

# Maui Economic Opportunity Inc. (MEO)

*Approved by the Board of Directors September 26, 2024*

## Strategic Plan

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OCTOBER 1, 2024- SEPTEMBER 30, 2027



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CHIEF EXECUTIVE OFFICER





## Executive Summary

Maui Economic Opportunity, Inc. (MEO), is a nonprofit Community Action Agency committed to helping low income individuals and families become stable and achieve economic security. MEO services are constantly changing to meet the needs of children and families, persons with disabilities and medical needs, the elderly, and low-income individuals. MEO works with more than twenty-five community partners to help fulfill its mission. All MEO programs are tangible translations of the Promise of Community Action.

MEO, with input from staff, board members, community partners, key-informants and clients completed a tri-annual community needs assessment in 2023 and utilized the data to develop this plan.

*MEO's Motto is Helping People. Changing Lives.*

Our **Vision** is to improve the community by promoting economic independence and sustainability. MEO's **Mission** is to strengthen the community while helping people in need restore their hope, reach their potential and enrich their lives.

### We Value:

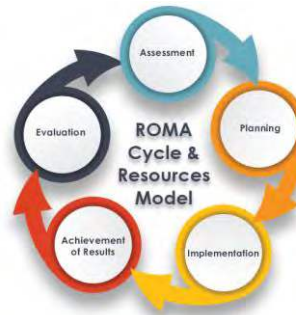
- Teamwork
- Integrity
- Personal Excellence
- Empathy
- Creativity
- Flexibility
- Respect



## Company Analysis

Strengths	Opportunities
Nimble	Improve operating systems and processes
Responsive	Stabilize workforce
Effective	Diversify funding streams

Weaknesses	Threats
Antiquated operating systems	Failure to keep up with new technology
Limited talent pool	New organizations duplicating efforts
Heavily dependent on grant funding	Limited funding options



### Strategic Focus

#### Increase capacity and promote self-sufficiency



(Agency)  
Updated operating systems, policies, and procedures.

(Community)  
Increased access to stable, affordable rental units.

(Family)  
Increased understanding of MEO programs and services.

### Strategic Focus Area One- Agency

#### Problem Statement

*Antiquated technology and systems impact agency capacity.*

#### **Project Objective 1: Updated operating systems and policies and procedures to increase capacity to achieve results.**

Needs	Outputs	Outcomes	Input	Timeline	Impact
<i>Updated technology and internal systems.</i>	<ol style="list-style-type: none"> <li>1. <i>Vet and identify systems to meet agency needs.</i></li> <li>2. <i>Assess current internal resources (i.e. are we maximizing current systems?)</i></li> <li>3. <i>Procure systems (i.e. obtain quotes and system.)</i></li> <li>4. <i>Develop policies and procedures to support implementation of systems.</i></li> <li>5. <i>Train staff.</i></li> <li>6. <i>Track and report impact.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Updated technology, and policies and procedures, increase agency capacity.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>CSBG and other funding</i></li> <li>2. <i>IT, Fiscal, HR and Admin and program staff collaboration</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Year one.</i></li> <li>2. <i>Year one</i></li> <li>3. <i>Year two.</i></li> <li>4. <i>Year two.</i></li> <li>5. <i>Year two.</i></li> <li>6. <i>Year three.</i></li> </ol>	<i>Increased agency capacity and mitigated risk improves service delivery, supporting the agency's ability to achieve results.</i>

## Strategic Focus Area Two - Community

### Problem Statement

*A lack stable, affordable rental housing negatively impacts the community.*

***Project Objective 1: Identify an inventory of stable, affordable rentals to strengthen the community while improving the conditions in which low-income people live.***

Needs	Outputs	Outcomes	Input	Timeline	Impact
<i>Identified inventory of and access to stable, affordable rental units.</i>	<ol style="list-style-type: none"> <li><i>1. Identify, create and maintain a database of available units.</i></li> <li><i>2. Connect households with units.</i></li> <li><i>3. Assist with deposit and subsidize rent for up to 12 months on a declining scale.</i></li> <li><i>4. Ensure households maintain the unit when the subsidy ends.</i></li> </ol>	<ol style="list-style-type: none"> <li><i>1. Low-income individuals obtain and maintain stable, affordable rentals.</i></li> </ol>	<ol style="list-style-type: none"> <li><i>1. County of Maui and other funding sources.</i></li> <li><i>2. Managers, community partners, and front-line staff.</i></li> </ol>	<ol style="list-style-type: none"> <li><i>1. Year one/two.</i></li> <li><i>2. Year one/two</i></li> <li><i>3. Year one/two.</i></li> <li><i>4. Year two/three.</i></li> </ol>	<i>Stable affordable rental housing strengthens the community by preventing homelessness and improving the conditions in which low-income people live.</i>

### Strategic Focus Area Three- Family

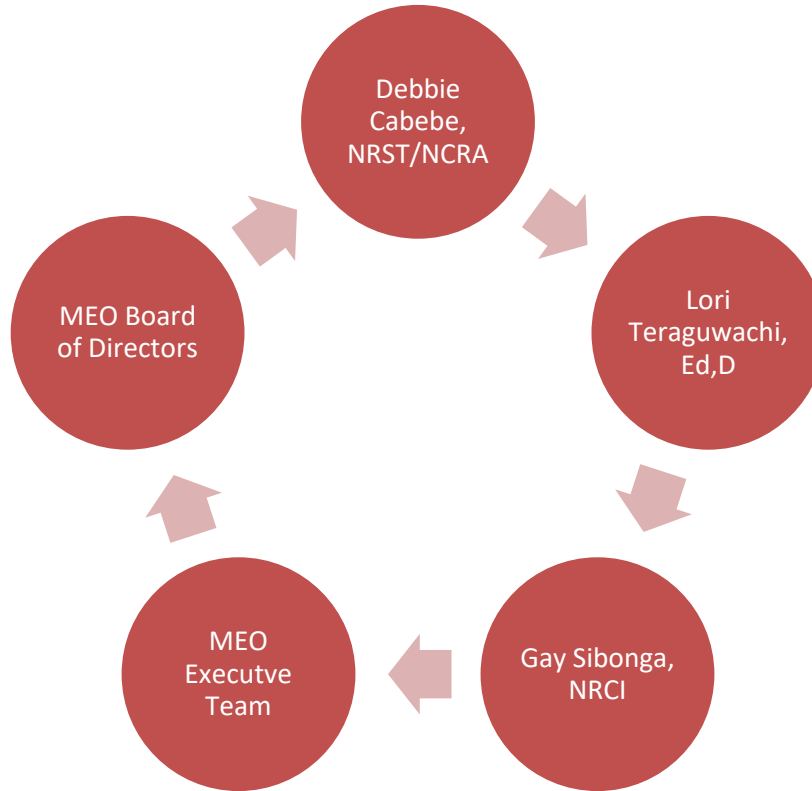
#### Problem Statement

*A lack of awareness of MEO programs and services impacts self-sufficiency.*

#### ***Project Objective 1: Increase knowledge of the full breadth and depth of MEO services and programs to support self-sufficiency.***

Needs	Outputs	Outcomes	Inputs	Timeline	Impact
<i>Increased awareness of how to access and benefit from MEO services and programs.</i>	<ol style="list-style-type: none"> <li>1. <i>Generate a request for proposal to develop a marketing plan.</i></li> <li>2. <i>Procure a consultant to develop the plan.</i></li> <li>3. <i>Implement the marketing plan.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Low-income families access services to support self-sufficiency.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>CSBG cost allocation.</i></li> <li>2. <i>Consultant, executives, managers and front-line staff.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Year two.</i></li> <li>2. <i>Year two.</i></li> <li>3. <i>Year three.</i></li> </ol>	<i>Broader community reach increases service delivery to support self-sufficiency.</i>

### *Project Team*



### *Contributors*

*Advisory Board, Community Organizations and Partner Agencies*

Link to the MEO Community Needs Assessment and Action Plan

<https://www.meoinc.org/wp-content/uploads/2023/11/MEO-Community-Action-Plan-10-1-23-9-30-26-Final.pdf>





# *Annual Reporting*

## Annual Program Report 2024-2025

Annual Program Evaluation	ANNUAL GOAL	Year 1	Data Source
<b>1. Increased agency capacity to achieve results.</b>			
Outcome 1: Updated technology and increased agency capacity.			
Output 1: Assess utilization of current systems and utilize current resources to their full capacity.	Identify gaps and needs assessment		Documents related to review of current systems (current plans, pricing, utilization reports, etc.)
Output 2: Vet and identify systems to meet agency needs.	3 bids for 1 system		RFP, meeting notes and systems material. Awarded contract.
<b>2. Strengthen the community while improving the conditions in which low-income people live.</b>			
Outcome 2: Low-income individuals obtain and maintain stable, affordable rental units.			
Output 2a: Identify, create and maintain a database of units.	15 units		Database.
Outcome 2b: Place individuals in units.	15 households		Leases, pictures of the unit.
Outcome 2c: Pay deposit and rent for up to 12 months.	15 households		Case records, copies of requisitions, cancelled checks.

Narrative:



## Annual Program Report 2025-2026

Annual Program Evaluation	ANNUAL GOAL	Year 2	Data Source
<b>1. Increased agency capacity to achieve results.</b>			
Outcome 1: Updated technology and increased agency capacity.			
Output 1a: Purchase or upgrade current system.	1 system		Quotes and award documents.
Output 1b: Develop Policies and Procedures.	1 manual		Related material and documents.
Output 1c: Train staff.	24 staff		Training sign-in sheets, material covered.
<b>2. Strengthen the community while improving the conditions in which low-income people live.</b>			
Outcome 2: Low-income individuals obtain and maintain stable, affordable rental units.			
Output 2a: Identify, create and maintain a database of units.	15 additional units		Database.
Output 2b: Place individuals in units.	15 additional households		Leases, pictures of unit.
Output 2c: Pay deposit and rent for up to 12 months.	15 additional households		Case records, copies of requisitions, cancelled checks.
Output 2 d: Households maintain the unit when subsidy ends.	85% of 15 households = 13 households		Self-sufficiency matrix, client file with proof of occupancy, i.e., utility bill, other.

<b>3. Low-income families achieve sufficiency.</b>			
Outcome 3: Increased knowledge of MEO programs and services.			
Output 3 a: Create and distribute an RFP to solicit bids from marketing contractors.	3 bids for 1 campaign.		Copy of RFP and responses.
Output 3 b: Select marketing consultant.	1 consultant		Notice of Award and copy of contract.

Narrative:

## Annual Program Report 2026-2027

Annual Program Evaluation	ANNUAL GOAL	Year 3	Data Source
<b>1. Increased agency capacity to achieve results.</b>			
Outcome 1: Updated technology and increased agency capacity.			
Output 1a: Track and report impact: <ul style="list-style-type: none"> <li>• Increase in number of clients assisted</li> <li>• Decrease in time of approval to time of payment</li> </ul>	1 report		Number or clients in year one compared to year three. Statistical reports to measure time to process assistance.
<b>2. Strengthen the community while improving the conditions in which low-income people live.</b>			
Outcome 2: Low-income individuals obtain and maintain stable, affordable rental units.			
Output 2 a: Households maintain the unit when subsidy ends.	80% of 15 households=12 households		Self-sufficiency matrix, client file with proof of occupancy, i.e., utility bill, other.
<b>3. Low-income families achieve sufficiency.</b>			
Outcome 3: Increase knowledge of MEO programs and services.			
Output 3 a: Implement marketing plan.	1 plan		Copy of plan with identified measures.
Output 3 b: Measure results.	20% increase in client activity for core services.		Annual reports comparing core service data before the campaign and after.

Output 3 c: Families progress is monitored and reported.	80% of the families enrolled in services move from in-crisis or vulnerable to safe.		Self-sufficiency matrix.
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Narrative: