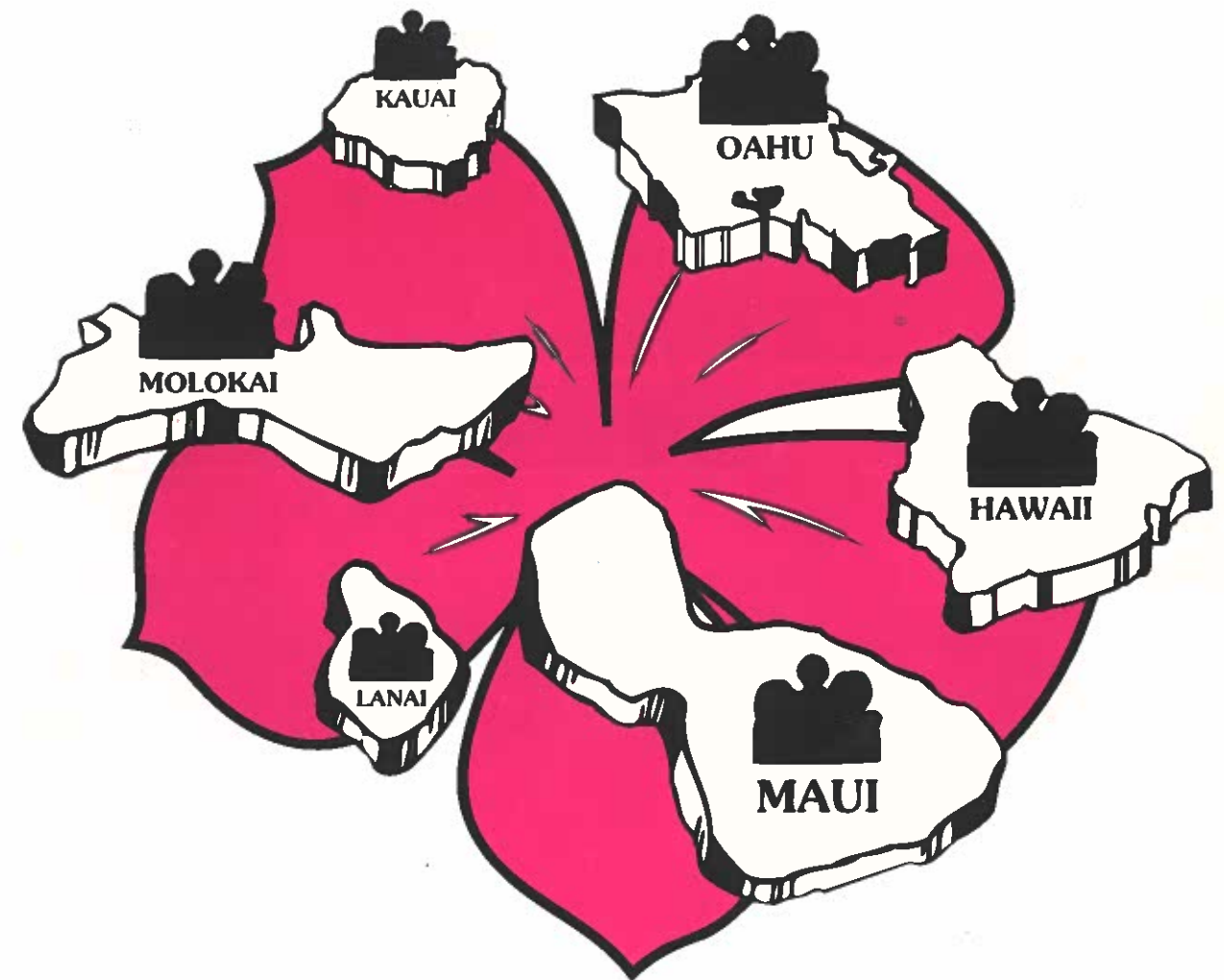


Maui Economic Opportunity, Inc.



Annual Report July 1997 to June 1998

“Helping People Help Themselves”
1965 - 1998



**MAUI ECONOMIC
OPPORTUNITY, INC.**

P.O. Box 2122
Kahului, Hawaii 96733
Telephone: (808) 871-9591
Fax: (808) 871-2426

MEO, Inc., a private, nonprofit community action agency, was chartered on March 22, 1965, by Federal mandate, under the Economic Opportunity Act of 1964, sometimes referred to as "The War on Poverty Act." The agency is celebrating its 33rd year of providing an enormous array of services annually to more than 19,000 individuals, including elderly, low-income individuals and families, children, immigrants and the general public throughout Maui County.

MEO has offices throughout Maui at Kahului, Lahaina and Hana, on Lana'i at Lana'i City, and in Kaunakakai on Moloka'i, with a staff of more than 205 employees and a current budget of \$9 million derived from Federal, State, County and private funds. MEO's funding level continues to grow despite consistent cuts from the Federal and State funding sources by utilizing available resources and maximizing the efforts of a creative and committed staff.

MEO manages 35 programs, including Head Start for children 3-5 years old who meet the Federal income guidelines. Bus, van, wheelchair and gurney transportation is provided to elderly, children and persons with disabilities for medical, social, educational, health and recreational purposes. Chore Services are provided for people unable to attend to their own personal and household needs. Our Community Service Department administers three emergency Homeless Programs and six grants from the Hawai'i Community Foundation designed specifically for adults over 50, or people of Hawaiian ancestry, or children with medical/health needs and/or individuals with mental health conditions. MEO also works with people who desire to become self-reliant and eventually self-sufficient from government assistance. Employment and training for the elderly, migrant and seasonal farm workers and those who wish to become socially and economically self-sufficient is a responsibility of MEO as well. Economic development and a microenterprise project educate and finance individual entrepreneurs. We provide energy conservation information, surplus food distribution, legal services and services to the needy.

MEO's ventures include auto care, MEO Maids (a cleaning business), MEO Consulting, administrative and financial services and nutrition services.

MEO's motto is, "Helping People Help Themselves." We encourage interested individuals and families to inquire about our services at one of our office locations.



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*William C.N. Wong
Board President*

To our friends, supporters, staff and clients:

Year 1997-1998 was one exciting and challenging year; a year of reduced funding from all sources and a year in which the needs of our clients in our community increased because of trying economic conditions. Through all these problems and challenges we — government, community action agencies, staff and clients — working together as one dedicated group, committed to serve the needs our community and, employing whatever resources were available, achieved the mission of Maui Economic Opportunity, Inc.: Helping people to help themselves. Details and results of the various programs are discussed in this annual report. When you read it, you will be amazed at the large population and segments in our community we serve. It is these parts of the program we are most proud of — being able to reach out and serve the people.

On behalf of the board, we thank Governor Ben Cayetano, Mayor Linda Lingle, our legislators and our councilpersons, the many, many volunteers and, above all, our dedicated management and staff, for making 1997-98 a very successful year.

1998-99 will be even more challenging, and with your continued enthusiasm and dedication, we will achieve our goals and have another successful year. Let's do it!

Aloha,

William C.N. Wong
President

More than 100 members of the MEO 'Ohana gathered to install new board members and to catch a glimpse of the future at MEO's 33rd annual board installation banquet on June 24, 1998, at the Ka'anapali Beach Resort.

Mistress of Ceremonies Gladys C. Baisa, MEO executive director, introduced the members of the audience, who included representatives of the many groups involved with MEO — staff, board members, senior clubs, elected officials, community volunteers, business associates and other helping agencies.

Board President Bill Wong welcomed the guests, and Earl Kukahiko offered the invocation.



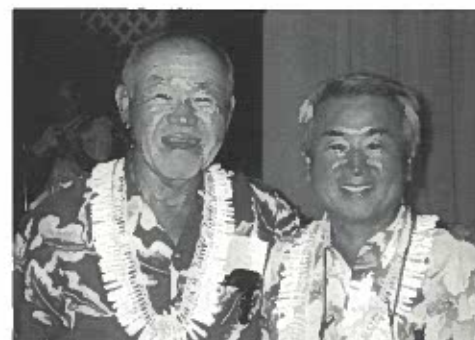
Velma Santos graciously installs the new MEO board.

(represented by Dolores Bio), Secretary-Treasurer Jeff Kuwada and members of the Executive Committee.

Banquet guests enjoyed an American buffet dinner and entertainment provided by the Lahaina-Honolua Senior Citizens Club. The evening closed with the audience joining hands to sing "Hawai'i Aloha."

Keynote speaker Dr. Clyde Sakamoto, provost of Maui Community College, showed a video that took the audience on a "virtual tour" of MCC's new media center, and predicted continued and increased cooperation between MCC and MEO. Possibilities include expansion of the existing MEO Head Start on campus to include infants and toddlers, MEO helping with transportation for students who live outside Central Maui, and MEO and MCC collaborating on economic development projects.

Velma M. Santos, former MEO board president, presided over an elegant installation ceremony for board officers for the year starting July 1, 1998. Installed were President Bill Wong, Vice President Rose Marie Duey



Dr. Clyde Sakamoto was the keynote speaker.

(As of June 30, 1998)

PUBLIC SECTOR

- Maui Councilmember Alan Arakawa
- Stephanie Aveiro, *representing*
Mayor Linda Lingle
- Artemio Baxa, *representing*
Maui Councilmember Dennis Nakamura
- Rose Duey, *representing*
Maui Councilmember Kimo Apana
- Beatrice Kahanu, *representing*
Maui Councilmember Patrick Kawano
- Brian Klaschka, *representing*
Maui Councilmember Charmaine Tavares
- Jim Whitehead, *representing*
U.S. Senator Daniel Akaka
- Bill Wong, President, *representing*
Speaker of the House Joseph M. Souki

RESIDENT SECTOR

- Dean Fujii, *Moloka'i Community Action Council*
- Kathy Fujimori, *Head Start Policy Council*
- Glenn Fujimoto, *Moloka'i Community Action Council*
- Jeff Kuwada, *Imua Rehab*
- Lawrence Minami, *West Maui Seniors*
- Mary Monden, *East Maui Seniors*
- Frances Pagay, *Lana'i Area Council*
- Rob Wead, *Central Maui Seniors*

PRIVATE SECTOR

- Dolores Bio, *Maui Puerto Rican Association*
- Natalie Fernandez, *Maui Chamber of Commerce*
- Joseph Franco, Jr., *ILWU*
- Gus Fuentes, *Salvation Army*
- Kelsey Kawano, *Maui Bar Association*
- Alvin Nacua, *Alu Like, Inc.*
- Tony Ramil, *Maui Filipino Council*
- Jimmy Rust, *Maui Contractors Association*

VENTURE COMMITTEE

- Masami Fukuoka
- Louis Hao
- Lawrence Ing, *Chairman*
- Lei Kihm
- Sylvestre Peros, Jr.
- Ravi Shivaraman

**Head Start Policy Council
Representatives**

- Shelby Ah Wah
- Annell Ahina
- Melonee Armitage
- Harry Collier
- Jesse Davis
- Karen Dean
- Melinda Esveer
- Kathy Fujimori
- Laura Gomes
- Volsha Johnston
- Clarence Kamai
- Tracy Lindsay
- Wanda Moniz
- Clarrissa Sau
- Dustin Silva
- Linda Spitalski
- Robert Wead



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June 30, 1998

Dear Friends:

Another exciting year has ended, and we proudly present you with this annual report that contains highlights of the many services and events that occurred over the past 12 months, along with information on MEO's many programs.

New projects added this year were the Mobile Dental Clinic project funded by the County of Maui to determine the feasibility of providing free dental services to the people of Maui, MEO Teens on Call to offer work and life-skills training to teens on Maui, and the Infant Toddler Center Planning Project to plan for a birth-to-age-3 child care center at Maui Community College. The County of Maui funded the new Ala Hou transportation project, which added much-requested weekend and evening access to services for persons with disabilities in the Central Maui area. Governor Ben Cayetano and Mrs. Cayetano participated in the blessing of the temporary administrative trailer facility.

Our challenges for the future include the building of the MEO Family Center at J. Walter Cameron Center and the Transportation Baseyard at the old Pu'unene airport.

In these austere fiscal times, the challenge of doing more with less becomes more of a reality each day. It is only with the effective team of our board, staff and the community working together that we continue to maintain and expand our attempts to "help people help themselves."

Aloha and mahalo,

Gladys C. Baisa
 Executive Director



Gladys Baisa
 Executive Director

July 1997 - June 1998

The Employee of the Month Program was started in January 1985 to recognize MEO employees for superior performance, promote increased morale and encourage the search for excellence among the staff. Employees of the Month were chosen by committees of their peers and awarded a day off of their choice, plus a \$150 cash award. Winning nominators also received \$50. Each winner was featured in a short article submitted to The Maui News.



JULY
 Carlina Cabbat
 Case Manager
 Community Services



JANUARY
 Dan Flavin
 Job Developer/Employment
 Technical Trainer
 Administration



AUGUST
 Debra Whitten
 Community Services Provider
 Community Services



FEBRUARY
 Alma Castellanos
 Bus Driver
 Transportation



SEPTEMBER
 Sherry Freitas
 Bus Driver
 Transportation



MARCH
 Melanie Lum Ho
 Family Advocate Coordinator
 Head Start



OCTOBER
 Janet Briggs
 Teacher
 Head Start



APRIL
 Loreta Pacubas
 Community Services Director
 Community Services



NOVEMBER
 Rosendo Ancheta, Jr.
 Bus Driver
 Transportation



MAY
 Keli Kapu
 Child Care Assistant
 Head Start



DECEMBER
 Samuel Kaiwi
 Program Assistant
 Head Start



JUNE
 Carmelei Leano
 Case Manager
 Community Services

MEO is honored to recognize the following employees for their perfect attendance and no accidents in 1997.

This award program recognizes employees who have not used sick leave during a calendar year and the number of years that they have achieved perfect attendance.

1 YEAR Williette Doong Serine Feliciano Kevin Moats	4 YEARS Victorio Agtarap William Kalani Lyn McNeff Debra Spencer	7 YEARS William Bates Lydia Joao	14 YEARS Ora Latham
2 YEARS Robin Kaiser Peggy Peros Pauline Santiago	5 YEARS Palma Cabos Julie Ann Kuoha Debra Lorenzo Donald Medeiros Laurie Smith-Kaukini	8 YEARS Mona Kailiponi	21 YEARS Annette Spenser
3 YEARS Teofila Arroccena Mathilda Len Wai Colette Weston		11 YEARS Gladys Baisa Susan Souza	12 YEARS Daniel Flavin

C A S H F O R N O C R A S H

Drivers who are accident-free in a calendar year are eligible for a monetary award based upon hours worked and contingent upon availability of funds. Dispatchers, maintenance and administrative staff who drive MEO vehicles as part of their duties and responsibilities and who are accident-free in a calendar year are also eligible for 50 percent of the monetary award.

MINIMUM 1600 HOURS Rosendo Ancheta, Jr. Alma Castellanos Louisiana Chang Darrell DeMello Albert Dumarán, Sr. Pacifico Estrada, Jr. Norma Fernandez Carolyn Freitas Sherry Freitas Zilpah Kaimiola Mary Kaiwi Trixy Kapoi Julie Ann Kuoha Rose Makekau Stella Medeiros	MINIMUM 900 Kevin Moats William Price Irene Puha-Yoakum Enos Range Charlene Roman Leona Salomon Laurie Smith-Kaukini Cathleen Souza Crystal Vares Colette Weston Kamaile Williams-Aina
---	--

MINIMUM 900 Elizabeth Kauai Jonathan Nerpio	LESS THAN 900 HOURS Victorio Agtarap Michael Cordeiro Agnes Groff Harry Johnson Darlene Kahihikolo Doralyn Kahookole Geraldine Kaina William Kalani Andrea Kamae Patrick Kawauhau Dawnette Kawelo	MINIMUM 900 Myra Piligrin Gwen Vinuya
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The county's only public transportation service grew by a whopping 57.8 percent in passenger trips last year. MEO's transportation services added new programs and longer hours to bring the year's total passenger-trip count to 568,355.

MEO offers transportation to infants, preschool children, youth, elderly, persons with disabilities, low-income individuals and the general public. Requests for MEO's specialized door-to-door services continue to grow in the Tri-isle County of Maui to address its citizens' varying, often life-sustaining, daily transportation needs. Our specialized fleet of 68 vehicles countywide ranges in capacity between three and 45 passengers, with 26 vehicles wheelchair-accessible and one gurney-capable.

Services include transportation to work, rehabilitation facilities, day care centers, social service agencies, medical centers, educational institutions, low-income housing, recreational and social activities, schools (both public and private), youth centers and activity programs, shopping centers, financial institutions, government offices and the county congregate nutritional and leisure programs.

NEW BUSES. The ongoing replacement of buses is crucial in the provision of transportation services. MEO is in the third year without adequate funding to purchase replacement buses. Buses continue to age and need replacement, however, so MEO went looking for funds from a variety of sources. On December 26, 1997, MEO received two new 1998 school buses, on a Chevrolet chassis, capable of transporting 20 children or 12 adults, at a cost of \$43,521 per bus. A Head Start discretionary grant developed by Lyn McNeff, MEO's Head Start director, funded 89 percent or \$78,000 of the purchase. Transportation operational funds made up the balance of \$9,042.

In early 1998, MEO purchased six Aero Elite 25-passenger accessible buses to replace six older buses. Funding of \$155,000 from the County of Maui was used to purchase two of the new buses, and \$400,000 from the Bank of Hawaii at 7.8 percent interest to purchase the remaining four. Additionally, a 4.5 percent loan was secured through Community Transportation Association of America, totaling \$150,000, to purchase two school buses. April 15, 1998, was a momentous day for MEO's transportation department with the delivery of the first accessible 1998 Eldorado Aero Elite 25-passenger transit bus, with two wheelchair stations. Of particular significance is its fiberglass body that will not rust or oxidize. Also, it is built on a heavy-duty International chassis with rear air suspension for a comfortable ride. MEO has several older International chassis in its fleet that have demonstrated themselves to be low-maintenance, highly reliable workhorses. Unlike previous purchases that were available on a medium-duty chassis that historically has higher maintenance and down time, this bus is expected to have a 10-year useful life. MEO's long-range plan is to eventually replace its



Drivers concentrate during Driver Improvement Program training session.

existing transit buses with this type of bus to keep maintenance costs down and reliability high. Funding for this purchase utilized 80 percent FTA Section 5310 funding (\$57,572) with a 20 percent match, utilizing MEO funds (\$14,393), for a total cost of \$71,965.

A NEW HOME. We are working closely with GYA Architects, Inc. in completing the final phases of the Pu'unene Transportation Baseyard relocation project. Ninety-five percent of the blueprint planning for both the transportation and maintenance buildings has been completed. The project is estimated to cost \$5.1 million, utilizing USDOT 80 percent funding (to be channeled through the State of Hawai'i Department of Transportation) and County of Maui 20 percent matching funding. The County of Maui will provide project oversight.



Drivers display one of MEO's new buses.

REPRESENTING THE STATE. In September 1997 Don Medeiros was notified of his confirmation to the Community Transportation Association of America State Delegate Council. His position as a state delegate from Hawaii begins immediately and is effective until September 2000. CTAA members in each state elect a state delegate to represent them on the State Delegate Council, which acts as an advisory body to the board of directors. The role of the individual state delegate, as well as the collective role of the Council, are key to building a strong and responsive national transit organization.

DISASTER PLANNING. In conjunction with our present services, MEO has been designated by the County of Maui as its mass transit provider and transportation coordinator for the County of Maui Civil Defense. MEO is actively engaged in the implementation of mock emergency situations with Civil Defense and other member agencies throughout the county. Each mock exercise provides us with important information in order to prepare our agency in the event of an actual disaster.

SAFE DRIVING. This year 51 drivers were awarded the "Cash for No Crash" incentive by MEO for their outstanding performance during the year. Qualification for this award rested solely upon a driver's desire and skill to remain "accident free" while accumulating a minimum of 1,760 work hours during the year. Other awards included in the incentive program were "Safe Driver" belt buckles and pins and safety award certificates.

ALA HOU. MEO, along with the County of Maui, the Mayor's Commission on Persons with Disabilities and the Self-Advocacy Transportation Group, completed the pilot program called "Ala Hou" (On the Move Again). The program started in October, which proved to be a blessing to those who wanted to attend the Maui County Fair. Many had been unable to attend the fair for years due to the lack of accessible transportation for persons with disabilities.

Besides the County Fair, the Ala Hou program specialized in providing persons with disabilities access to doctors' appointments,



Gov. Ben Cayetano and Don Medeiros during Don's swearing-in as a new member of the state Commission on Persons with Disabilities.

educational pursuits, church services and even excursion trips on weekends, holidays and evenings. The Ala Hou program generated a total of 2,053 passenger trips, attaining 68 percent of our annual goal of 3,000 passenger trips. Additionally, the program has surpassed its annual goal of obtaining 85 unduplicated applications, generating a total of 269. The County of Maui provided a small funding increase to expand the program to provide limited service to the Upcountry areas of Kula, Makawao and Pukalani at least six times per month next program year.

GETTING AROUND. The Wailuku/Kahului Public Shuttle continued to turn away passengers as its popularity grew. MEO has assigned its newly acquired larger buses to address this unacceptable overload situation. The fixed route shuttle service between Kahului and Wailuku is the only transit system providing access to public facilities to all persons, including those with disabilities. This popular service, generating 45,815 passenger trips during this year, attained 191 percent of our annual goal of 24,000. MEO continues to seek increased funding to expand this program.

YOUNG RIDERS. The youth transportation programs on Maui and Molokai continue to build momentum. A combined total of 1,089 unduplicated youth, ages 10 to 18 years of age, have applied for and received identification cards on both islands. The total combined youth transportation operations on the islands of Maui and Moloka'i generated 37,183 trips this year.

Youth identification cards that were once necessary to gain access to this program are no longer required, but still encouraged. Youth who want to gain access to this service must, however, obtain the required application and parental consent forms from MEO or their closest youth center. This year we have provided transportation for youth programs varying from gymnastics to theater productions and outrigger canoe programs. This unique service offers youth in outlying communities mobility and the opportunity to participate in activities. Schedules are printed each month in The Maui News. MEO has been able to modify the schedule to accommodate special youth center activities. This collaboration continues to be very effective in meeting the various needs of the youth in the County of Maui.



Dispatchers take a minute for a group portrait.

OFF TO WORK. The unique specialized program providing transportation to work for persons with disabilities generated 13,700 passenger trips this year. We registered 63 unduplicated individuals, exceeding our annual goal of 60.

STILL GROWING. Our transportation program's growth this year resulted from services such as the Youth Program, the Wailuku/Kahului Public Shuttle, and new or additional programs such as the Ala Hou program. Our days and hours of service have also contributed to the increase. Our department is open seven days a week, including seven holidays throughout the year. Office operating hours begin at 5 a.m., and on certain occasions may run as late as 11 p.m.

We continue to expand to address the growing requests for service. However, we have outgrown our current facilities, particularly our maintenance facility, creating delays in the repair and maintenance of our buses. We look forward to the day that we are able to move into our new Pu'unene baseyard.

VOLUNTEERS

Bea Kahanu received the "Volunteer Hall of Fame" award at the 12th Annual Valentine's Day Volunteer Luncheon on February 14, 1998, at the Maui Beach Hotel. She was cited for her loyalty, dedication and hard work in the community and at MEO, Inc.

MEO traditionally honors its devoted volunteers on Valentine's Day, a special day to express appreciation and gratitude for the countless hours that volunteers have shared in reaching out to the poor and needy.

LEGAL SERVICES

Attorney Lawrence Ing and associate attorney Jeff Kuwada continue to provide free legal advice to seniors 60 years and older. Free legal services include wills, trusts, property transactions and consultation. Attorney Ing is able to see an average of four to five clients a week.

SURPLUS

A hard-working group of dedicated volunteers called MEO's Helping Hands distribute Federal surplus food commodities to low-income, homebound, isolated and homeless individuals the third Wednesday of each month.

The temporary emergency food assistance program makes surplus commodities available to low-income people. The U.S. Department of Agriculture is responsible for purchasing and packaging the food commodities and for transporting them to designated delivery points throughout the United States. MEO, Inc. is the designated delivery point for Maui County.

SENIOR "RED CARD" DISCOUNT PROGRAM

MEO contacts local merchants and businesses to see if they are interested in participating in the senior discount program. More than 80 outlets on Maui, Moloka'i and Lana'i are active participants, offering discounts to senior residents aged 60 years and older. Discounts range from a waiving of the 4 percent sales tax at many stores and businesses to as much as 15 percent at restaurants and drugstores.



Volunteer Hall of Fame winner Bea Kahanu poses with former winners Harold Shimoda and Larry Ing.

Volunteer Hall of Fame

Lawrence N.C. Ing – 1989 to 1990
 Violet E. Pszyk – 1990 to 1991
 Ichiro Takahashi – 1991 to 1992
 Harold Shimoda – 1992 to 1993
 Virginia Freitas – 1993 to 1994
 Jim Whitehead – 1994 to 1995
 Yukiko Kanoholani – 1995 to 1996
 Frank Lee – 1996 to 1997

This year MEO Head Start is pleased to announce the accreditation of the Maui Community College and Kaunakakai A Head Start centers.

Accreditation involves a rigorous voluntary process by which early childhood education programs demonstrate that they meet national standards of excellence. With the accreditation of two centers, contending with changes to and the incorporation of 450 new performance standards, as well as a weeklong on-site Federal monitoring, it was definitely a busy year for the MEO Head Start program!

Our program enrolls children in 12 centers (10 on Maui and two on Moloka'i) and 24 children in the Home Base Program (12 on Maui, 12 on Moloka'i). This year we expanded services to Lana'i, in partnership with E Malama I Na Keiki O Lana'i, and now serve five children on that island. Of the 12 centers, six are full day (7:30 a.m. - 3 p.m.), designed to meet the needs of parents who work, attend school or training, or are enrolled in a work program. Some children with disabilities and from high-risk homes were included in the full-day program. The other six programs are open until noon.

MEO Head Start began the 1997-98 school year with the continued goal of providing 261 families with a quality and comprehensive childcare program. Maui Economic Opportunity serves as the Head Start grantee for Maui County, and has provided leadership and training to nearly 19,000 children and family members since its establishment.

SPECIAL SERVICES. MEO Head Start staff provide quality childcare/preschool and comprehensive services for children and families. Among the special services staff provide:

- The family advocate specialist ensures that a social service representative will assist families in designing goals and assessing needs.
- A parent involvement specialist plans pertinent training to educate and empower parents.
- A health specialist provides guidance and follow-up regarding health, dental and mental health issues.
- An education specialist offers support and encourages the teaching staff to provide quality and developmentally appropriate services to the children.
- A disability/transition specialist ensures that all children with special needs have a safe place to grow with acceptance and helps transition children/families into Head Start and into the DOE education system.
- A nutrition specialist sees that all food items are nutritionally sound for the children, according to the USDA guidelines.

Our Mission

Our Head Start mission is clear: to effect growth and change by empowering young, economically challenged, at-risk children and their families to better succeed in life. The program also encourages children with special needs and their families to reach their highest potential with pride and acceptance. Head Start has maintained this mission since its launching in 1965.

WORKING TOGETHER. The staff enters into partnership with each Head Start family to shape the future of their Head Start child. Our entire staff acknowledges the fact that each person is a unique individual with dreams and goals. We work together to design a road map to move children, parents and families to reach positive and attainable goals. This partnership is successful when each person is empowered and motivated to want the best.



Head Start parents fix up a playground in Wailuku.

decisions on policies for MEO Head Start as a whole. They take valuable information gained at these meetings back to the centers they represent.

Parents are encouraged to be active participants in their child's classroom by volunteering. Parent volunteers can observe how to discipline children and how young children learn through play and hands-on experience, and better appreciate how challenging and rewarding parenting can be.



Ground was broken for a new Head Start and Youth Center Upcountry

Through volunteering and gaining experience in the classroom, our MEO Head Start parents become perfect candidates for possible job opportunities. Many of our staff are current and former Head Start parents. They are wonderful advocates for our program and demonstrate the success and growth of our families.

Training and education are encouraged for all of our Head Start teaching staff to make our program the best it can be. We take pride in our program's success and acknowledge the energy that our administrative and teaching staff provide to make this happen. Young children learn so much at this early age. Our main focus is to give children tools for functioning in a large group setting while teaching them that each individual is different, unique, special and valued.

Once a month, a training day is set aside for staff and parents to receive in-service training. Parents play an important role in Head Start. They are valued and respected as the primary educators of their children. Each center establishes a parent club, which votes on issues and makes decisions for its own center. One parent from each center is elected to be on the Head Start Policy Council, a body of individuals who make



McGruff taught the children about safety and shared some hugs.



A Halloween party features costumes and games.



Head Start Director Lyn McNeff, Gladys Baisa and Rosemarie Duey (who represents Councilmember Kimo Apana on the board) at Upcountry Head Start groundbreaking.



Community members help our children learn, as this firefighter demonstrated with a ride down the fire pole.

FEDERAL MONITORING. Much of what Head Start is today comes from the Federal regulations created to define, shape and make it accountable. Our program has taken to heart the 450 performance standards by which we measure the quality of each Head Start center.

During the week of March 2-6, 1998, nine Federal monitors from the Administration for Children and Families performed a weeklong on-site monitoring review of our program. This review went extremely well, with the monitors recognizing the dedication and commitment of all the staff as well as the strong feeling of 'ohana within the entire program. The MEO Head Start Program was declared "substantially in compliance" in all areas.

We are extremely fortunate to have dedicated employees and leadership committed to our vision and mission of quality for the families we service. Together, we can accomplish our goal of seeing our families strive for the very best and succeed!

Selection Criteria

The program is designed to provide a safe, nurturing and developmentally appropriate environment for children aged 3 to 5. Their families must meet the Federal income guidelines using selection criteria reviewed annually and approved by the Head Start Policy Council. In order of priority, the selection criteria are as follows:

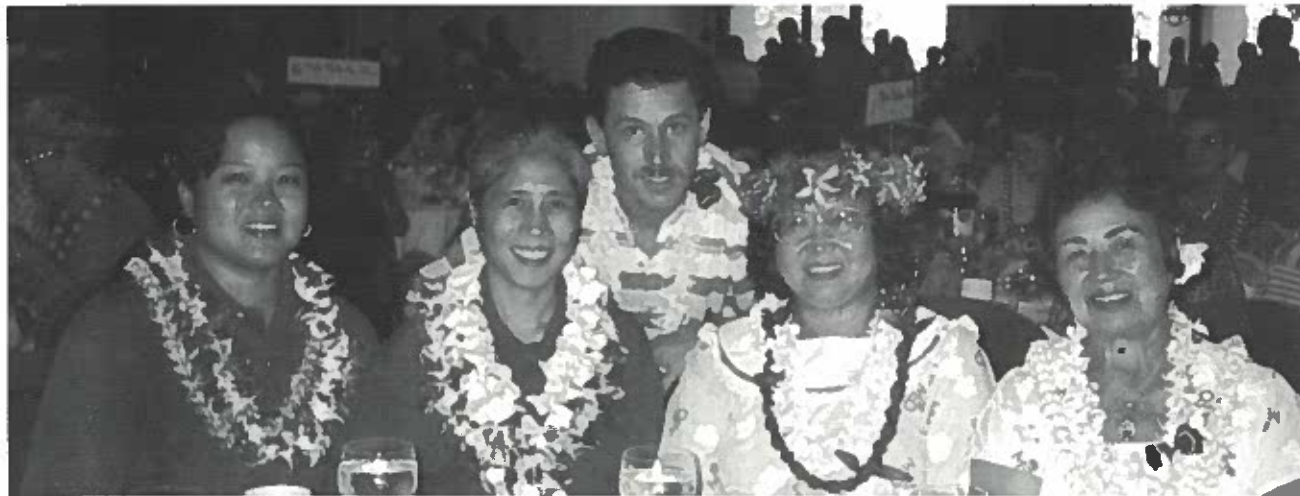
1. Low-income 4-year-olds with certified special needs.
2. Low-income 4-year-olds who are certified high risk
3. Low-income 4-year-olds (lowest income receives highest priority).
4. High-income 4-year-olds with certified special needs (the lowest income receives highest priority).
5. Low-income 3-year-olds with certified special needs.
6. Low-income 3-year-olds who are certified high risk.
7. Low-income 3-year-olds (lowest income receives highest priority).
8. High-income 3-year-olds with certified special needs (lowest income receives the highest priority).

The Department of Community Services provides a vast array of services to the senior citizens and low-income residents of Maui County.

The Community Services staff specialize in outreach and referrals, support services, case management/job development, pre-employment training, career development, consumer protection, and cleaning and laundry services.

CASE MANAGEMENT. Case management is a strategy to address the many problems facing human services by incorporating two broad functions — providing individualized counseling and linking clients to service providers in the community.

Staff on Maui, Moloka'i and Lana'i provides intake/assessment, pre-employment and life-skills training,



Community Services staff attend the Senior Citizens Aloha Party.

referrals and consumer education to low-income residents of Maui County.

Our state-funded Family Development for Immigrants and Refugees, the Employment Related Services Program and our Federally funded Migrant Seasonal Farmworker Program assist eligible individuals in obtaining unsubsidized employment. The programs provide support services for pre-employment training, on-the-job training, vocational training and ESL courses.

OUTREACH AND REFERRAL. The outreach information and referral service assists seniors and low-income residents in making their needs known and getting them fulfilled. Individual home visits are made to assess clients' needs, and follow-up referrals are made to the appropriate human service agencies.

This year, MEO staff counseled 1,522 clients, and 324 of those individuals were referred to various agencies for assistance.

HOMELESS PROGRAMS. The Community Service Department administers two homeless grants to help the at-risk or homeless residents of Maui County. Eligibility is determined after a case manager completes an intake and assessment with the client. The intake process includes demographic information about the household, employment and family history, service planning, income budgeting and counseling. Hawai'i Housing Authority, a state-funded program, has provided 120 homeless individuals with rental assistance. We also received a grant from the County Homeless Program to give assistance to individuals needing rent or facing utility disconnection. This year we provided 345 individuals with rent or utility assistance.

CHORE SERVICES. MEO, Inc. continues to work very closely with the Department of Human Services and the Office on Aging to provide housecleaning and laundry services to disabled and frail elderly residents throughout the county. The program has enabled more than 200 disabled and aged individuals to attain an independent lifestyle.

Services include light housekeeping, laundry, ironing, simple household repairs and light yard work. These services give participating clients a sense of cleanliness, which has resulted in increased socializing and morale. Many clients are also relieved of anxiety about being placed away from friends, family and familiar surroundings. Keeping more than 200 participants out of institutions represents considerable savings to the state, which might otherwise be responsible for their care.



Moloka'i Chore Service worker Kanee Wright assists a client.

EMERGENCY NEED ASSISTANCE.

The Hawai'i Community Foundation has awarded grants to MEO to provide emergency assistance to needy individuals of Hawaiian ancestry under the Lillian Wilder and Irving Singer funds. The agency also received Alice Soper and Teresa Hughes foundation funds to assist underprivileged individuals 50 years and older. The Gwenfread Allen fund assists needy individuals 62 years and over and individuals who are diagnosed with a mental disorder. And finally, the Kitaro Watanabe fund assists children 17 and under with educational and/or medical needs.

The Community Food and Nutrition Program, which began in October 1995, continued to grow during the 1997 fiscal year, improving the nutritional health of people in our community through the provision of education, counseling and emergency food.

Staff included Sarah Josef, Stacy Taylor and Kelly Apo, nutrition education specialists; Sher McBee, nutrition case manager; and Mary Allen, nutrition pantry worker. Barbara Ekno, who developed the program, took a year off to act as planner and grant writer, but continued to work with nutrition by helping set up contracts with Maui Memorial Hospital, Kula Hospital and the Community Clinic.

The targeted clientele were low-income or had compromised nutritional status. All services were free to those who met specific income criteria. Collaboration was critical for the CFNP, as attested to by the referrals received from 22 other nonprofit agencies for the various services.

Program funding came from the County of Maui, Bank of Hawaii, Head Start, the McNerny Foundation and dietetic consulting services.

MEO FOOD PANTRY. The MEO CFNP Food Pantry assisted thousands of people by providing emergency food, general nutrition information and case-management services. This highly utilized CFNP Food Pantry component was led by Sher McBee, who was assisted by Mary Allen and recruited volunteers. They distributed more than 30,000 pounds of food obtained from the Maui Community Food Bank, USDA surplus, community donations and organization-sponsored food drives.

Emergency food distribution was only the beginning in assisting individuals and families toward self-sufficiency. Staff also provided ongoing nutrition education and comprehensive outreach case-management services. The delivery of food to the homebound elderly was a unique service not provided by any other emergency food pantry.

In 1997, the CFNP provided emergency food products to 3,497 individuals, of whom almost 900 were homeless. The 1997 pantry survey indicated that 97 percent of the individuals with whom we worked felt that they were treated with respect by the staff, and 78 percent of the individuals served were offered information about community resources, general advice and ideas to help them to help themselves. Of those surveyed, 86 percent indicated that they learned at least one new thing about nutrition — and not only did they learn, but also reported that they would actually TRY what they had learned.

MEO DIETETIC COUNSELING. The staff who provided dietetic consulting included Sarah Josef and Stacy Taylor. The Community Clinic of Maui, Kula Hospital and Maui Memorial Hospital were the major sites of services and were glad to have our services, which contributed to overall patient care in our community.

At the Community Clinic, Stacy assisted in the start up of a WIC program (Women Infants and Children) to meet the shortage in nutrition education services in the community. In November of 1997, Stacy was hired full-time by the Community Clinic of Maui and continues to improve the nutritional status of the target population. Both Stacy and Sarah provided nutritional assessment, nutrition education and nutrition plan development with the residents at the Kula Hospital. Family education materials also were developed.

At Maui Memorial Hospital, Sarah provided clinical nutrition services that included working with the patients in the intensive care unit and others who were often very sick and had complex problems in maintaining their nutritional status.



Barbara Ekno, MEO's dietician, provides nutrition information to seniors.

MEO COMMUNITY NUTRITION EDUCATION. Community Nutrition Education activities included public speaking engagements and individualized counseling to clients referred by their doctor. During the 1997 fiscal year, 50 individuals were referred for counseling and 17 community talks reached 365 individuals.

Sarah's "So You Know You Should Eat a Low-Fat Diet But Don't" was a popular topic that addressed some of the motivational factors involved in eating a healthier diet. Seniors, participants of Women's Health Month and individuals in recovery will be more successful in their quest for dietary change!

Head Start nutrition education services were provided by Sher, Sarah, Kelly and volunteers. The storytelling of "Oliver's Vegetables" by Vivian French was popular. This story about a little boy named Oliver taught the 240 children of the Maui and Moloka'i Head Start classrooms that there are many more vegetables than just french fries. "Introduction to the Food Pyramid," "What's in the Bag?" and "How Do Our Bones Grow?" were other activities offered this year.

PLANS FOR NEXT YEAR. Next year the program will refocus on two major activities, nutrition counseling and community talks. Due to the difficulty in obtaining adequate funding, the food pantry closed at the end of the fiscal year so that the Community Food and Nutrition Program can focus efforts toward education and counseling.

The energy program helps ensure that clients have the electricity they need, while conserving and keeping costs low.

WEATHERIZATION ASSISTANCE PROGRAM (WAP). The weatherization program informs and encourages elderly, disabled and low-income individuals and families to conserve energy by efficient use of electricity.

We installed 35 water heater timers and 28 blankets on Lana'i, Moloka'i and Maui, and nine solar heater systems on Moloka'i. MEO also collaborated again with Maui Electric Company in the utility company's \$800 energy rebate program for the installation of solar heater systems for low-income households. MEO's follow-up calls have found these households' kilowatt use reduced by 40 to 48 percent.

MEO implemented two new features, the leveraging program and special projects.

The leveraging program involved MEO in a collaborative effort with Maui Electric Company and contractor Network Enterprises to provide 22 solar water heater systems to a County of Maui low- to moderate-income housing project in Makawao, Maui.

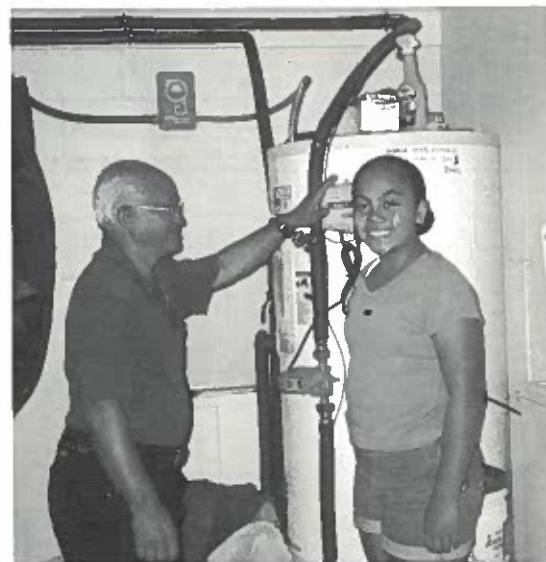
The special project featured repairs, preventative maintenance and a physical assessment of heat pumps and solar heater systems previously installed on Moloka'i. We provided repairs to eight solar heater systems and 17 heat pumps. We also provided preventative maintenance instruction and assessments to 19 households. The special project prevented 42 households from reverting to higher electrical use. Many of the heat pumps, installed five to nine years ago, did not withstand the corrosive weather elements. MEO recommends the installation of solar heater systems throughout the state, because solar provides greater energy savings and withstands the elements better than heat pumps.

LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM (LIHEAP).

For 15 years, MEO has provided assistance to eligible low-income households countywide who are in an Energy Crisis Intervention (ECI) situation and are threatened with the household's electricity or gas being disconnected for nonpayment.

In another aspect of the program, Energy Credit (EC), households requiring temporary energy assistance with their utility bill receive an undesignated credit amount. MEO qualifies each household's eligibility. The amount each qualified household will receive depends on the total amount available and demand for assistance statewide, and may be enough to cover several months' bills.

Both crisis and credit payments are paid by the state coordinator of the program directly to the utility company. This year a total of 735 clients received assistance, 139 for ECI assistance and 596 for EC support.



Fred Baisa installs a water heater on Moloka'i.

This past year, we concentrated our efforts on providing services to those affected by welfare reform and to senior employment participants.

Training categories were the Office of Community Services (OCS) Employment and Training Program, the Job Training Partnership Act (JTPA) and Senior Community Service Employment Program (SCSEP). This year, we did not participate in the Title II-A Older Individuals Program.

JTPA 402 MIGRANT & SEASONAL FARMWORKER PROGRAM.

This statewide employment and training program experienced another exceptional year by exceeding its annual outcome goals in total migrant and seasonal participants, new enrolled participants and the number of participants who entered into unsubsidized employment.

Of 151 participants, 127 were enrolled into the program and 24 were carried over from the previous year. The 151 participants far exceeded the annual goal of 102, while the new participants total of 127 also exceeded the annual projection of 76.

The stagnant economy of the state increased the rate of unemployment and made it very challenging for unskilled farmworkers to adequately compete in the job market. As a result, many seasonal farmworkers inquired into state and federal programs for employment training and job placement assistance. We placed 123 participants into unsubsidized employment, 246 percent of our annual goal of 50.

Given the economic circumstances of the state's economy and the multiple barriers faced by our customers, only 31 were considered "job ready." The remaining 92 participants required some type of training. Once customers are considered "job ready," they are provided counseling by an MEO case manager, consisting of job referrals, life skills, job protocols, and application and resume writing.

THE YEAR'S CHANGES. At the beginning of the year, we restructured the program by centralizing case management, outreach and administrative activities to the Maui staff. We closed the Kona and satellite offices on the Big Island, but continued to engage in outreach and training activities on the Big Island. We provided 44 farmworkers with on-the-job training that resulted in full-time employment. Also, we extended our outreach and training activities to Lana'i and Moloka'i. We held a number of initial education/information sessions with employers on Kaua'i and plan to enroll participants in the coming program year. On O'ahu, we subcontracted program activities to Hawai'i Human Development, with whom we have a long relationship.

LEARNING TO EARN. Classroom training is an important aspect of the program. This year, however, the majority of our participants were unable to function in a classroom environment because of the immediate need to earn an income. Also, inadequate education and English language reading, writing and comprehension skills became an obstacle for classroom instruction. Therefore, of the 151 participants, 55 were suitable for basic skills training. Of the 55 participants, 24 completed an English as a Second Language (ESL) training course (18 on Maui and six on Lana'i), 21 completed a Life Skills Training course (LST), and 10 completed

a vocational training course. For the first time, we provided an opportunity for Lana'i residents to participate in ESL instruction.

WAGE LEVELS. Another program objective is to advocate and negotiate a "fair wage" upon job placement. The average wage for the 123 participants at the time of placement is \$6.43, slightly below our target goal of \$6.84. The state's economic recession has forced fierce competition for all types of jobs, which makes it extremely difficult for many of our unskilled participants to receive higher than a minimum wage. However, we did negotiate a raise with employers following the participants' probationary period. Sick leave, holiday and medical benefits significantly increased the average wage for participants at time of follow-up review to a \$7.08 average.

SOCIAL LIFE. Acculturation activities help farmworkers make the social adjustment to our Hawai'i environment. In May and June, farmworkers observed and participated in the annual Cinco De Mayo Parade in Lahaina and the Filipino Barrio Fiesta held in Wailuku.

OCS - EMPLOYMENT RELATED SERVICES. The program formerly referred to as "employment and training" not only had a name change but focused its attention and efforts toward the mandated Federal welfare reforms and ways of assisting welfare recipients and removing barriers to enhance their opportunities for employment.

The Employment Related Services program continues to emphasize individual assessment and pre-employment training, commonly referred to as "PET." Instructor Dan Flavin implemented numerous changes to the curriculum by revising the training manual, providing participants with pre- and post-test data, career counseling, peer networking and post-course instruction in driver's license manual testing and basic computer keyboard typing. PET classes are conducted for a period of two weeks. The instructor works toward restoring participants' belief in themselves and awareness of personal strengths and weaknesses and prepares them for job interviews. This includes filling out employment applications, writing resumes and maintaining acceptable attire and personal hygiene.

For participants with language speaking and comprehension barriers and/or educational deficiencies and who are ineligible to participate in the PET class, MEO's case managers provide individual life-skills training instruction. The training provides an opportunity for participants to determine the barriers which keep them from being employed, and involves problem solving, building self-esteem, setting goals and achievements, communication skills, financial planning, parenting, coping with stress, decision making and acculturation.

Also, MEO offers work experience to help individuals with little or no formal work experience to make



Loreta Pacubas looks over some pictures with teacher Romela Baltero at the graduation of a Lana'i ESL class.

adjustments necessary to include work as part of their daily routine. It allows for basic work experience and family acceptance of adjustments, and lets participants get accustomed to juggling childcare, transportation, meals and family activities. Individuals participate in a supportive environment with work as a normal part of life. The service duration may be one to two months. A prerequisite to work experience is the individual's possessing the skills, understanding and satisfactory completion of PET instruction. This category of service gives priority to individuals on Temporary Assistance to Needy Families (TANF) and those who have never been employed. Of the eight individuals who participated in work experience, five completed their training.

Another service category provided through the program is On-The-Job Training, which creates opportunities for participants who do not qualify for the JTPA program and are unable to secure employment due to lack of job skills. This category of service seeks employers who are willing to hire and train nonskilled workers and cover part of the training cost. This year, seven participants received and completed their On-The-Job Training with a number of employers.

This year, we conducted 12 PET training sessions, eight on Maui and four on Moloka'i. Out of 126 individuals who enrolled in the pre-employment training, a total of 64 completed the two-week course. The program's most significant outcomes are the 97 participants who were placed into unsubsidized employment, of whom 76 remained employed after 90 days.

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP).

The objective of the SCSEP program is to provide low-income individuals age 55 years and older with employment training assistance and job placement with private enterprises. For the year, we enrolled 42 individuals, of whom 21 were carryover participants from the previous year. The most important outcome of the program is job placement, and we met our annual goal of five placements. New enrollees are placed at Hale Makua Nursing Care Facility as a recreation center aide, at MEO's Community Service Department Moloka'i and Lana'i branch offices as receptionists and a yard worker and at Hale Mahaolu Senior Housing complex as a yard worker.

During the year, case managers held many informational meetings regarding the program at 32 senior club sites and the Kaunoa Senior Center. We utilize MEO's Senior Scoop monthly letter and the Moloka'i Dispatch newspaper as ways of informing the public about the SCSEP program and eligibility requirements. Case managers also attend a monthly MidManagement/Case Management meeting that provides an opportunity to focus on problems and concerns among the elderly population.

Participants are provided training in a two-week pre-employment training class designed to empower them to utilize their positive traits to be more self-reliant, confident and skilled in order to obtain and retain employment. Other training sessions include the annual all-participant and host-agency meetings held at the Maui Beach Hotel and on Moloka'i. To ensure work quality and client satisfaction, site visits and participant re-certification are conducted on an ongoing basis.

The entrepreneurial spirit is thriving in Maui County, and MEO's Microenterprise program is helping that spirit to grow.

During the second year of the project, 500 individuals were assisted with needs assessments, business technical assistance and other related business development assistance. MEO Microenterprise closed 60 loans, for a total of \$160,000. Sixteen of these loans were paid off in full by the end of June, for a total of \$60,000 paid back to the fund. And there were three defaults as of June, for a total of \$11,000.

The variety of businesses involved are an expanding group, including food and clothing manufacturers, artists, service businesses and consultants. Some provide competitive products to MEO. Many are dependent on the visitor industry for sales. Some have grown into second and third loans, or "step loans," as we call them.

TRAINING FOR ENTREPRENEURS. In the process, many require continued training as the business grows. MEO Microenterprise maintains weekly contact with many individuals in order to avoid problems, and to assure cash flow and consistent loan payments. Our First Step Fast Trac class is the logical development of this need for continued training. In many cases a loan is approved with the requirement that this class be taken.



Fast Trac graduate receives certificate of completion.

Director David Lawrence and Dan work closely with the Kaufmann Foundation's Center for Entrepreneurial Leadership in Kansas City in ongoing curriculum development for First Step Fast Trac.

MEO Microenterprise will be one of four national pilot sites for First Step Fast Trac in the fall of 1998. We are planning to offer classes in Hana, on the island of Lana'i and for the Maui Farm Bureau.

Instructor Dan Flavin held three 10-week First Step Fast Trac sessions between September 1997 and June 1998. More than 60 individuals have completed the class, some of whom are borrowers. Some decide not to start a business, and this is also an important outcome. The point of the class is to test the feasibility of the individual's business idea, and help him or her decide whether to continue, or not to start up in the first place.



The first class of Fast Trac graduates pose with Instructor Dan Flavin.

FUNDS FOR GROWTH. Since its modest beginning with a small budget, MEO Microenterprise has been able to grow with additional funding for operations and loans.

The first growth in funding came in August of 1997, when MEO Microenterprise was given the Notice to Proceed on \$183,000 from the Community Development Block Grant fund, which is Federal Housing and Urban Development funding (HUD). This new funding was the first of its kind for the county, and a new priority for HUD money, which is usually awarded for construction projects.



Microloan recipient Doug Allan of Island Sign prepares a sign.

The budget for this proposal included \$75,000 to be used for loan funds and \$108,000 for operations. The loan funds are granted at zero interest. This budget was designed to work with the continuing \$70,000 grant from the Maui County Office of Economic Development. This funding allowed MEO Microenterprise to hire a loan officer for both Maui and Moloka'i. The caseload for new and existing loans was now split between David Lawrence and Barry Gay, and the quality of the portfolio has improved as a result. Tom Linker was hired to develop the loan fund on Moloka'i,

along with formation of a separate loan committee there.

The second point of growth came through a proposal written to Bank of Hawaii for funding under the Community Reinvestment Act. The CRA rules apply to all banks under the regulation of the Federal Reserve Board. As a result of that letter and subsequent meetings, the Bank of Hawaii proposed a \$250,000 investment in the form of a 3 percent loan. This funding can be used statewide for loan funds. The funds were disbursed to MEO Microenterprise from the bank in February of 1998. These funds can be invested with a positive net return during the time it takes us to lend out.

STRATEGIES FOR SUCCESS. MEO

Microenterprise strategy for implementing the project of microenterprise development, business training, technical assistance and a microenterprise loan fund continues into its third year with the same basic design. Improvement is continuous as we learn from the combination of training and lending as it is applied to individual cases.

While the main effort continues to be the lending and microenterprise development process, the development of long-range support for operational funding and loan funds will always be critical to the future of the project. The idea of ongoing funding for MEO Microenterprise, for additional loan funds, and for expanded funding for a statewide project model will remain a top priority for the director.

Although in May of 1997 David presented a statewide strategy to the Hawai'i Community Action Agency Directors Association, the CAP Directors have yet to pursue a statewide project, which would be located at each CAP. This still is a viable approach, and the fact remains that there still are no funds available on the islands of Hawai'i and Kaua'i.

PROGRESS IN OPERATIONS. An Operations Manual is in place, with input from the MEO Venture Committee. This resulted in the establishment of an internal review process, a document package, Credit



Microloan recipient Nancy Valerio of Island Ink Tattoo works on a client.

Bureau reporting and a Loan Review Committee. GMS Microloan Computer Software continues to allow the fiscal director to manage the loan portfolio as well as providing report data for administration.

David attended the annual meeting of the National Association of Community Development Loan Funds in November in Burlington, Vermont, and the Association of Enterprise Opportunity in April. These two associations are closest to the microenterprise industry nationally, and their meetings provided invaluable perspective toward our strategy and practice here at home and expanded information in terms of possible sources of financial support.

In June of 1998, MEO contracted a third-party evaluation. Mr. Frank Ballesteros, deputy CEO of PPEP Microenterprise Business and Housing Development Corp. Inc. in Arizona conducted the evaluation. Frank spent one week here at the office, met with staff and borrowers, attended our Fast Trac classes, and met with our Microenterprise Circle Group. Frank also spoke to the Venture Committee and met with many of our funders and County Council members. Frank's evaluation will allow us to move forward into our third year with sharper focus on a healthy loan portfolio and more effective technical assistance to our borrowers.

MEO never could have guessed at the number of interested individuals who would respond to the news that "access to capital" might be finally a reality for their microenterprise idea. While these individuals lack business skills, and may have personal or credit problems, they definitely represent a very strong segment of the population where job creation and self-employment will have a substantial effect on economic development in the County of Maui.

What is Microenterprise?

The concept of lending money to the economically disadvantaged for small or "microenterprise" business development was begun in Bangladesh in 1976 by an American-educated economist named Muhammad Yunus. He began lending small amounts of cash to peer groups of village women who traditionally had never had access to capital or business training. This grass roots beginning has become recognized as the most successful anti-poverty effort in the world. What is now called the Grameen Bank has 2.1 million borrowers and turns \$40 million per month in loans to economically disadvantaged individuals.

In the United States, microenterprise is only 12 years old. There are now more than 400 organizations in the U.S. practicing some form of microenterprise development strategy. Despite the different approaches, all center on the concept of providing access to capital for start up or ongoing small businesses. Most of these have only one self-employed individual; none have more than five employees. Most of these microenterprise loans are under \$5,000, although some go as high as \$25,000. All represent an alternative to traditional employment in the form of job creation and economic development. All represent an opportunity to a segment of the population who historically have never been bankable by the usual sources of funds.

On Maui, the MEO Board of Directors made a commitment to the project in 1994 based on training provided by Frank Ballesteros and John Arnold of the PPEP project in Tucson, Arizona. This training and a subsequent market survey conducted among our economically disadvantaged client base provided the board with a basis for this commitment.

After two years of looking for funding for MEO Microenterprise, Gladys was able to hire the economic development director in July 1996 with \$70,000 from the mayor's Economic Development Office and the County Council. David Lawrence (MEO deputy director from 1983 to 1988) joined the organization after seven years in private business. David holds a master's degree in business administration from the University of Hawai'i's Executive Program.

The MEO Consulting Venture has expanded dramatically in the past year.

Demand for board training has grown to the point that, in addition to the executive director conducting many sessions for various organizations, Managing Director Don Medeiros and Planner/Grant Writer Ken Hunt also have been hosting sessions. Many of these meetings are held on weekends to make attendance convenient for board members. Ken Hunt has been involved in strategic planning sessions with several boards and groups, and has also been facilitating board and staff retreats.

The nutrition staff, Barbara Ekno, Sarah Josef and Stacy Taylor, have done a great job developing "for fee" nutrition contracts at Maui Memorial Hospital, Kula Hospital and The Community Clinic.

Mona Kailiponi and her staff have developed financial services contracts with Imua Rehab and J. Walter Cameron Center this year. MEO has had numerous requests for more financial services and will provide these when the new MEO Family Center is completed.

The market for consulting and financial services for nonprofit organizations is growing as budgets tighten. MEO's reputation in the community has developed to the point that many smaller groups look to us for help, and are willing to pay for it. This valuable service will continue to grow into a significant revenue source for the agency in the coming years. Completion of the MEO Family Center should enable us to expand these services.

The lack of dental care for poor, uninsured and underinsured individuals and families has been a problem on Maui for years.

In May 1997, with funding from a County of Maui grant, Maui Economic Opportunity, Inc. undertook a project to determine the feasibility of a mobile trailer-type unit, fully operational, transportable by truck, with clinics scheduled a few days at various locations throughout Maui.

THE PROBLEM. No one knows exactly how many people need this service. In an informal survey we conducted, 19 different agencies identified 684 individuals who needed dental care during a one-week period. We estimate that there are 10,696 uninsured in Maui County. It is difficult to establish how many would be eligible for Quest, and Quest covers only emergencies for adults. By that time, pulling the tooth may be the only solution. For children, there may be a waiting time of up to six months. Some dentists are unwilling to see children. Some dentists will not see Quest patients at all.

Even if existing options were more efficient, barriers would still exist. There is no public transportation system on Maui, and MEO's bus transportation is limited. Cost is a major barrier. Without coverage, many people do not even attempt to see a dentist. Many dental offices will not set up an appointment unless payment is guaranteed. Co-payment may be required up front. Many dentists prefer not to accept payment plans.

SEEKING SOLUTIONS. Mobile medical/dental clinics now operate on the Big Island and Kauai.

Maui's efforts to deal with the problems were intense from 1991 to 1994, but the Maui Dental Coalition formed during that time was unable to obtain state funding for a clinic.

Members of that coalition were included in the advisory committee established as part of this feasibility study, which met five times during the past year. MEO has made regular reports to the Maui Homeless Alliance (representing 32 agencies) and included individual members and agencies in planning discussions. All anxiously await the project's beginning. MEO continues to sponsor monthly meetings and provides planning and coordination (our planning grant to do this ended June 30; we are seeking additional support funds from the county to continue our activity in cooperation with the Office of Social Ministry, Maui County Branch).

The proposed clinic would provide primary dental care, including health assessments, screening, X-ray, referrals, periodontal and limited endodontic care and oral surgery. The Big Island Mobile Care experience has been that emergent care is the very first service provided each day.

The clinic would be staffed by two full-time administrative workers and by a dentist, hygienist and dental assistant, each working three-quarters time on contract. Volunteer dentists and their assistants would provide additional care.

MEO's study determined that it would take an estimated \$378,000 to equip and staff the mobile clinic for one year. Equipment would total \$86,000 of that amount.

MEO staff members and Dr. Jack Boarini, a semi-retired dentist and part-time Wailea resident, have discussed this project with a number of "people of means" in an effort to secure operational funds. Grant proposals are being written to local and national foundations, and an application will be submitted for Maui County CDBG funds. If this project is to become a reality, funding for at least the first year should be secured before the first patient is seen, and fund-raising would be ongoing.

RECOMMENDATIONS. MEO is not a dental care provider, nor does it intend to become one. MEO will partner with an agency/entity that will assume the long-range administration of the project, and then ease itself out of the picture. MEO's mission of "helping people help themselves" ensures that individuals are given assistance to help them improve their situation, rather than giving handouts. Shifting responsibility to an agency whose mission is the "giving" of services to those less fortunate is appropriate. MEO strives to strengthen the community by jump-starting projects that fill gaps and identified needs, and to assist other agencies to accomplish this. As a result of its involvement in this project, MEO is, and will continue to be, a strong advocate of dental care for the poor and uninsured.



Ken Hunt evaluated the possibilities for setting up a mobile dental clinic.

MMEO supplied a bolt of energy to its service mission when it began a lively teen program in August of 1997.

Well-known for its work with seniors, MEO has now rounded out its offer of service to include Maui's 13-to-19-year-olds. Remaining true to its early Community Action goals of helping people to become self-reliant



Program Specialist Toni Amaral, Director Jim Crowe and Administrative Assistant Venus Hill of MEO Teens On Call.

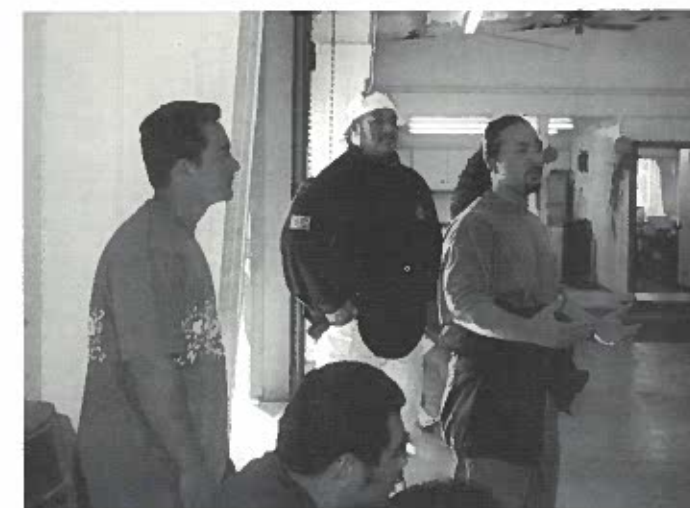
and self-sufficient, MEO created Teens On Call to give teens the opportunity to have a variety of work experiences and training.

It began in July 1997 when Maui County approached MEO Executive Director Gladys Baisa about taking on a work program already in existence that was in need of management and structure. Gladys accepted, with the idea of adding the formalized training component, so that the teens could begin early to learn to become self-reliant. In addition to being "on call" when community members needed work done that could provide on-the-job training and a stipend, the teens

would receive classroom training to make them more employable. This might include visits from experts in health, setting goals, self-development and various career possibilities.

TEENS RESPOND. Jim Crowe, director, and Venus Hill, administrative assistant, sent word out to the youth centers, youth shelters and housing complexes that they were hoping to attract 80 teens for the core group and 190 for the on-call group. Teens know a good thing when they see it! Before the enrollments were halted, 338 teens from many different areas of Maui had registered and gone through the intake and orientation process.

During the program year there were 1,691 individual experiences provided for the youth, such as work training, formal training, outside activities and events. These included a Christmas party, spring break party and two



Members of the "Men of War" group talk to teens about staying strong by staying off drugs.

summer camps, but the social events were the exception to the routine. Most of it was hands-on, nitty-gritty work-experience training.

At the December formal training session, Gladys commended the teens for their initiative in taking on these work-training experiences. She said she had dreamed for years of having a hearty youth group as part of the MEO 'ohana.

In June of 1998, MEO Teens On Call implemented a new program called Americorps Achieve. MEO monitors 24 youth as they volunteer 900 hours in one year in the health field, working with the elderly and/or handicapped. Various health agencies on Maui act as mentors for the teens.



Two teens sign up, because MEO Teens On Call is "too good to miss."

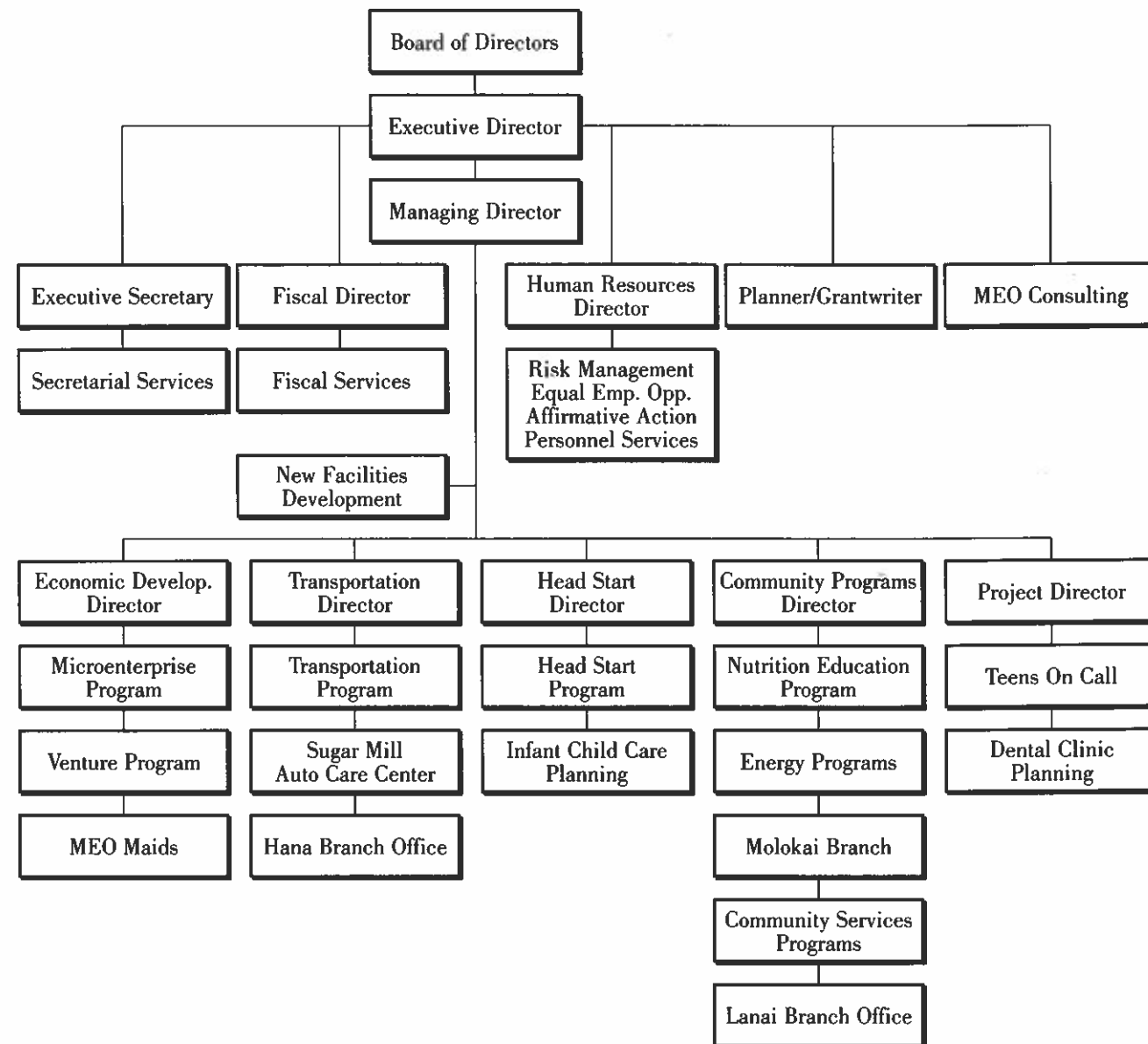
A GOOD YEAR. Teen members were surveyed after nearly a year in the MEO Teens On Call program. The results were:

- 67 percent said, "I am more confident about myself and my abilities."
- 77 percent said, "I am more willing now than before to try new experiences."
- 87 percent said, "I would recommend that my friends join MEO Teens On Call."

An internal evaluation of this first pilot year demonstrated that it was a good year for the teens. Some of the older teens moved into jobs in the field that they had experienced. The evaluation also prompted MEO to redesign some of the central training components to create an even more effective program to address the needs of Maui's teens.



MEO Teens On Call trainees and staff are all smiles following a formal training session and Christmas party.



Key

TRANSPORTATION SERVICES: Transit operations on Maui, Moloka'i, and Lana'i.

HEAD START PROGRAM: Head Start classes on Maui, Moloka'i and Lana'i.

COMMUNITY SERVICES PROGRAMS: Senior Clubs, Red Card Program, Legal Services, Outreach & Referral, Chore Services, Employment & Training for the Low Income, Homeless Programs, Surplus Food, Senior Community Service Employment Program, Employment & Training for Immigrants and Refugees, 402 Migrant Seasonal Farmworker Program.

ENERGY PROGRAMS: Weatherization Assistance Program, Low Income Home Energy Assistance Program.

MEO CONSULTING: Fee for services in Administration, Fiscal, Personnel, Nutrition, Board Training, Board Planning, and other specialized training. Contracting Organizations: IMUA Rehab, Cameron Center, Community Clinic of Maui, Maui Memorial Hospital, Kula Hospital.

NEW FACILITIES DEVELOPMENT: Transportation Baseyard Relocation Project, MEO Family Center Project, Kihei Head Start, Infant Care Center at Maui Community College.



Moloka'i Branch Manager Irene Kaahanui.



Lana'i Branch Manager Victorio Agtarap.



Fiscal Director Mona Kailiponi.



Mae Koyanagi, receptionist, and Annette Spenser, Executive Secretary.

GRANTS		TOTAL BUDGET
1. State OCS Grants		
CSBG - Federal	375,578
MEO Building Renovation and Relocation Grant	339,000
Transportation	230,872
Americorps Achieve Hawai'i	212,170
Employment Related Services	191,829
Head Start	49,513
Family Development and Case Management for Immigrants	48,491
Weatherization Assistance Program - Federal	31,198
2. Other State Grants		
Chore Service - Title II	104,950
State Homeless Emergency	26,750
Youth Bank - DHHL	12,000
LIHEAP - Federal	6,259
3. County of Maui Grants		
Transportation	1,803,425
Youth Program	302,500
Transportation - For Persons with Disability	250,000
Head Start After-school Care	182,500
CDBG Micro-loan Operation	108,000
County Summer Preschool Program	80,000
CDBG Micro-loan Funds	75,000
Microenterprise Program	70,000
County Chore Service - MCCOA	64,500
Maui Mobile Dental Clinic	60,000
Emergency Rental Housing Assistance	50,000
County Community Food and Nutrition Program	45,000
Transportation - MCCOA	36,047
MEO/MCC Early Head Start Program	25,000
4. Federal Grants		
Transportation - ISTEA-FTA - Relocation Capital Improvement Grant	1,240,000
Head Start Grant	1,097,907
Head Start In-kind	274,477
Migrant and Seasonal Farmworker Program	245,471
Transportation - Section 18 (FTA)	195,971
Senior Community Service Employment Program	151,005
Senior Community Service Employment Program - In-kind	16,778
Microenterprise-CBED	15,000
FEMA - Emergency Food & Assistance	3,842
5. Private Foundation Grants		
Hawai'i Community Foundation	56,500
Christian Lassen Aloha Foundation	2,575
PRIVATE FINANCIAL INSTITUTIONS		
6.		
Microenterprise Loan Fund - Bank of Hawaii	250,000
Microenterprise Loan Fund Interest and Fee Income	7,500
VENTURE PROJECTS		
7.		
MEO Maid Services	62,400
MEO Administrative and Financial Services	46,800
MEO Food and Nutrition Services	42,240
MEO Consulting Services	5,000
MEO Herb/Internet Venture	1,500
MEO OTHER PROJECTS		
8.		
Other Transportation Program	589,161
Miscellaneous Fund-raising Activities	115,050
TOTAL FUNDING	\$9,199,759



The Rev. David Kaalakea blesses the new temporary facility.



Larry Minami poses with Agnes Groff and Gladys Baisa.



Sen. Daniel Akaka with Hawaii Community Action Agency directors and John Buckstead, National Association of Community Action Agencies director.



Mike Lyons plays Santa by handing Gladys and Mona a Bank of Hawaii grant to support the Community Food & Nutrition Program and Teens on Call.



MEO drivers at Lahaina-Honolua Senior Citizen Luncheon at Kaanapali Beach.



Staff participate in the 1997 Office Olympics.



Volunteers gather at the annual volunteer luncheon.



The new Planning and Coordinating Council is installed.



Hale Mahaolu Akahi Senior Club members at a Christmas party.



Seniors clubs show off their talents at the 25th annual Senior Citizens Aloha Party.



Aloha Party guests included Councilmembers Kalani English, Alice Lee, Alan Arakawa and Dennis Nakamura.



Waikapu seniors enjoy a luncheon at Wailea.



Moloka'i seniors get together.



It was a swinging '50s kind of Christmas.



Gladys gives Santa some instructions.



"Dress Up Frosty the Snowman" was a wild event.



Staff members get in the Christmas spirit and go caroling.



Councilmember Alice Lee joins the party.



Bill and Vibeke Bates.



Staff sits down to a Christmas feast.

MEO, Inc.
 P.O. Box 2122
 Kahului, Maui, Hawai'i 96733
 (808) 871-9591
 FAX: (808) 871-2426

Office Hours:
 7:45 a.m. to 4:30 p.m.
 Monday through Friday

KAHULUI	871-9591
Community Services, Employment and Training.....	877-0626
Head Start	871-8835
Nutrition.....	871-9591
Transportation.....	877-7651
Fax (Transportation)	871-2171

BRANCH OFFICES

Hana	248-8282
Office Hours: 7:45 a.m.-2:30 p.m. Monday-Friday	
Lahaina	667-9252
Office Hours: 7:45 a.m.-12:30 p.m. Monday 7:45 a.m.-3:30 p.m. Wednesday & Thursday	
Lana'i (Lana'i City)	565-6665
Office Hours: 7:45 a.m.-4:30 p.m. Monday-Friday	
Fax.....	565-6722
Moloka'i (Kaunakakai)	553-3216
Office Hours: 7:45 a.m.-4:30 p.m. Monday-Friday	
Fax.....	553-3776
Moloka'i Head Start	553-9805