment Supports

Program: Transportation Services

Measure: Number of individuals utilizing human services transportation services to get them to and from work, assisting them with attaining self-sufficiency

Outcome: 140 low-income individuals will utilize human services transportation to allow them to get to and from work on their scheduled day and time; 42 or 30% will transition to public transportation within 90 days of employment

Program: Head Start

Measure: Number families who move from in-crisis or vulnerable to stable or safe on the Outcome Scale

Outcome: 250 families develop a family partnership agreement to identify education and employment goals; 150 families or 60% will move from vulnerable or in-crisis to stable or safe on the Outcome Scale by the end of the school-year

Program: Head Start After School

Measure: Number of families who work or attend school to help them become self-sufficient

Outcome: 100 families will be able to work or continue their education while working toward self-sufficiency

Program: Head Start Summer

Measure: Number of families who work to support themselves and their families while working to attain self-sufficiency

Outcome: 80 families will be able to work to help them attain self-sufficiency

Program: Kahi Kamalii

Measure: Number of families who work to support themselves and their families while working to attain self-sufficiency

Outcome: 20 families will be able to work or continue their education while working to attain self-sufficiency

Program: Being Empowered and Safe Together (BEST)

Measure: Number of individuals that improved competencies required for employment

Outcome: 58 individuals participate in pre-employment training to include resume writing and job search to assist them with successful reintegration into the community

Program: Low-Income Home Energy Assistance Program (LIHEAP)

Measure: Number of working adults receiving credits, thereby enabling them to attend work without excessive absences due to health issues

Outcome: 750 working families will obtain energy credits

Program: Temporary Emergency Food Assistance Program (TEFAP)

Measure: Number of individuals receiving assistance allowing them to focus on self-sufficiency

Outcome: 325 low-income individuals receive Federal surplus food

Program: County Rental Assistance Program

Measure: Number of households retaining and maintaining suitable, stable housing allowing work toward self-sufficiency

Outcome: 70 households receive rent and/or utility assistance to stabilize living conditions and prevent evection and homelessness; 39 or 80% will maintain stable living conditions for 6 months or more

Program: State Housing Placement Program (HPPP)

Measure: Number of households retaining and maintaining suitable, stable housing allowing them to work toward self-sufficiency

Outcome: 12 households receive rent and/or utility to stabilize living conditions, and prevent evection and homelessness; 8 or 70% will maintain stable living conditions for 6 months or more

1.3 Economic Asset Enhancement and Utilization

Program: Financial Literacy Training (MEO BDC & Community Services)

Measure: Number of individuals completing pre and post-tests indicating an increase in knowledge of financial literacy; number of individuals completing and maintaining a budget

Outcome: 15 Molokai students will participate in financial literacy classes; 14 will increase knowledge of financial literacy

Outcome: 185 individuals will participate in financial literacy classes; 167 or 90% will increase knowledge of financial literacy; 111 or 60% will be able to complete and maintain a budget for more than 90 days

GOAL 2: THE CONDITIONS IN WHICH LOW-INCOME PEOPLES' LIVES ARE IMPROVED

2.1 Community Improvement and Revitalization

Program: MEO BDC

Measure: Number of individuals who are able to maintain existing business and retain employees as a result of training and technical assistance

Outcome: 140 individuals will participate in business training classes; 15 new jobs will be created

Program: Head Start After School

Measure: Number of families who work or attend school to help them become self-sufficient

Outcome: 120 families will be able to work or continue their education while working toward self-sufficiency

Program: Transportation Services

Measure: Number of new individuals utilizing human services transportation services to get them to and from work, assisting them with attaining self-sufficiency

Outcome: 140 low-income individuals will utilize human services transportation to allow them to get to and from work on their scheduled day and time

Program: Enlace Hispano

Measure: Number of second language learners improving their English proficiency

Outcome: 50 second language learners will enroll in an ESL class; 65% will show improved proficiency at the end of the sessions

Program: Youth Services AMERICORPS

Measure: Number of youth receiving financial awards

Outcome: 17 youth will receive a financial award to use toward higher education

2.2 Community Quality of Life and Assets

Program: MEO BDC

Measure: Number of partnerships formed

Outcome: 25 partnerships will be created to support micro-businesses and economic development

2.3 Community Engagement

Program: MEO Community Services, Head Start, Kahi Kamalii, MEO BDC, Youth Services, Transportation and Administration

Measure: Number of hours donated by volunteers

Outcome: 200 individuals will donate 1,000 volunteer hours

Program: Senior Citizens “Red Card” Program

Measure: Number of seniors receiving discount

Outcome: 200 seniors receive a discount to support independent living

Program: YOUTH SERVICES AMERICORPS

Measure: Number of partnerships with public and private entities to mobilize and leverage resources

Outcome: Partners pay 64% of the living allowance; 24 participants gain experience working on environmental projects that improve water quality, protect native plants and animals and teach the participant to protect and value the land and its creatures

GOAL 3: LOW-INCOME PEOPLE OWN A STAKE IN THEIR COMMUNITY

3.1 Community Enhancement through Maximum Feasible Participation

Program: MEO Community Services, Head Start, Kahi Kamalii, MEO BDC, Youth Services, Transportation and Administration

Measure: Number of hours donated by low-income volunteers

Outcome: 125 individuals will donate 700 volunteer hours

3.2 Community Empowerment through Maximum Feasible Participation

Program: MEO Business Development Center

Measure: Increase in availability of capital, and minority owned businesses

Outcome: 10 start-up or expansion loans to assist minority or woman owned businesses

Program: Public Hearings

Measure: Number of low-income individuals participating and meetings attended

Outcome: 48 clients will testify at 16 meetings empowering them to advocate for themselves

Program: Enlace Hispano

Measure: Number of Hispanic individuals enrolled

Outcome: 910 Hispanic individuals receive information on civic engagement and advocacy

Program: Staff Development

Measure: Number of staff who are active members of boards, commissions and councils

Outcome: Low income staff learn advocate for low-income individuals

Program: Senior Scoop Newsletter

Measure: Number of publications circulated

Outcome: Publish and distribute 9,000 newsletters containing educational information regarding agencies' services, nutrition, health, transportation, employment training, and community affairs and advocacy efforts

Program: MEO Website

Measure: Number of visits to the site

Outcome: 1,000 website visitors receive educational information regarding MEO services, and nutrition, health, and community affairs and advocacy efforts

GOAL 4: PARTNERSHIPS AMONG SUPPORTERS AND PROVIDERS OF SERVICES TO LOW-INCOME PEOPLE ARE ACHIEVED

4.1 Expanding Opportunities through Community-Wide Partnerships

Program: Community Collaboration and Partnerships

Measure: Number of partnerships established and/or maintained with public and private entities to mobilize and leverage resources for services to low-income people

Outcome: 50 organizations will partner with MEO to promote family and community outcomes

Program: Hawaii Community Action Program Director's Association (HCAPDA)

Measure: Number of meetings held and collaborative efforts achieved

Outcome: Participate in 12 meetings to collaborate on advocacy efforts to achieve family and community outcomes

Program: Senior Planning and Coordinating Council (P&CC)

Measure: Number of meetings attended and advocacy efforts achieved

Outcome: Participate in 12 meetings to collaborate on advocacy efforts for seniors

Program: Commission on Persons with Disabilities

Measure: Number of meetings attended and advocacy efforts achieved

Outcome: Participate in 12 meetings to review facility access, promote housing, employment and activities, and educate providers and community members concerning non-discriminatory practices and laws regarding persons with disabilities

Program: Head Start Association of Hawaii

Measure: Number of meetings attended and advocacy efforts achieved

Outcome: Participate in 4 meetings to collaborate on advocacy efforts for children and families

Program: Chamber of Commerce

Measure: Number of meetings attended and collaborative efforts achieved

Outcome: Attend 3 meetings to work on behalf of members and the entire business community to improve the economic climate and help businesses thrive

Program: Maui Native Hawaiian Chamber of Commerce

Measure: Number of meetings attended and advocacy efforts achieved

Outcome: Attend 6 meetings to promote and sustain Hawaiian culture and to improve the socio-economic status of Native Hawaiians in business and as individuals

Program: MEO BDC

Measure: Number of financial partners supporting micro-lending

Outcome: 6 business or organizations will provide funds to support micro-lending and economic development

GOAL 5: AGENCIES INCREASE THEIR CAPACITY TO ACHIEVE RESULTS

5.1 Agency Development

Program: ROMA Trainers

Measure: Number of certified trainers

Outcome: 1 certified trainer will train board members and agency staff on the ROMA goals and accountability cycle

Program: Board Development

Measure: Number of board members trained

Outcome: 21 or 100% of board members will participate in a minimum of one training activity per year

Program: Board Development

Measure: Number of hours board members spent in training

Outcome: Board members will collectively receive 40 hours of training

Program: Staff Development

Measure: Number staff members trained

Outcome: 180 or 90% of all staff members will participate in a minimum of one training per year

Program: Staff Development

Measure: Number of hours staff members attended training

Outcome: Staff members will collectively receive 3000 hours of training per year

Program: CSBG

Measure: Total dollars mobilized by the agency as compared with CSBG dollars

Outcome: $15,885.797 will be mobilized in comparison to $409,414 CSBG dollars

GOAL 6: FAMILY STABILITY
LOW-INCOME PEOPLE, ESPECIALLY VULNERABLE POPULATIONS, ACHIEVE THEIR POTENTIAL BY STREGTHENING FAMILY AND OTHER SUPPORTIVE SYSTEMS

6.1 Independent Living

Program: Transportation

Measure: Number of individuals utilizing service to maintain independent living

Outcome: 2,000 seniors, persons with disabilities, and low-income individuals and youth, receive essential transportation services to support independent living

Program: Legal Services Program

Measure: Number of seniors receiving assistance

Outcome: 60 seniors receive free legal assistance to support independent living

Program: Low-Income Home Energy Assistance Program (LIHEAP)

Measure: Number of seniors and disabled adults receiving assistance

Outcome: 300 seniors and disabled adults receive credits, thereby enabling them to live independently

Program: Temporary Emergency Food Assistance Program (TEFAP)

Measure: Number seniors and disabled individuals receiving assistance

Outcome: 250 individuals receive assistance, thereby enabling them to live independently

6.2 Emergency Assistance

Program: County Rental Assistance and State Housing Placement Programs

Measure: Number of individuals securing assistance

Outcome: 150 individuals will not be homeless

Program: Low-Income Home Energy Assistance Program (LIHEAP)

Measure: Number individuals receiving emergency assistance

Outcome: 15 low-income households receive emergency assistance to prevent utility shut-down

Program: Enlace Hispano

Measure: Number of individuals receiving emergency immigration assistance

Outcome: 125 immigrants receive assistance to prevent immigration violations

Program: BEST

Measure: Number of clients assisted with emergency clothing

Outcome: 30 clients will receive clothing to allow them to work to support themselves

6.3 Child and Family Development

Program: County of Maui Youth Services

Measure: Number of and families participating in family strengthening activities

Outcome: 375 youth participate in service learning projects, prevention, life and career skills training, and family strengthening activities.

Program: Youth Services Underage Drinking Prevention (County of Maui)

Measure: Number of youth participating and delaying the start of alcohol use

Outcome: 75 youth will receive education regarding the ill effects of the consumption of alcohol and increase the age of first use

Program: Youth Services Prevention Program (State of Hawaii)

Measure: Number of youth participating and change in perception of alcohol use and abuse

Outcome: 120 youth participate and 96 or 80% change their perception of alcohol use and abuse and increase awareness of associated risks

Program: Head Start

Measure: Number of children meeting health, development and school readiness goals

Outcome: 250 or 90% of the children enrolled will meet or exceed health, development and school readiness goals

Program: Head Start

Measure: Number of families participating

Outcome: 209 or 75% of the 278 Head Start families will participate in one or more family strengthening event or activity

6.4 Family Supports (Seniors, Disabled, and Caregivers)

Program: Head Start After School

Measure: Number of families served to assist individuals who are unable to work with maintaining a stable and supportive environment

Outcome: 108 families will maintain a stable and supportive environment

Program: Head Start Summer

Measure: Number of families served to assist individuals who are unable to work with maintaining a stable and supportive environment

Outcome:	80 families will maintain a stable and supportive environment
Program:	County Rental Assistance Program
Measure:	Number of individuals maintaining safe and affordable housing
Outcome:	13 individuals will maintain safe and affordable housing
Program:	State Housing Placement Program (HPPP)
Measure:	Number of families maintaining safe and affordable housing
Outcome:	4 households will maintain safe and affordable housing
Program:	Low-Income Home Energy Assistance Program (LIHEAP)
Measure:	Number of seniors and disabled adults receiving assistance
Outcome:	300 seniors and disabled adults receive credits to maintain a stable home environment and avoid health related issues
Program:	Temporary Emergency Food Assistance Program (TEFAP)
Measure:	Number seniors and disabled individuals receiving assistance
Outcome:	250 individuals receive assistance to supplement nutritional needs and promote stability

6.5 Service Counts

Food Boxes-	0
Units of Food-	2000
Units of Clothing-	75
Rides Provided-	4,000
Information and Referral Calls-	1,500

Document sources:
http://www.towncharts.com/Hawaii/Housing/Maui-County-HI-Housing-data.html
http://quickfacts.census.gov/qfd/states/15/15009.html
http://humanservices.hawaii.gov/wp-content/uploads/2014/01/DHS-Databook_Jan2014_FINAL.pdf
http://hisbdc.org/Portals/0/MCDB/2013/2013%20Maui%20Data%20Book.pdf

Strategic Plan April 2016-September 2019

Debbie Cabebe, SPHR, Chief Operating Officer

Approved by the Board of Directors

3/24/16

Planning Team Members:

Chief Executive Officer, Lyn McNeff

Chief Operating Officer, Debbie Cabebe

Chief Fiscal Officer, Debbie Lorenzo

MEO Business Development Director, Craig Swift

Youth Services Director, Cassi Yamashita

Community Services Director, Gerry Lum

Early Childhood Services Director, Debbi Amaral

Transportation Director, Harry Johnson

Molokai Branch Director, Yolanda Reyes

Lanai Branch Manager, Doreen Pascua

Information Technology Manager, Waco Muse

MAUI ECONOMIC OPPORTUNITY. INC.

Vision:

Improve the community by promoting economic independence and sustainability.

Mission:

Strengthen the community while helping people in need restore their hope, reach their potential, and enrich their lives.

Core Values:

- Teamwork
- Integrity
- Personal Excellence
- Empathy
- Creativity
- Flexibility

1- Attract, develop and retain a quality and engaged workforce to take MEO into the next decade

Actions	Measures	Person responsible
Recruitment & retention of quality staff		

Update website to promote MEO as an employer
• Highlight strengths of the agency
  ○ Community Action Agency
  ○ Established in 1965
  ○ Mission driven
  ○ Embrace the motto of Helping People, Changing Lives
  ○ Supportive and comprehensive infrastructure
  ○ A county-wide community resource
  ○ More than twenty-five partnerships
• Feature benefits
  o List of employee benefits
  o Highlight Career/Professional development and opportunities for advancement
• Promote Core Values
  o Team work
  o Integrity
  o Personal Excellence
  o Empathy
  o Creativity
  o Flexibility
	• Update website by July 1, 2016	IT/HR/Admin/Executive Staff

• Create agency activities that incorporate core values, i.e., ECS, Employee of the month, success stories, etc.	• Number of activities- immediate and ongoing	Executive and supervisory staff

Actions	Measures	Person responsible
Active recruitment		

• All staff are responsible for recruitment
Conduct Staff training
  ○ MEO's recruitment and retention strategy
  ○ How to access job postings
  ○ Employee Referral Program
  ○ Core Values
	• Number of staff trained	HR/Executive staff

• Update business cards to promote core values	• Number of updated cards	
• Promote the employee referral program and develop a referral challenge	• Increase employee referrals by 10% per year	HR/Executive staff
• Create job posting easily available to staff who do not have access to email	• Increase the numbers of applicants recruited by 3% per year	HR/Supervisory staff
• Community-wide outreach and recruitment ○ Include recruitment outreach when participating in community events	• Participate in no less than 12 outreach activities per year	All staff
• Feature New Hires on Website	• Reduce time to fill vacant positions by 10% over a three - year period	HR/IT

Actions Staff development	**Measures**	**Person responsible**
• Recognize and understand the generational differences of the workforce o Participate in training to understand and work collaboratively with all generations	• Number of staff trained per year	COO/Supervisory staff
• Create standardized guidelines/procedures for establishing career/professional development plans o Establish career/professional development plans for staff o Include plans as "goals" as a part of the performance evaluation process	• No less than 1 career/professional development opportunity identified per year	HR/Supervisory staff
• Develop succession plans for leadership positions ○ Include long and short term plans	• Number of succession plans developed and shared with key staff	CEO/COO/HR/Directors
• Ongoing training o Seek feedback from staff to identify training interests and opportunities to include webinars, classroom and in-house training	• Number of staff providing feedback • Number of trainings identified	Admin/Directors/HR
o Explore and identify training opportunities; allocate cost in annual budget	• Number of budgets containing training allotments • Number of trainings hours provided	Admin/Directors/HR/Fiscal
o Provide opportunities for cross training o Establish operations/procedure manuals	• Number of manuals created /updated	Admin/Directors/HR/Fiscal
o Create a training calendar to share opportunities with all staff	• Calendar created by June 30, 2017	Admin/Directors/HR/Fiscal

Actions	Measures	Person responsible
• Peer to peer sharing of information and knowledge ○ Talk story hours focused on program services ➢ Identify a leader, note taker, and timer ➢ Circulate notes from talk story sessions for future reference	• Number of sessions held per year	Admin/HR/Supervisors
• Managers as leaders ➢ Manager led training ➢ Different managers lead quarterly training for peers	• Number of training hours provided per year	Directors/Supervisors/HR
Staff Engagement		
• Identify what is important to staff o Host talk-story brown-bag sessions to solicit feedback from staff o Generate an employee engagement survey ➢ Develop, circulate survey and analyze data ➢ Utilize survey results to create an employee engagement plan o Strengthen employee morale by sharing MEO history, timeline and current MEO initiatives that are helping the community ➢ Conduct training ➢ Participate in Community Action Month activities	• Number of sessions held • Number of surveys returned annually • Number of surveys collated and evaluated annually • Number of suggestions/changes implemented • Employee satisfaction increased by 10% by 2018. • Number of trainings held • Number of activities promoted	Admin/Directors/HR Admin/HR Admin/Directors/HR Directors/Supervisors/HR Admin/HR Admin/Directors/HR

2- Determine and measure the impact of services & support systems

Actions	Measures	Person responsible
• Define economic independence from an agency standpoint o Create & implement an agency-wide matrix; develop draft at executive level	• Agency-wide matrix developed and adopted	Admin/Directors/Case Managers
➢ Establish a baseline for stability	• Number of individuals evaluated to determine baseline and establish goals	Directors, Supervisors/ Program staff
➢ Work with clients to establish goals to define individual success	• Number of individuals who achieve success	Program staff
• Track client progress at various intervals o Report outcomes annually	• Number of individuals moving from in-crisis or vulnerable to stable, safe and thriving	Program staff/Supervisors
o Use data to evaluate and adjust services for improved outcomes	• Number of services modified to improve outcomes	Directors/Admin/Fiscal

3- The community is aware of MEO's mission and available services

Action	Measures	Person Responsible
Expand community awareness of services		
• Develop a marketing toolkit (web & social media) o Workshops- partnerships o Radio show o Television o Organization visits o Open house o Community service groups o Invite elected & candidate to all events	• Toolkit created by June 30, 2017 • Number of promotional events attended or hosted each quarter	Admin/Directors/IT
o Video update- Community Action o Client testimonies on website o Client statistics posted to website and submit to press	• Annual increase in unique visitors to website	
o Spotlight client success with a minimum of one story per quarter.	• Number of success stories featured	
o Regular press releases	• Number of press releases submitted	
o Publish Excellent Client Service information on website.	• Number of ECS posted	
o Highlight partnerships on website, flyers w/logos, social media, #meo, press	• Number of partnerships featured	