



# STRATEGIC PLAN OCTOBER 2020– SEPTEMBER 2023

APPROVED BY THE BOARD OF DIRECTORS  
SEPTEMBER 25, 2020



## CORE VALUES:

TEAMWORK; INTEGRITY; PERSONAL EXCELLENCE;  
EMPATHY; CREATIVITY; FLEXIBILITY



## MEO MISSION

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

## MEO VISION

Improve the community by promoting economic independence and sustainability.

- Maui Economic Opportunity, Inc. (MEO) is a community action agency established under the Economic Opportunity Act of 1964.
- MEO operates under the nation community action Theory of Change-ensuring that individuals and families with low incomes are stable and achieve economic security; communities where people with low incomes live are healthy and offer economic opportunity; and people with low incomes are engaged and active in building opportunities in communities.
- MEO has been Helping People, changing lives throughout Maui County and the State of Hawai'i for 55 years.

# MEO'S STRATEGIC FOCUS 2020 - 2023

Work with all stakeholders to address the low wages, or no wages affecting the poverty in Maui County.

Increase the number of affordable rental units available for low income individuals and families, improving their quality of life and providing opportunities for economic stability. Leverage resources to increase MEO's capacity to achieve results.

Build community and engagement in community activities that encourage low income individuals to own a stake in their communities.



- Utilize partnerships for job creations within new economies.
- Assist businesses with defining the "new normal".
- Work with Maui County and private partners to utilize the Agriculture Grant.

- Work with partners to develop and manage 120 affordable rental units on MEO property in Waiehu.
- Eliminate outdated and unnecessary qualification requirements for the disenfranchised.
- Operate an onsite youth program & Head Start to serve residents and community.

- Improve access to information and services for persons with disabilities.
- Develop a curriculum that provides Youth Councils, Senior Groups, and others advocacy skills.
- Promote and facilitate the "Journey Together" curriculum for parents and their children.

**Strategy 1: Work with all stakeholders to address the low wages, or no wages affecting the poverty in Maui County.**

**Output 1.1: Utilize BDC partnerships, participation in the Job Creation Committee, and the Maui Business Alliance for job creations within new economies in healthcare, food service, and re-envisioning jobs within the tourism industry.**

<b>Outcomes: (Lead: CEO, Lead Assist: BDC Director)</b>	<b>9/21</b>	<b>9/22</b>	<b>9/23</b>
Collaboration with existing committees and alliances to identify job creation opportunities within new economies by September 2021.			
50 Jobs within these new economies will employ individuals in Maui County by September 2023.			
10 individuals will utilize micro or business development loans for startup or expansion in the new economies by September 2023.			

**Strategy 1: Work with all stakeholders to address the low wages, or no wages affecting the poverty in Maui County.**

**Output 1.2: Assist businesses with defining the “new normal” and provide support with job training/re-tooling for existing and new businesses.**

<b>Outcomes: (Lead: BDC Director, Lead Asst: CS Director)</b>	<b>9/21</b>	<b>9/22</b>	<b>9/23</b>
15 Core Four participants are prepared for operating a business in the “new normal” and improve their financial well being by September 2023.			
60 individuals obtain skills through industry specific, soft-skills training and on-the-job/work experience programs that lead to obtaining a living-wage job by September 2023.			

**Strategy 1: Work with all stakeholders to address the low wages, or no wages affecting the poverty in Maui County.**

**Output 1.3: Work with Maui County and private partners to utilize the Agriculture Grant to assist business owners.**

<b>Outcomes: (Lead: COO, Lead Assist: BDC Director)</b>	<b>9/21</b>	<b>9/22</b>	<b>9/23</b>
75 farmers increase their yield capacity by June 2021.			
50 farmers increase their business visibility by June 2021.			
50 farmers increase their business acumen by June 2021.			

**Strategy 2: Increase the number of affordable rental units available for low income individuals and families, improving their quality of life and providing opportunities for economic stability. Leverage resources to increase MEO's capacity to achieve results.**

**Output 2.1: Hale Mahaolu Ke Kahua Initiative Partnership addresses housing shortage, homelessness, and housing poverty. Work with investors to develop and manage 120 affordable rental units on MEO property in Waiehu. Partners include High Ridge Costa of CA, Hale Mahaolu, County of Maui, and State of Hawaii.**

<b>Outcomes: (Lead: CEO, Lead Assist: Hale Mahaolu Executive Director )</b>	<b>9/21</b>	<b>9/22</b>	<b>9/23</b>
120 affordable rental units are available by June 2023.			
120 households obtain an affordable rental by July 2023.			
120 households report improved financial well-being by September 2023.			
120 households report improved health and safety by September 2023.			

**Strategy 2: Increase the number of affordable rental units available for low income individuals and families, improving their quality of life and providing opportunities for economic stability. Leverage resources to increase MEO’s capacity to achieve results.**

**Output 2.2: Eliminate outdated and unnecessary qualification requirements for the disenfranchised, i.e. convictions of more than 10 years old. Remove antiquated policies that create unnecessary barriers to obtain affordable housing.**

Outcomes: (Lead: CEO, Lead Assist: CS Director)	9/21	9/22	9/23
40 individuals and community partners assist with advocacy efforts to affect change to removing barriers by September 2022.			
20 individuals obtain safe and affordable housing as a result of policy changes by September 2023.			

**Strategy 2: Increase the number of affordable rental units available for low income individuals and families, improving their quality of life and providing opportunities for economic stability. Leverage resources to increase MEO’s capacity to achieve results.**

**Output 2.3: Operate an onsite youth program in the property’s community center and an onsite Head Start preschool to serve property residents and the surrounding community.**

Outcomes: (Lead: CEO, Lead Assist: YS Director & ECS Director)	9/21	9/22	9/23
One additional early childhood facility is available to provide accessible and affordable childcare for 20 families by June 2023.			
One recreation center for youth is built to provide accessible and affordable childcare for youth ages 9 to 18 by June 2023.			

**Strategy 3: Build community and engagement in community activities that encourage low income individuals to own a stake in their communities.**

**Output 3.1: Provide individuals with disabilities access to communicating with regards to services – ensure software is ADA compliant and compatible, and software technology/platform for individuals with languages other than English are able to look up their status regarding services, employment, etc.**

Outcomes: (Lead: IT Manager, Lead Assist COO)	9/21	9/22	9/23
100 individuals report improved accessibility to information and technology as a result of enhanced technology as of September 2023.			
50 ESL individuals report improved accessibility to information as a result of bi-lingual access by September 2023.			

**Strategy 3: Build community and engagement in community activities that encourage low income individuals to own a stake in their communities.**

**Output 3.2: Develop a curriculum that provides Youth Councils, Senior Groups, and others, advocacy skills that include skills on providing testimony, lobbying, and collaborating for change. Identify initiatives for people to get more engaged.**

Outcomes: (Lead: COO, Lead Assist: YS Director & CS Director)	9/21	9/22	9/23
Creation and adoption of a customized advocacy training curriculum and program by September 2021.			
500 individuals report increased ability and confidence to participate in civic engagement activities by September 2023.			

**Strategy 3: Build community and engagement in community activities that encourage low income individuals to own a stake in their communities.**

**Output 3.3: Promote and facilitate the “Journey Together” curriculum for parents and their children that engages parents with their child’s education.**

Outcomes: (Lead: ECS Director, Lead Assist: Assistant ECS Director)	9/21	9/22	9/23
200 parents/guardians report improved engagement in their child’s education by September 2023.			
150 parents/guardians report improved ability, confidence, and willingness to participate in civic engagement activities by September 2023			



# PLANNING TEAM MEMBERS

FACILITATOR: DR. LORI TERAGAWACHI, ED.

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## CONTRIBUTORS

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HIGH RIDGE COSTA

MAUI COUNTY PLANNING AND COORDINATING COUNCIL

PARATRANSIT ADVISORY COUNCIL

MAUI REENTRY COUNCIL

MAUI NONPROFIT DIRECTORS ASSOCIATION

MAUI HOMELESS ALLIANCE

MEO CLIENTS

