

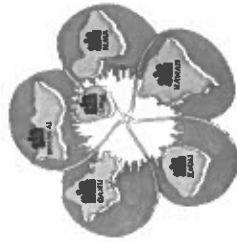
ANNUAL REPORT

# Maui Economic Opportunity, Inc.

July 2002—June 2003



*Helping People. Changing Lives.*



A Member of the  
**community Action.**  
PARTNERSHIP  
*Helping People. Changing Lives.*

**MAUI ECONOMIC  
OPPORTUNITY, INC.**

99 Mahalani Street  
Wailuku, Maui, Hawaii'i 96793

P.O. Box 2122  
Kahului, Maui, Hawaii'i 96733  
Telephone: (808) 249-2990  
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Maui Economic  
Opportunity, Inc.  
EST. 1965

## MAUI ECONOMIC OPPORTUNITY

*MEO provides the tools to help people change their lives.*

*A ride to the doctor, to work or to school. Training to improve job skills and employability. Help to find a job. Surplus food to supplement a slim budget, and information about how to eat for health. Early childhood care and education that gives children and their families a head start in life. Learning life skills, earning money, preparing for the workforce—and fun for teens. A helping hand with housework, so an elder can stay in their home. Advice and devices to save electricity and money. A friendly counselor to pull things together when the world seems to be falling apart. Education and prevention to help stop drug abuse. Small loans that make a big difference in starting a business. Buses that can carry grandpa or grandma in their wheelchairs to day care, or to the senior center to have lunch with valued friends. Advocacy to better the life of the community.*

*Basic tools for living, for earning, for self-reliance, for community involvement: Provided by MEO in the belief that instead of giving people a fish, it is better to teach them how to catch fish for themselves.*

## CONTENTS

|  |    |
|--|----|
| Community Action Code of Ethics .....                                      | 2  |
| MEO and the Community Action Promise .....                                 | 3  |
| Letter from the President .....  | 4  |
| Board Installation Banquet .....   | 5  |
| Board of Directors .....   | 6  |
| Executive Director's Message .....   | 7  |
| Employee of the Month .....  | 8  |
| Perfect Attendance, Driver of the Year, and Cash for No Crash Awards ..... | 9  |
| Transportation .....   | 10 |
| Volunteers .....   | 12 |
| Head Start .....   | 13 |
| Community Services .....   | 15 |
| Employment and Training .....  | 17 |
| Energy .....   | 19 |
| Enlace Hispano (Hispanic Link) .....                                       | 20 |
| Reintegration .....  | 22 |
| Microenterprise .....  | 24 |
| MEO YouthBank .....  | 26 |
| MEO Organizational Chart .....   | 28 |
| Funding Summary .....  | 29 |
| MEO Senior Staff .....   | 30 |
| Activities .....   | 31 |
| Senior Activities .....  | 32 |

## COMMUNITY ACTION CODE OF ETHICS

*We, as community action professionals ever respectful of cultural diversity, dedicate ourselves to eliminate poverty in the midst of plenty in this nation by opening to everyone the opportunity for education and training; the opportunity to work; and the opportunity to live in decency and dignity, and commit ourselves to:*

- ❖ Recognize that the chief function of the community action movement at all times is to serve the best interests of the poor.
- ❖ Accept as a personal duty the responsibility to keep up-to-date on emerging issues and to conduct ourselves with professional competence, fairness, and effectiveness.
- ❖ Respect the structure and responsibilities of the board of directors, provide them with facts and advice as a basis for their decision making, and uphold and implement the policies adopted by the board of directors.
- ❖ Keep the community informed about issues affecting the poor and to facilitate communication among the poor, the non-poor private sector, and locally elected public officials.
- ❖ Conduct our organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication, and compassion.
- ❖ Exercise whatever discretionary authority we have under the law to promote the interests of the poor.
- ❖ Serve the community action movement with respect, concern, and responsiveness, recognizing that service to the poor is beyond service to oneself.
- ❖ Demonstrate the highest standards of personal integrity, truthfulness, and fortitude in our community action activities in order to inspire confidence in the community action movement.
- ❖ Perform our professional duties in such a way so as not to realize undue personal gain.
- ❖ Avoid any interest or activity which conflicts with the conduct of our official duties.
- ❖ Protect confidentiality in the course of our official duties.
- ❖ Strive for personal professional excellence and encourage the professional development of our associates and those seeking to become community action executives.

## MEO AND THE COMMUNITY ACTION PROMISE

*Maui Economic Opportunity, Inc. is a private, non-profit Community Action Partnership Agency, chartered March 22, 1965 by federal mandate, under the Economic Opportunity Act of 1964. The agency is currently in its 38th year of providing an enormous array of services annually to over 20,000 people throughout tri-isle Maui County and the State of Hawai'i.*

Our motto is "Helping People. Changing Lives." Our promise to the people of Maui County is the promise of Community Action. We commit ourselves to being an organization that embodies the Community Action Promise and changes people's lives, embodies the spirit of hope, improves our community, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

The Mission of MEO is to help the low income, elderly, children and youth, persons with disabilities, immigrants, other disadvantaged persons, and the general public to help themselves, so that they may become self-sufficient and enrich their lives, and the life of the community.

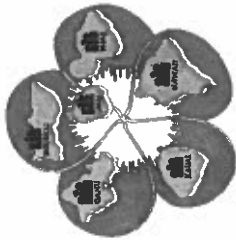
Maui Economic Opportunity, Inc. has offices located on the Island of Maui at Wailuku and Kahului in central Maui, and Hana on the east side of the island. Additional offices are located in Lana'i City on the island of Lana'i and at Kaunakakai on the island of Moloka'i.

We administer the only quasi-public transportation program in Maui County, with vehicles carrying the elderly, low-income, persons with disabilities, youth, Head Start children, and the public, seven days a week up to 18 hours a day. MEO Head Start, an award winning, program, provides services to 328 children through 15 centers countywide. The MEO YouthBank, including an AmeriCorps program, provides opportunities for youth ages 14-26, to work, to learn, and to prepare for their future.

Community Services staff work with challenging situations in the lives of individuals, providing emergency assistance, job placement, training, and other support services. MEO-Business Development Corporation is a Community Development Funding Institution created to access capital and provides loans to persons to start small businesses, creating jobs and boosting the community's economy. Enlace Hispano staff provides services to the Hispanic-speaking and immigrant population. BEST program staff serves individuals and families making the transition from prison to the community. Administrative functions include Fiscal, Human Resources, Planning/Grantwriting, Public Information, Special Projects, and Management Information Systems.

MEO is managed through a tri-partite Board of Directors, representing the Private, Public, and Resident sectors of the community. The Board is recognized throughout the County and the State as volunteer leaders in the service field.

## LETTER FROM THE PRESIDENT



**Maui Economic Opportunity, Inc.**  
Est. 1965

99 Mahalani Street  
Wailuku, Hawaii 96793  
Phone (808) 249-2990  
Fax (808) 249-2991



Dear Friends,

Reflect for a moment on the following:

How am I going to pay for this month's rent?

Where can I obtain skills to get a better job?

How am I going to get to my doctor appointment?

What am I going to do and where am I going to live when I get out of prison?

What can I do to make the lives of my children better?

For thousands of our neighbors, these are but a few of the concerns that consume their daily lives. Established in 1965, MEO continues to exemplify the care and concern the people of Maui Nui have for each other and our community

On behalf of the Board of Directors, I congratulate and thank Executive Director Gladys Baisa and her staff for their teamwork, ingenuity, and tireless work that breathes life into the words, "Helping People. Changing Lives."

Sincerely,

Jeffrey T. Kuwada  
President

## BOARD INSTALLATION BANQUET

*The Honorable Mayor Alan Arakawa was the keynote speaker as MEO celebrated a tradition of advocacy and service at the 38th annual Board of Director's Installation Banquet.*

Mayor Alan Arakawa addressed the MEO Board and audience of invited guests on the need for all of the people to work together as one team in working to build a better community in Maui County. He spoke of his own background of community service in stressing how each of us can be of help to each other.

The Mayor noted that he had been a long-time board member of MEO and that as a measure of his commitment; it was one of the very few boards that he had chosen to remain on after being elected to office.

Alexa Kahui presented the installation of officers. Her unique talent for using simple, but symbolic gifts; was in evidence as she installed the officers and spoke to them of their leadership responsibilities and opportunities.

Jeffrey T. Kuwada, the out-going Board President, expressed his appreciation to the board and staff for their partnership and efforts during his presidency. Brian Klaschka, the incoming President, expressed his desire to see MEO continue to grow, to serve the low-income community and be recognized as a leader in the field of human services.

Executive Director Gladys Baisa presented gifts of recognition to Desiree Cabrerros, Grant Chun, Joseph Franco, Jr., Larry Ing, Don Roth, Bill Wong, and Haruko Nakata who were retiring from the board.

Board members Thelma Shimaoka, Brian Klaschka, Jeffrey T. Kuwada, Haruko Nakata, Betty Delima and Rhonda Lincoln received the Velma M. Santos Award for perfect attendance.



*Alan Arakawa, Mayor of Maui County, delivers the keynote address to the 38th Annual Board of Directors Installation Banquet.*



*Board members Rhonda Lincoln (L), Jeffrey T. Kuwada, Haruko Nakata, Betty Delima, in-coming Board President Brian Klaschka (second row) and Thelma Shimaoka received the Velma M. Santos Award for perfect attendance.*

## BOARD OF DIRECTORS (as of June 30, 2003)

### PUBLIC SECTOR

- Mayor Alan Arakawa
- Richard Drayson, representing House Speaker Emeritus Joseph M. Souki
- Rose Marie Duey, representing the Maui County Council
- Maui Council member Riki Hokama
- Jeff Kuwada, MEO Board President, representing Maui County Council
- Brian Klaschka, MEO Board Vice-President, representing Maui County Council
- Maui Council member Danny Mateo
- State Senator Shan Tsutsui

### RESIDENT SECTOR

- Gladys Brown, Moloka'i Community Action Council
- Betty Delima, East Maui Seniors
- Setsuko Karen Mendes, Lana'i Area Council
- Rhonda Lincoln, MEO Board Secretary-Treasurer, Hale Mahaolu
- Jersula Manaba, Moloka'i Community Action Council
- Haruko Nakata, West Maui Seniors
- Nancy Shimoda, Central Maui Seniors
- Mary Smith, Head Start Policy Council

### PRIVATE SECTOR

- Artemio Baxa, Maui Filipino Community Council
- Stephen Castro, ILWU
- Thelma Shimaoka, Alu Like, Inc.
- Captain Christina Taylor, The Salvation Army
- Francis Torres, Maui Puerto Rican Association
- Mercer Vicens, A&B Properties, Inc.
- Joseph Williams, Maui Contractor's Association
- Lynne Woods, Maui Chamber of Commerce

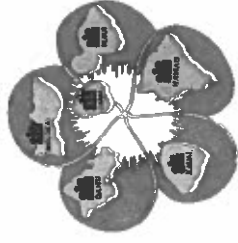
### 2003 MEO BUSINESS DEVELOPMENT CORP.

- Bard Peterson, President
- Masami Fukuoka, Vice President
- Lei Kihm, Secretary
- Brian Klaschka, Treasurer
- Cathy Abulon
- Gladys C. Baisa
- Keone Ball
- Paul Felix
- Jeff Kuwada

### HEAD START POLICY COUNCIL REPRESENTATIVES

- Mary Smith, Chair
- Solana Adachi
- Susan Cabalce
- Mark Chesick
- Monica Franco
- Maria Guillermo
- Llewelyn Hoopii
- Maria Javalde
- Shawndelle Kamalani
- Lucy Laborte
- Tramquilino Mabellos
- Hyon Malunay
- Arlene Muzingo
- Keiko Nakama
- Renee Ostermiller
- Clare Sanches
- Paddy Tholen
- Francis Torres
- Ka'ala Wright

## EXECUTIVE DIRECTOR'S MESSAGE



### Maui Economic Opportunity, Inc. EST. 1965

99 Mahalani Street  
Wailuku, Hawaii 96793  
Phone (808) 249-2990  
Fax (808) 249-2991



Dear Friends,

This annual report shares with you the highlights of our exciting 38th year of serving Maui County as its community action agency. Created in 1965, following the passage of the Economic Opportunity Act of 1964, MEO, Inc. is a member of the national Community Action Partnership. Along with about 1,000 community action agencies in the country, united in fulfilling our mission of advocacy for the low income and other disadvantaged citizens of the United States, MEO strives daily to "Help People" and "Change Lives."

This year MEO took the challenge offered by our national organization and enrolled in an arduous process of self-study in ten areas of leadership, governance, fiscal and human resource policy, planning, advocacy, and other areas to determine our qualifications to receive an award as an agency of excellence in community action. A team of executive staff worked with Board leaders to prepare the required 50-page document and hosted an on-site review team, which came from the mainland to verify the information submitted. The value of this process is not in the award itself, but in self-evaluation and subsequent improvement that ensued. We are reenergized and rededicated to our mission as we plan for our future.

Getting the prisoner reentry program we call BEST (Being Empowered and Safe Together) off the ground was a challenge, but we are well on our way to making this an MEO success story. We also dedicated the new Kahi Kamali'i, Infant and Toddler Care Center at Cameron Center. This landmark program will initially care for toddlers who are 12 months and older. Long term we hope to care for younger infants as more funding is identified for operations.

We send our warm personal aloha and mahalo to all of our supporters, funders, board members, friends, partners, and our wonderful staff for sharing their endless energy, time, talent and treasures. It's our notable "YES WE CAN" attitude that assures a bright future for both MEO and those we serve.

Aloha and mahalo,

Gladys C. Baisa  
Executive Director

## EMPLOYEE OF THE MONTH

(July 2002 — June 2003)

*The Employee of the Month program recognizes MEO employees for superior performance, promotes morale, and encourages excellence. A committee of their peers chooses the Employee of the Month. Those selected are awarded a day off of their choice and a cash award.*



### JULY (2002)

Diane Dunnam  
Case Manager  
Moloka'i



### NOVEMBER

Myrlynette (Kauai)  
Alo-Palau  
Custodian  
MEO Family  
Center Building



### MARCH

Cleo (Kai) Oliver  
Receptionist  
Administration



### AUGUST

Andrea Kamae  
Driver  
Supervisor  
Transportation



### DECEMBER

Jim Crowe  
Director  
YouthBank



### APRIL

Daniel Flavin  
Mentor  
Coordinator  
BEST Program



### SEPTEMBER

Debbie Cabebe  
Human  
Resources  
Director  
Administration



### JANUARY (2003)

Victor Chicas  
Teacher Aide  
Head Start-Lahaina



### MAY

Claire (Lani) Koki  
Family Advocate  
Specialist  
Head Start



### OCTOBER

Dawn Kawelo  
PAT Driver I  
Transportation



### FEBRUARY

Gerry Lum  
Project  
Administrator  
Maui to Work



### JUNE

Lydia Joao  
Family Advocate  
Moloka'i

## PERFECT ATTENDANCE

*MEO is honored to recognize the following employees for their perfect attendance in 2002. This award program recognizes employees who have not used sick leave during a calendar year and the number of years they have achieved perfect attendance.*

### 1 YEAR

Regina Agacaoli  
Sandy Baz  
Dennise Engano  
Peggy Moonihoawa  
Guilly Orsono  
Harold Rames  
George Reijoux

### 1 YEAR (continued)

Victor Reyes  
Anthony Villanueva

### 2 YEARS

Cesar Gaxiola

### 5 YEARS

James Crowe  
Barry Gay

### 6 YEARS

Williette Doong

### 9 YEARS

William Kalani  
Lyn McNeff  
Debra Spencer

### 10 YEARS

Debra Lorenzo  
Julie Ann Sentel

### 3 YEARS

Lawrence Dressler

### 8 YEARS

Victor Agtarap  
Mathilda Len Wai

## DRIVER OF THE YEAR & CASH FOR NO CRASH

The Driver of the Year Award is presented to a driver, selected by their peers, who exemplifies the MEO tradition of service, safety, excellence and caring for our clients. Bill Jenkins, Senior Vice President, John H. Connors Insurance presented the award.

Drivers who are accident/incident free in a calendar year are eligible for a monetary award based upon hours worked and contingent upon availability of funds.

### DRIVER OF THE YEAR: Eric Amaral

### MINIMUM 1700 HOURS

Yolanda Aquino-Cox  
Alma Castellanos  
Gary Congdon  
Darrell DeMello  
Iris Dumayas-Borge  
Patricia Franco  
Alejandro Jachola

Trixy Kapoi  
Dawn Kawelo  
Mary Kealoha  
Vanessa Kealoha  
Julia Kekona  
Kimo Kenyon  
Doreen Kepano

Elizabeth Pszyk  
Joy Pucket  
George Reijoux  
Charlene Roman  
Dell Finn Sado  
Leona Salomon

### MINIMUM 1600 HOURS

Fortune Salvador  
Francine Santana  
Julie Sentel  
Marvin Vargas-Ixotoyac

### MINIMUM 1400 HOURS

Eric Amaral  
Calvin Kong  
Roberto Sta. Maria

## TRANSPORTATION

*MEO concluded the year with 589,360 passenger trips, a 50% increase in service. This record number surpasses last year's passenger count by more than 197,000 trips.*

MEO continues to successfully provide transportation services to Maui County. In spite of funding challenges, including a reduction in State support—MEO Transportation has kept true to its mission of providing services to the low-income, elderly, and medically needy residents, to preschool children and the youth of Maui County. Transportation is provided through various programs funded by County, State and Federal grants and/or purchase of services. Some of MEO's programs are: the Public Shuttle, the Rural Shuttle, Nutrition, Youth Transportation, Ala Hou, Ka Lima, O Maui, Employment for the Disabled, Adult Day Care, Head Start, and Hale Hauoli.

**A RECORD YEAR OF SERVICE.** In the program year 2002-2003, MEO Transportation registered 589,360 passenger trips. This record passenger count surpassed last year's by more than 197,000 trips and is the equivalent of a 50% increase in passenger service compared to the same period a year ago. MEO continued its track record of exceeding most of its contract program measures such as the Needy Low-income Segment, Seniors and Nutrition Group, Youth Sector, Wailuku-Kahului Public Shuttle, and the Countywide Rural Shuttle.

**SPECIAL SENIOR ACTIVITIES.** MEO Transportation takes pride in enriching the lives of its most mobility-challenged users. The service exclusively provides transportation to the disabled and the institution-bound clients during the Special Fair Day, and to the elderly during the Hana Taro Festival, the Ulupalakua Agricultural Products Show, the Senior Aloha Party, and the Annual Maui Hotel Association's Senior Event. Maui Seniors served by MEO Transportation on all islands were able to enjoy themselves in large, immensely popular gatherings seldom available to them due to distance and accessibility.

*Mr. Allen Tanaygo, Moloka'i Medicaid client, is on his way to an important medical appointment, helped by a specially trained MEO Passenger Assistance Technician driver.*



*MEO Transportation provides seniors with access to activities that keep them alert, active and healthy.*



*Twice a week the Hana Rural Shuttle brings passengers to Kahului and Wailuku, helping to reduce the isolation felt by many in East Maui.*

## TRANSPORTATION

### TAKING THE LEAD TO START PUBLIC TRANSPORTATION.

Responding to an effort initiated by MEO, in August 2002, the County of Maui, MEO's Wailuku-Kahului Public Shuttle and Akina Aloha Tours inaugurated a limited public transit service interconnecting Central, South and West Maui passengers of the two transit systems in a one-of-a-kind public/nonprofit/private business arrangement in the State, if not the nation. Dubbed "Holoka`a Transit," it is expected that this project will lead to more frequent and expanded service between residential communities, especially low-income areas, and employment centers.



*Boarding the bus after a visit to the Annual Ulupalakua Agricultural Products Show.*

### PARTNERING WITH MAUI MEMORIAL MEDICAL CENTER

On October 2002, MEO began partnering with Maui Memorial Medical Center (MMMC) to alleviate room shortages at the hospital by providing a virtual on-demand patient transport service. By enabling the booking of same-day transfer of patients to long-term care facilities such as Hale Makua and Kula San, Maui's only acute care hospital was able to make badly needed rooms available to those who would otherwise be denied of immediate treatment. By the end of the year, MEO had transported 341 patients and freed the same number of rooms for new patients at MMMC, making a significant contribution to opening up badly needed bed capacity at the medical center.

**NEW PROGRAMS TO INCREASE SERVICE.** MEO Transportation leveraged its relationship with the Community Transportation Association of America (CTAA) by successfully initiating applications for two grants. The Job Access Reverse Commute (JARC) program provides transportation to low-income people to get jobs, or to get to their jobs. This program will provide expanded transportation to the residents of Ka Hale A Ke Ola, Kahekili Terrace, Pihani Housing, Harbor Lights, Luana Gardens, and other low-income areas in Central Maui.



*Training to become a driver for MEO is "hands on" in every sense of the word. Here a class learns there's more to driving than sitting behind the wheel.*

MEO Transportation also applied for a technical assistance grant to help with the selection of a site for its new transit facility. The grant will assist MEO in ranking potential sites for a permanent location of its baseyard, vehicle maintenance and operation, and provide design criteria and funding requirements. The MEO project is designed to help in Maui's economic development by improving the community's transportation programs and to stimulate economic growth through facility modernization and expanded transportation services.

MEO will continue to recognize the common transportation needs of Maui, Moloka'i and Lana'i. As Transportation transitions to the coming year, it will again be tested for its fiscal resourcefulness, efficiency, staff resiliency and organizational determination to meet the transit requirements of the community in general, and the specific special needs of those who must have transportation to be self-sufficient in their daily lives.

## VOLUNTEERS

*Our dedicated volunteers work with MEO and give unselfishly so that we might truly meet the goal of our motto: Helping People. Changing Lives.*

If it's Valentine's Day, or close to it, you can be sure that MEO will continue its tradition of honoring and recognizing our volunteers. This day is set aside as an expression of appreciation for the countless hours that committed volunteers have given in partnership with MEO as, together, we meet the goal of the MEO motto: Helping People. Changing Lives.

**VOLUNTEER OF THE YEAR.** The 15th Annual Valentine's Day Volunteer Luncheon was held on February 17, 2003, at the Dunes at Maui Lani. Haruko D. Nakata was MEO's "Volunteer Hall of Fame" awardee. In the resolution that accompanied the award, she was cited for having unselfishly served the needs of the Lahaina community, helping her neighbors with transportation, for being a leader in the Maui County Senior Citizens Planning and Coordination Council, having served as an active member of her Senior Club, and also for having been a member of the MEO Board of Directors.

Volunteers are the lifeblood of any community-based organization and MEO is no different. Our surplus food distribution could not exist without the help of our wonderful volunteers, and many low-income seniors would not be able to afford legal advice if it were not for volunteer attorneys.

### SURPLUS FOOD DISTRIBUTION.

The Temporary Emergency Food Assistance Program makes surplus agricultural commodities available to income eligible low-income individuals and families. Through the hard work of a group of dedicated volunteers called "MEO's Helping Hands," over 4,000 low-income, homebound, isolated, homeless and hungry individuals and families receive food commodities each month such as powdered milk and canned vegetables, fruit, meat or fish, and rice. This food is a critical supplement to the diets of those who are living in poverty and need.

**FREE LEGAL CLINIC.** This is the 13th year that MEO's Legal Clinic has been supported by pro bono attorneys. This year attorneys Larry Ing, Paul Horikawa and Dave Jorgensen helped MEO's seniors, 60 years and older, with their legal needs. Those persons, who own no real property other than their home, are eligible for the assistance. We are grateful that Ing, Horikawa and Jorgensen were able to assist 104 seniors with free legal services, up from 64 the previous year.

## HEAD START

*"Unfortunately, we couldn't afford a preschool, but we have received a gift in coming to Head Start. My son learned so much in this program and so did we as parents."*

Maui Economic Opportunity's Head Start program is providing services at 15 locations throughout Maui County. In the past year, we have served a total of 328 children, 3-5 years of age. Our partnership with Lana'i expanded from 5 children to 7 during the 2002-2003 school year. Our Department of Education/Head Start Inclusion Programs involved 5 classrooms, with a total of 46 children served with certified special needs.

The state funded Pre-Plus program operated in a classroom at Ka Hale A Ke Ola Homeless Resource Center for the 2002-03 school year, providing services to 20 children. The official building intended for the Pre-Plus program will be located at Lihikai Elementary School in Kahului. We anticipate this classroom being ready for students in the new school year, beginning in September 2003.

**LITERACY AWARENESS** is a strength of MEO Head Start. We continue to provide valuable literacy programs to our families including Raising a Reader, RIF (Reading is Fundamental) and Book Packs. Each program is designed to provide opportunities for the family to read aloud to their child, fostering the importance of literature in the home environment along with spending quality time together.

**National Accreditation** is the highest standard reached by quality early childhood programs, one that we continue to strive for. This prestigious honor is presented to early childhood programs that exemplify the meaning of "best-practice" on a daily basis. MEO Head Start currently has Kahului A, Maui Community College and Kaunakakai A as accredited centers.

Our Makawao A center is in the self-study process in preparation to submit the application for accreditation in 2004. This award is recognized nationwide, with less than 5% of preschools receiving this distinction. MEO is the only Head Start program in the State of Hawai'i to have the title of accreditation.

Each MEO Head Start center collects documentation on the required Child Outcomes to report developmental progress for children enrolled. Information is collected three times a year and shared with families during Parent/Teacher conferences and at the Final Home Visit. Teachers calculate total scores, which are compiled into a graph format using computer software. This information is invaluable to the program staff and administrators in the determination of developing staff training or identifying teachers to be utilized as mentors.



*"Please keep these handprints to remind you when I'm tall that once I was quite little, and my hands were also small."*



*"Hold on tight!" Children from Kaunakakai A Head Start on an excursion to visit the canoe voyager Hokule'a on Moloka'i.*

### VOLUNTEER HALL OF FAME

|                   |           |
|-------------------|-----------|
| Lawrence N.C. Ing | 1989-1990 |
| Violet E. Pszyk   | 1990-1991 |
| Ichiro Takahashi  | 1991-1992 |
| Harold Shimoda    | 1992-1993 |
| Virginia Freitas  | 1993-1994 |
| Jim Whitehead     | 1994-1995 |
| Yukiko Kanoholani | 1995-1996 |
| Frank Lee         | 1996-1997 |
| Beatrice Kahanu   | 1997-1998 |
| Lawrence N.C. Ing | 1998-1999 |
| Lanky Nagata      | 1999-2000 |
| Jeffrey T. Kuwada | 2000-2001 |
| Edward Oliveria   | 2001-2002 |
| Haruko D. Nakata  | 2002-2003 |

## HEAD START

**THE ROBERT WOOD JOHNSON FOUNDATION.** "Free to Grow" project has touched many lives within the Head Start program. This project is integrated with our program to provide more intensive case management to 20 families identified with substance, domestic and child abuse. The case manager works closely with the family to assure that they receive the necessary services to reduce the risk factors and increase the protective factors in order to eliminate the substance/child abuse.

A Community Advocate Specialist works directly with the community to identify leaders, train them in Leadership Skills and utilize their strengths to become advocates to voice needs within the community where they reside. MEO Head Start/Free to Grow has a diverse Governance/Ohana Strengthening Coalition consisting of many community partners that assist in making the program effective and relevant.



*"When I grow up, I want to help people who are sick." This paramedic took time to visit, offering children the opportunity to learn about an ambulance up close.*



*"I planted this all by myself!" This child shines with optimistic pride, confident that he can accomplish anything.*

Head Start also received funding from the Public Housing Drug Elimination Program (HCDCHE) to duplicate the Free to Grow project in two public housing projects in the target community of Wailuku (Kahekili Terrace, Pihana and Makani Kai Hale) to reach the same goals. Staff conducted literacy activities with children, youth and adults and also offered the E Ola Pono (Living the Proper Life) program to interested families.

MEO Head Start is recognized as an exemplary program by the Center for the Study of Social Policy, sponsored by the Doris Duke Charitable Foundation. The focus of this recognition includes early childhood programs dedicated to providing services for families that prevent child abuse and neglect. MEO Head Start is one of 21 programs nationally that received this honor.

**THE HEAD START POLICY COUNCIL**—a body of elected parents as leaders from every center, as well as community representatives—conducted our annual self-assessment using the federal monitoring tool, PRISM (Program Review Instrument for Systems Monitoring). This tool reviewed each program service area of Head Start, providing a comprehensive evaluation for administrators to rate effectiveness and quality. This is an educational process as parents have the opportunity to observe centers other than the one their child attends, and they begin to understand the systems of quality assurance regarding the Head Start program. As in past years, no negative findings were identified in the program self-assessment, and many positive comments were shared.

## COMMUNITY SERVICES

*Community Services provides essential services for low-income residents including case management, emergency food and rental assistance, job placement services and senior homemaker services.*

The goal of the MEO Community Services Department's is to empower individuals and families facing adversity, to cope by learning new life skills. At the core of the Community Services Department philosophy, is the belief that, ultimately, each individual holds the key to resolving their situation and that MEO should support the client along their chosen road to self-sufficiency and self-reliance.

To reach Maui's low-income and disadvantaged population, MEO's Community Services Department extends its services beyond Maui County as far as the islands of Kauai and Hawaii. The department provides essential services to the low-income state residents including: emergency food and rental assistance, job placement services and senior homemaker services.

**CASE MANAGEMENT.** This year, MEO's Community Services Department achieved a full contingent of Case Management positions. Case Managers provided comprehensive case management to 65 low-income persons and families, 60 immigrants, 34 migrant farmworkers and 42 seniors over the age of fifty-five. The case management process involves five steps: problem identification, service planning, solution implementation and outcome evaluation. This process encompasses every facet of an individual's life and includes all the family members.

MEO's Community Services Department deploys Case Managers on Maui, Moloka'i and Lana'i. They provide case management services in the areas of pre-employment, job placement and life skills training. Their main tools include: linkage and referral to sister agencies, supportive counseling and budgeting education.

**HOMELESS PREVENTION PROGRAMS.** MEO's Community Services Department administers the Maui County Emergency Rental Assistance Program. During this fiscal year, MEO's Community Services Department assisted 278 families with rent or utility assistance. The grant amount was distributed within the first 5 months after approval of the first applicants. This program offers emergency assistance to island residents who are at-risk of becoming homeless or those who are already homeless.

The goal of the program is to secure a place to live and overcome the financial barriers to long term housing. This important program is usually helpful to families facing the traumatic threat of eviction by providing eligible applicants with means to secure emergency shelter while they recover from the financial hardship that put them at-risk. This program also addresses the threat of utility disconnection faced by families who are late in their payments due to temporary financial hardship.



*Loreta Pacubus, MEO's Community Services Director serving the low-income residents of Maui County. The Community Services Department helped MEO serve over 20,000 individuals and families.*



*Nanilei Racamara (Front), Maui-To-Work Project Clerk and Stephanie Torricer, Community Services Receptionist/Intake Clerk, are often the first to see those who come to MEO seeking assistance.*

## COMMUNITY SERVICES

**HOUSING ASSISTANCE.** The demand for housing assistance remains high this year while the availability of housing has decreased. The ensuing rise in housing cost has lengthened the list of applicants waiting to receive assistance to a record 274 families/individuals, with more increases expected. The slow economic revival of Maui County's tourism industry situation has prompted MEO to launch a preliminary feasibility study into joint "one-stop" center to address the needs of the clients in need of housing assistance and the needs of developers, landlords and tenants.

**SENIOR SERVICES.** This year, MEO's Community Services Department assisted increased numbers of seniors with services, ranging from health education to facilitation of legal counseling through volunteer attorneys. An important facet of this senior assistance is the administration of programs to provide seniors with a healthy environment where they may exercise their cognitive and social skills.



*Carmelei Leano, Community Services Case Manager, (Standing, second from right) takes a moment for a photo with some of the volunteers who help MEO distribute surplus food to over 4,000 clients each month in Maui County.*

**SENIOR "RED CARD" DISCOUNT PROGRAM.** This year, in view of the continuing slow economy, Maui merchants and commercial establishments increased their collaboration with MEO's Community Services Department in order to provide special food and merchandise discounts to seniors over the age of sixty. The discounts range from 4% to 15% at stores, restaurants and drug stores. The number of participating merchants also increased this year to 125 on Maui, Molokai and Lanai. The discount program's success is continuing to grow in popularity among enrolled seniors, who spread the word of its benefits to other seniors.

**EMERGENCY NEEDS ASSISTANCE.** The Hawaii Community Foundation has renewed the six Community Services grants that provide quick emergency assistance in conjunction with the larger assistance programs. This year, MEO's Community Services Department assisted 64 individuals with the following needs: childcare, clothing, dental and medication, transportation, utilities, insurance, working tools and equipment.

The demand for housing assistance remains high this year while the availability of housing has decreased. The ensuing rise in housing cost has lengthened the list of applicants waiting to receive assistance to a record 274 families/individuals, with more increases expected. The slow economic revival of Maui County's tourism industry situation has prompted MEO to launch a preliminary feasibility study into joint "one-stop" center to address the needs of the clients in need of housing assistance and the needs of developers, landlords and tenants.



*Volunteer Daniel Nakao prepares for a day of work serving those in need.*

Given the opportunity to again become active members of the community, seniors report enjoying higher levels of physical, mental and spiritual well being. MEO's Community Services senior program now counts 40 "Senior Clubs" which constitute the hub of an organized senior community. The dynamism of the senior clubs and its members is evident in the increased level of activities as well as in the enthusiastic participation of its members.

MEO's Community Services Department began streamlining its services offered under contracts with the Department of Human Services and the Maui County Office on Aging to provide homemaker, shopping, yard work, and laundry services to disabled and frail senior county residents. This year 302 disabled or elderly persons received Community Services Department assistance and education to reinforce a safe, healthy and independent living style.

## EMPLOYMENT & TRAINING

*The goal of MEO's Employment and Training programs is the self-sufficiency and financial independence of the individual and the family.*

**MAUI-TO-WORK (MTW).** The 1996 Welfare Reform Act dramatically changed the lives of millions of Americans and restructured the means through which federal and state governments provided families with financial assistance. The Act also abolished the 61-year old entitlement program known as Aid to Families with Dependent Children (AFDC) and was replaced with the Temporary Assistance for Needy Families (TANF) program. Among other provisions, the legislation limits to five years the time most people can receive welfare benefits and requires most welfare recipients to work.



*Cal Para, social worker, teaches a class in Job Readiness Training. This class helps clients prepare for interviews and for situations they may encounter at work.*

The MEO Maui-to-Work program began on October 1, 1999 and has effectively managed a federally funded competitive grant issued by the U.S. Department of Labor to assist these clients. On April 19, 2002, the period of performance was extended to September 30, 2004. The program has consistently exceeded the quarterly enrollment and placement goals, with the staff diligently seeking ways to increase the programs retention rate in unsubsidized jobs. As a result, with the last quarter ending June 2003, the rate has increased to 61%. During that same period, 374 clients have been served with 192 (98 full-time, 94 part-time) placed in unsubsidized employment.



*Desiree Canha, Assistant Director of Community Services, (L), and Gerry Lum, Maui-to-Work Program Administrator, congratulate Stacy Zane a graduating client.*

The MEO Maui-to-Work program maintains case management, job readiness training, pre and post employment training, supportive services, resume writing, job placement, and vocational training. An example of how

## EMPLOYMENT & TRAINING

the program can "Help People and Change Lives" is a client who was unemployed, homeless, and living on the beach. Successful partnering resulted in the family reuniting her boyfriend and seven-year old daughter. At the time, she was also four months pregnant. Successful partnering resulted in the family obtaining housing in the homeless shelter. The young woman was also assisted in finding part-time employment and participated in the Certified Nurse's Assistant training program. Upon graduation, she soon found full time employment within a care facility. The family has since moved out from the shelter and is currently renting a two-bedroom home.



*Lisa Alo (second from left), Maui-to-Work Job Specialist, poses for a photo with a just a few of the clients she works with to find jobs and achieve self-sufficiency.*

### **W.I.A. 167 MIGRANT SEASONAL FARMWORKER PROGRAM.**

MEO's Community Services Department implemented another successful year for this employment and training program targeting low-income farm workers and their families. This year, 82 participants became financially self-sufficient. A total of 155 low-income seasonal farm workers received the following services: vocational training (61), health referral (18), and financial assistance (102).

### **OFFICE OF COMMUNITY SERVICES EMPLOYMENT AND TRAINING.**

The fruit of good case management resulted in an increase in the quality of life for 85 low-income underemployed or unemployed individuals, as well as for 64 immigrants out the Community Services Department's job placement efforts. Case Managers assisted 42 immigrants in achieving self-sufficiency by securing full-time jobs and 53 participants secured significant improvement in their income by obtaining better jobs or increasing their hours in part-time jobs.

### **SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP).**

This program aims to assist seniors achieve greater self-sufficiency and independence through part-time volunteer employment. Through SCSEP, a total of 44 seniors gained work experience, and 12 secured unsubsidized employment.

## ENERGY

*Seven hundred eighty-four participants qualified to receive temporary energy assistance from the Low Income Home Energy Assistance Program. This is an 11% increase from the previous year.*

### **LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM (LIHEAP).**

For the eligibility period that ended June 2003, 784 participants qualified to receive temporary energy assistance by either being eligible for an Energy Credit or an Energy Crisis Intervention. The 784 participants assisted represent an 11% increase from the previous year. The Energy Credit aspect of the program assists eligible low-income families by providing a credit amount that may be used later on in the year. Energy Crisis Intervention (ECI) assists households to restore or prevent the termination of electric or gas disconnection.

### **WEATHERIZATION ASSISTANCE PROGRAM**

(WAP). Maui Economic Opportunity's Weatherization Assistance Program met and exceeded the annual installation and education audit goals during FY2002 and 2003. We installed thirty-nine energy saving devices which exceeded the annual goal of thirty-five by 11%. We provided a total of thirty-one education survey audits to eligible households on Maui, Molokai and Lanai. We served nine persons with disabilities and twenty elderly individuals. A total of 146 low-income individuals were served.



*MEO Energy Educator Fred Baisa points to a Solar Hot Water system installed by MEO's Weatherization Assistance Program.*

As a result of follow-up surveys conducted with our solar clients, we were able to determine the amount of savings per household. Solar system average monthly savings range from 9.5% to 43%, indicating substantial savings to the homeowner.

For installation of solar hot water heater systems, low-income applicants must meet the 150% federal poverty income guideline, be a homeowner, have a minimum of five members in a household and consume 9,600 kilowatt-hours or more per year. The installation of timers and blankets may involve renters and homeowners and are not be subject to household size and the number of used kilowatts.

## ENLACE HISPANO ~ HISPANIC LINK

*Over 3,500 people attended the 3rd Annual Somos Amigos (We Are Friends) Festival, enjoying a vibrant cultural exchange of entertainment, dancing, ethnic foods, crafts and other activities.*

**ENLACE HISPANO (HISPANIC LINK) ACCULTURATION PROGRAM.** Enlace staff provided services to 378 individuals and families who were able to achieve self-sufficiency and attain their goals through education, outreach, intervention, referrals, and direct services.

Enlace Hispano was able to have a meeting with Melva Frias, Director for Community Programs for Mexicans Abroad, and Carlos Gonzalez Gutierrez, representing the Mexican Ambassador to the U.S. in Washington DC. The meeting was held to ask the Mexican government to have a representative in the state of Hawaii for the people of Mexico, since the 2000 census estimated that over 30,000 people from Mexico are living in Hawaii. Enlace Hispano also hosted the General Consulate of Guatemala, Fernando Del Castillo and



*Beatriz Bocanegra Ortiz dancing and singing, as she serves Quesadillas with salsa at Somos Amigos.*



*Elisa (L), Angel, Gaby and Iliana Moreno, watching and enjoying the folkloric dances at the Somos Amigos Third Annual Festival in Wailuku.*

staff. Over 70 families utilized their services and were provided information for passports and other documentation needed to continue with their immigration process.

**SOMOS AMIGOS (WE ARE FRIENDS) FESTIVAL.** Enlace Hispano staff, in collaboration with the County of Maui and other agencies in the community, organized the Somos Amigos (We Are Friends) Third Annual Street Festival celebrating Maui's Hispanic and Portuguese Heritage on Saturday September 7; from 10:00 a.m. to 4:00 p.m. This year's event saw over 3,500 people attending and participating with dancing on the street, food booths and other activities.

Somos Amigos is now a tradition and the Maui community is looking forward to coming together to celebrate who we are and sharing cultural traditions. Many comments were made by fair-goers about they are looking forward for next year's celebration.

## ENLACE HISPANO ~ HISPANIC LINK

**AIRE FRESCO (FRESH AIR) PROGRAM.** On September 1, 2002, Enlace Hispano started the innovative Aire Fresco (Fresh Air) program, with a grant of \$82,350 from the American Legacy Foundation. The program that incorporates effective, best-practice smoking prevention and tobacco education programs into a community-based planning process to develop a comprehensive, culturally-appropriate anti-tobacco program that is tailored to address the characteristics and needs of Maui's Hispanic residents, focusing on young adults with children and expectant mothers. On April 24 Enlace Hispano provided a two-hour briefing to over 30 people from a variety of health and social service agencies that gathered to hear the results of data compiled from 512 surveys done by Aire Fresco in Maui's Hispanic community, between December 2002 and January 2003, to understand their beliefs on tobacco issues.

**MAUI 'OHANA STRENGTHENING TOGETHER (MOST).** Seventy-two Hispanic individuals/families participated in the project funded by the federal Substance Abuse and

Mental Health Service Administration (SAMSHA). Our goal is to provide a model for drug education and prevention that will be effective in Maui's Hispanic community. During the most recent quarter we were able to conduct three facilitations of the MOST model with six families graduating on each session, a total of 18 families all-combined. At each of the sessions we also included First Aid/CPR certification-training classes that were done entirely in Spanish by a certified Spanish-speaking instructor. We also invited an officer of the Maui Police Department to provide factual and precise information regarding police procedures and conduct, and traffic safety.



*Raul Yzaguirre President and CEO of the National Council of La Raza (L) and Cesar Gaxiola MEO Enlace Hispano Program Manager during the Annual Conference of LULAC (League of United Latin Americans Citizens).*



*A group from the Guatemalan community with Consul General of Guatemala Fernando Castillo on his visit to Maui, May 3, 2003, at the MEO Family Center.*

*BEST intends to serve up to 225 inmates transitioning from prison to the community and reduce the recidivism rate to 25%, from its current rate of 62%.*



**BEING EMPOWERED AND SAFE TOGETHER (BEST).** On January 31, 2003, an historical partnership unfolded as Maui Economic Opportunity, Inc. and the Department of Public Safety (DPS) contracted to meet the challenge of making Maui a safer and stronger community by providing long needed services to persons being released from Maui Community Correctional Center (MCCC).

The contract is based on a Federal Initiative, "Going Home". The objective is to reduce the recidivism rate and enhance public safety. BEST held its first Planning and Advisory Meeting on January 31, 2003 with input from a "Blue Ribbon" Panel, including representatives from local businesses, Aloha House, the Judiciary, the Maui Police Department, IMPACT Drug Treatment Program, the Department of Housing and Human Concerns, the Department of Health, Maui Community Correctional Center, Hawai'i Paroling Authority, the Office of Hawaiian Affairs, Maui Intake Services, Workforce Development of the Department of Labor, the Salvation Army, Maui Community College and the Cultural Education Program Manager of the Kaho'olawe Island Reserve Commission.

**Reduce the number of people returning to prison.** Over the next three years, BEST intends to serve up to 225 inmates transitioning from prison to the community. The goal of the program is to reduce the current recidivism rate of 62%, to 25% by providing reintegration services over a three-year period.

**Who are the Inmates BEST Serves?** The eligible client base includes men and women housed at MCCC who are between the ages of 18-35 years old, have been convicted of a serious and/or violent felony, and they have been incarcerated for one year or more. Most clients are supervised on parole once they are released from custody. Adult Probation Services of the Second Circuit Judiciary supervises a smaller number of BEST clients. Currently there are 17 participants in the program.

**Case Management.** Each BEST client is referred through the Programs Review Committee at MCCC or through the staff at MCCC. Intake and assessments of the client assist the BEST assistant director and case managers to determine the level of services needed by each client. An Individual Service Plan (ISP) is developed through the collaborative effort of the BEST case managers and the social workers and case managers within the Department of Public Safety (DPS). Case managers of the DPS and BEST case managers meet weekly to be apprised of the client's needs and to achieve a seamless transition from prison to the community.

**Housing.** The BEST Housing Coordinator receives referrals from the Case Manager or Assistant Director after the client's initial assessment. The client works with the Housing Coordinator to locate affordable housing rentals. In some cases, the Housing Coordinator will be the landlord's first introduction to the client. Where appropriate, BEST will provide financial assistance toward the first month's rent.

Often challenges with affordable rentals in Maui County can be overwhelming to the clients; however, encouragement and budgeting strategies shared with the client alleviate some of the financial stress the client faces. The Housing Coordinator plays an active part in MEO's Housing Task Force to keep abreast of opportunities that can improve the likelihood of gaining affordable housing. In addition, the Housing Coordinator aims to diminish the social stigmas that exist for clients attempting to find housing.



*B.E.S.T. program clients **Maano** and **Wa sharing Ha**; recognition of cultural practices is an important element in the success of the BEST program.*

**Training.** The BEST Training Coordinator-Cultural Specialist provides Pre-Employment Training (PET) at MCCC. Training is over a period of 5 weeks. The Coordinator teaches six classes per week, 3 hours per class. Training through PET includes preparing for an interview, job interview techniques, anticipating job issues such as anger in the workplace and workplace etiquette.

Additional class time is used for budgeting, goal setting, envisioning the future, creating business plans, evaluating weaknesses and capitalizing on strengths, and a mock interview exercise. Because much of a client's success depends on his or her self-esteem, the Training Coordinator includes as a part of her class, Hawaiian culture and history, including instruction in Hawaiian language, hula, oli (chanting) and Hawaiian proverbs. This year, BEST celebrated five graduations from the PET class at MCCC.

**Mentoring.** The BEST Mentor Coordinator along with other BEST staff, train qualified mentors to act as coaches for clients as they prepare to return to the community. Being incarcerated for a lengthy period of time can often intimidate a person returning home. Inmates may not be prepared to reunite with estranged family members and even simple decisions can be monumental hurdles to overcome.

The mentors encourage each participant, and act as a sounding board as clients grapple with decision-making and life choices to succeed in the reintegration process. In addition, the mentor is a great agent in assisting the client as she or he works toward achieving the goals outlined in the client's individual service plan. A team approach involving the client, the case manager and the mentor provide a balanced and effective means of stability during the client's transition from prison to the community.

**Transportation.** Maui has limited public transportation and many clients do not have the means to buy a car or pay cab fare. BEST assists with transportation needs through MEO's bus and transportation services or through commercial transportation services. BEST also purchases bicycles for client use during the client's participation in BEST.

**Support Services.** BEST assists clients with work-related clothing and tools. Additionally, for clients with children, BEST assists with childcare in the event the client is receiving employment training. Support services are determined on a case-by-case basis. Services are designed to remove barriers that are hindrances to initiating and maintaining stable employment.

**On the Job Training.** Funds are allocated for a number of clients to participate in On-the-Job-Training and in training for a commercial driver's license. Additionally, potential employers are contacted and informed of tax credits, and the Federal Bonding Program. Potential employers are apprised of the value of hiring our clients who are not only provided with our service of case management, but who are also supervised by the local paroling authority or the adult probation division of the Judiciary.

**Cognitive Restructuring.** In July 2003, BEST staff participated in and provided MCCC staff, Maui Intake Service Center staff and BEST clients a weeklong course in cognitive restructuring presented by The Pacific Institute (TPI). This valuable training was taped on Maui, using MCCC inmates, and was designed specifically for the clients who would be served by the BEST program. Training within MCCC is expected to begin in October 2003. BEST further anticipates using these techniques in a continuum of training to BEST clients as they leave prison and return to their Maui home.

**Substance Abuse and Mental Health Treatment Referrals.** Many inmates suffer from the abuse of alcohol and drugs. During the Programs Review Committee at MCCC, the inmate is directed to participate in treatment programs in the facility. A successful return to the community requires a continuum of care. BEST refers clients to treatment providers. Where there are no sources such as health insurance or family assistance BEST has funds allotted to meet the client's treatment needs.

**Future Plans.** BEST will provide employment assistance as well as employment support counseling to clients. **Family Reunification and Family Support Services** will include education and group support to families including children of prisoners.

## MICROENTERPRISE

*MEO Business Development Corporation has made over 400 loans to low-income entrepreneurs, creating or retaining 534 jobs in rural Hawaii.*

### ACCOMPLISHMENTS

To date we have made over 400 loans totaling \$1.7 million dollars. We have trained 350 students in the fundamentals of business startup. We have provided scores of technical assistance projects for existing businesses. None of this would have been possible without the support, direction and active involvement of our Board of Directors.

**OUTREACH.** We have continued to improve our community outreach through participation in events such as the Pineapple Festival, Maui County Fair, Somos Amigos and monthly business gatherings sponsored by the Chamber of Commerce. Our outreach includes the development of a Business Directory supporting many of the businesses started with assistance from our programs. MEO BDC is a member of the County of Maui, Office of Economic Development's Small Business Taskforce, acting as a voice for the concerns of the microenterprise community.

**INITIATIVES.** We have recognized the need to involve the financial community in more of what we do. Our program truly has one foot in the public sector and one foot in the private sector. Clients that no longer need our services, and become customers of banks and credit unions are a measure of our ultimate success. We have brought the concept of greater financial community involvement into our entrepreneurial training through "Bankers Night". This is the final class of the entrepreneurial training and students present their business plans to commercial bankers for feedback and discussion. This has proven invaluable in honing the business plan and breaking down barriers based on stereotypes and misinformation.

**PARTNERS.** No one in economic development can do every thing. Partnerships are key to a program's success. Our partners include the County of Maui Office of Economic Development, The State of



*MEO BDC reaches 400th Loan Milestone. From left to right-Bard Peterson, President MEO BDC Board of Directors, Susan Takeda, Vice-President Bank of Hawaii, Mayor Alan Arakawa, Mark & Chilli-Rae Soon, borrowers, Gladys Baisa, MEO, Inc. Executive Director, and Dan Regan, CEO, MEO BDC.*

## MICROENTERPRISE

Hawaii Office of Community Services, the U.S. Small Business Administration, Workforce Development, the Department of Vocational Rehabilitation, the Small Business Development Center Network, Lokahi Pacific, Alu Like, American Savings Bank, Bank of Hawaii, City Bank and First Hawaiian Bank.

**FUTURE.** The last year has seen change in personnel and a refocusing on the fundamentals of The MEO BDC micro loan programs on Maui, Kauai and the Big Island. We continue to support low-income microenterprise development on the Big Island through a single office in Hilo. By closing the office in Kona we were able to extend SBA support to the Hilo operation for an additional year.

**MEO BDC** has applied for targeted entrepreneurial assistance under the federal Job Opportunities for Low-Income Persons and U.S. Treasury Department's Community Development Financial Institution Fund. We are in the process of developing "ability-to-pay" criteria for students in our entrepreneurial training program. This will increase our total receipts, and at the same, assure that the true low-income clients are not priced out of the classroom.



*Maui County Council member Joseph Pontanilla and City Bank Vice-President Kevin Yoshida discuss business plan with George Jansen, entrepreneur, during Bankers Night at MEO BDC Entrepreneurial Training.*



*Entrepreneurial Training graduation taking place at MEO. Standing (left to right) Hal Fraser, Trainer, Dan Regan, CEO, Sally Handley, Loan Fund Manager and Bard Peterson, President MEO BDC Board of Directors*

## MEO YOUTHBANK

*This year, 286 young people joined MEO's YouthBank program to work, to workout, to learn, to earn and to build their future.*

**YOUTH DEVELOPMENT.** The gritty, feet-in-the-mud work was done by the Youth Development members, 12 to 18 years old. They worked out in the Wailuku gym to overcome obesity and to stay ahead of the game in health and wellness. They learned life skills through classes in communication, trust, perceptions, anger management and values clarification. Job skills were learned, such as basic computer, writing, music skills, cooking, tree planting, rock wall constructing.

Those skills are put into practice during pro-social activities, hiking, camping and service in the community, such as the Maui County Senior Fair, the Visitor Industry Charity Walk, the Cameron Center Bazaar and the XTerra Triathlon. They learned from Kupuna during their intergenerational experiences in the lo'i patches of Ukumehame and Kahakuloa. The MEO YouthBank members were honored to work on Kaho'olawe, restoring vegetation and learning the spiritual and cultural significance of the island.

Along the way, they earned training stipends so they didn't have to ask their parents for school money. Looking back on all they have accomplished, they can hold their heads high, because during the MEO youth development program, they grew up a little, working and working out, learning and earning.

**AMERICORPS.** Those who qualified for YouthBank AmeriCorps—18 to 26 years old—worked in Maui's ecosystem in the mountaintops and in the rain forests to help preserve nature's balance for our future. They learned helicopter safety training and were transported to otherwise inaccessible forests. They learned environmental skills and earned a scholarship and a living allowance.

### OUT OF SCHOOL WORKFORCE

**DEVELOPMENT.** If they were out-of-school, out of work and are under 21, they registered for our Out-of-School Workforce Development Program. They learned about their skills and what they should do to prepare for work. They worked hard on their study skills and learned what they needed for their diploma or GED. Once they've earned one of those, they were ready for higher education or the workforce.



Strong enough to help Maui earn the title "Tree City USA."

## MEO YOUTHBANK



Intergenerational experiences- taking to heart the precious words of a Kupuna.



Computer literacy is an essential skill for tomorrow's leaders.



Getting back to the roots of our culture and feeling the joy of accomplishment.



Inch by inch making room for each precious plant to help restore the spirit of Kaho'olawe



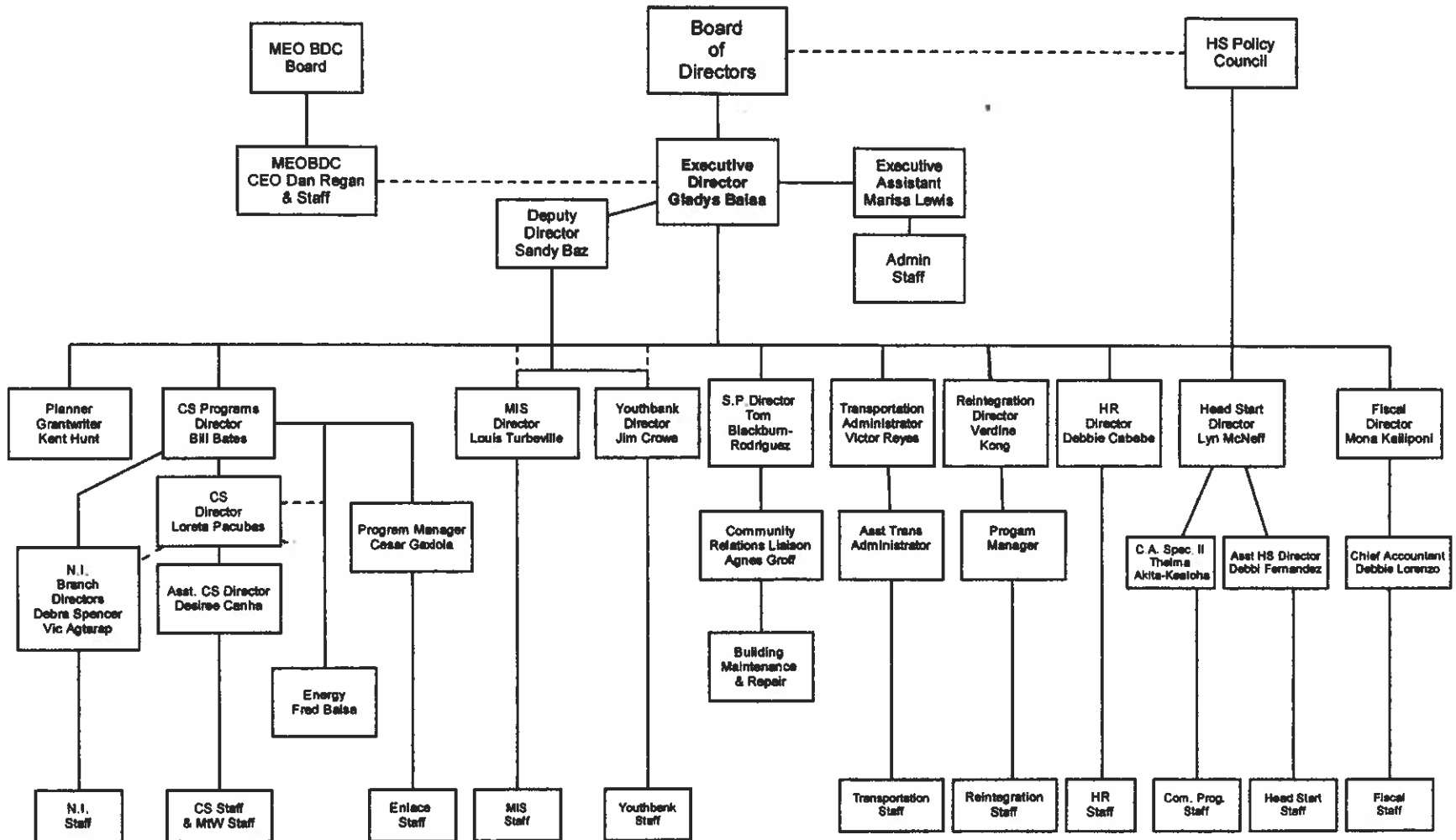
Writing the daily report about what skill was learned. A key part of the YouthBank learning and growing experience.



Go YouthBank! Building a strong body to support a strong mind.

| GRANTS   |                     |
|--|---------------------|
| <b>1. STATE OCS GRANTS</b>   |                     |
| CSBG-FEDERAL.....  | \$ 485,463          |
| TRANSPORTATION.....  | 218,773             |
| EMPLOYMENT CORE SERVICES.....                                      | 123,655             |
| WEATHERIZATION ASSISTANCE PROGRAM-FEDERAL.....                     | 54,834              |
| EMPLOYMENT CORE SERVICES FOR IMMIGRANTS.....                       | 52,791              |
| HEAD START.....  | 33,292              |
| <b>2. OTHER STATE GRANTS</b>                                       |                     |
| HEAD START-HOUSING AND COMMUNITY DEV. CORP OF HAWAII.....          | 198,000             |
| CHORE SERVICE-TITLE II.....  | 101,658             |
| MEO YOUTH BANK-DEPT OF HAWAIIAN HOME LANDS.....                    | 97,000              |
| ELIGIBLE TRAINING PROVIDER.....                                    | 15,000              |
| <b>3. COUNTY OF MAUI GRANTS</b>                                    |                     |
| TRANSPORTATION.....  | 2,537,694           |
| TRANSPORTATION VEHICLE PURCHASES.....                              | 672,771             |
| TRANSPORTATION-FOR PERSONS WITH DISABILITIES.....                  | 374,220             |
| HEAD START AFTER SCHOOL CARE.....                                  | 189,133             |
| TRANSPORTATION-DIALYSIS AND MEDICAL NEEDS.....                     | 150,000             |
| YOUTH BANK PROGRAM.....  | 150,000             |
| ENLACE HISPANO.....  | 110,000             |
| COUNTY CHORE SERVICE-MCCOA.....                                    | 97,788              |
| COUNTY SUMMER PRESCHOOL PROGRAM.....                               | 96,600              |
| EMERGENCY RENTAL HOUSING ASSISTANCE.....                           | 65,000              |
| YOUTH BANK AMERICORP PROGRAM.....                                  | 24,500              |
| REINTEGRATION PROJECT.....   | 20,000              |
| HEAD START-HIANA.....  | 12,000              |
| YOUTH BANK-HANA.....   | 4,500               |
| <b>4. FEDERAL GRANTS</b>   |                     |
| MAUI TO WORK.....  | 1,999,100           |
| HEAD START.....  | 1,828,157           |
| TRANSPORTATION-ISTEA-FTA-RELOCATION CAPITAL IMPROVEMENT GRANT..... | 1,240,000           |
| B.E.S.T. REINTEGRATION PROGRAM.....                                | 610,605             |
| HEAD START IN-KIND MATCH.....                                      | 457,479             |
| NATIONAL FARMWORKER JOBS PROGRAM.....                              | 251,607             |
| UH AMERICORP.....  | 177,280             |
| SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM.....                   | 155,548             |
| TRANSPORTATION-SECTION 18 (FTA).....                               | 150,400             |
| YOUTH BANK MCC KAUNIA PROGRAM.....                                 | 105,000             |
| MAUI OHANA STRENGTHENING PROGRAM.....                              | 93,000              |
| SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM-IN-KIND MATCH.....     | 16,994              |
| LIHEAP-FEDERAL.....  | 7,000               |
| <b>5. PRIVATE FOUNDATION GRANTS</b>                                |                     |
| FREE TO GROW-ROBERT WOOD JOHNSON/DUKE FOUNDATIONS.....             | 174,030             |
| AMERICAN LEGACY FOUNDATION-AIRE FRESCA PROGRAM.....                | 82,350              |
| HAWAII COMMUNITY FOUNDATION.....                                   | 63,500              |
| MELLAM FAMILY FOUNDATION.....                                      | 27,075              |
| HEAD START-BLUEPRINT FOR CHANGE.....                               | 8,000               |
| YOUTH BANK FOUNDATIONS.....  | 6,000               |
| HAWAII HOTEL INDUSTRY.....   | 5,000               |
| CHRISTIAN LASSEN ALOHA FOUNDATION.....                             | 705                 |
| <b>7. VENTURE PROJECTS</b>   |                     |
| MEO ADMINISTRATIVE AND FINANCIAL SERVICES.....                     | 319,800             |
| MEO CONSULTING SERVICES.....                                       | 2,500               |
| <b>8. MEO OTHER PROJECTS</b>                                       |                     |
| OTHER TRANSPORTATION PROGRAMS.....                                 | 800,000             |
| MISCELLANEOUS FUND RAISING ACTIVITIES AND COMMUNITY DONATIONS..... | 170,000             |
| <b>TOTAL FUNDING.....</b>  | <b>\$14,575,802</b> |

### Maui Economic Opportunity, Inc. Organizational Chart



**COMMUNITY SERVICES PROGRAMS:** Senior Clubs, Red Card Program, Legal Services, Outreach & Referral, Chore Services, Employment & Training for the Low Income, Homeless Programs, Surplus Food, National Farmworker Jobs Program, Maui-To-Work, Employment & Training for Immigrants, Enlace Hispano.

**BEST REINTEGRATION:** Employment, mentoring, housing, mental health, counseling, substance abuse treatment, family reunification, cultural activity, support services/referrals.

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

**NEW FACILITIES DEVELOPMENT:** Transportation Base yard Relocation Project, Infant Care at Center at J. Walter Cameron Center.

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

**MEO BUSINESS DEVELOPMENT CORPORATION:** Microenterprise loans, business development and education on Maui, Moloka'i, and Hawai'i.

**MEO CONSULTING:** Fee for services in Administration, Fiscal, Personnel, Board Training, Board Planning, Strategic Planning, and other specialized training.

**TRANSPORTATION SERVICES:** Operations on Maui, Moloka'i, and Lana'i.

**YOUTHBANK** AmeriCorps, Kamalama Youth Program, Office of Hawai'iian Affairs, Department of Hawai'iian Homelands.

## SENIOR STAFF



**Gladys C. Baisa**  
Executive Director



**Sandy Baz**  
Deputy Director



**Tom Blackburn-Rodriguez**  
Special Projects Director



**Mona Kailiponi**  
Fiscal Director



**Debbie Cabebe**  
Human Resources Director



**Bill Bates**  
Community Programs Director



**Louis Turbeville**  
Management Information Services Director



**Lyn McNeff**  
Head Start Director



**Victor Reyes**  
Transportation Administrator



**Verdine Kong**  
BEST Reintegration Director



**Loretta Pacubas**  
Community Services Director



**Jim Crowe**  
YouthBank Director



**Cesar Gaxiola**  
Enlace Hispano Program Manager



**Daniel Regan**  
CEO, MEO Business Development Corp.



**Ken Hunt**  
Planner/Grant Writer



**Agnes Groff**  
Community Relations Liaison



**Marisa Lewis**  
Administrative Assistant



**Debra Spencer**  
Branch Director Moloka'i



**Victor Agtarap**  
Branch Manager Lana'i

## ACTIVITIES



Gerry Lum, Maui-to-Work Project Administrator (L) and Cesar Gaxiola, Enlace Hispano Program Manager, team up to see who can make and eat the most banana splits at a Spirit Week contest.



Victor Ryes, MEO's Transportation Administrator (R—I think), is surprised by an unexpected glitch at the computer. Quick, call MIS!



MEO's world famous automotive technicians drop by to wish Gladys Baisa, MEO's Executive Director, a "Happy Birthday" and discover she's about a quart low!



Verdine Kong, (Center), MEO's multi-talented BEST Reintegration Director, dances at the MEO May Day Festival with the Hula Halau, I Kona Maui Lima.



MEO is on the march at the Maui County Fair Parade. Who's that guy in the middle with the flag? It looks a lot like Sandy Baz, MEO's Deputy Director.



That "Old Gang of Mine" at Hernando's Hideaway—otherwise known as the MEO Family Center—The password to enter: Helping People. Changing Lives.

## SENIOR ACTIVITIES



Enjoying the 2002 Maui County Senior Fair that was co-sponsored by MEO.



Gladys Baisa attends the swearing in of the officers of the Planning and Coordination Committee, from left to right, Robert Johnson, Mary Woods, Dorothy Jacinitho, Mary Monden and Leilani Zinsman.



Mayor Alan Arakawa (L), shares a moment with Haruko D. Nakata after she was selected for MEO's "Volunteer Hall of Fame."



Entertainers from MEO's Transportation Department received a warm welcome at the Senior Citizens Aloha Party.



A Christmas lunch gathering with Lana'i seniors.



A "Rainbow of Aloha" gathers on stage at the Senior Citizens Aloha Party. It takes a big team to successfully bring thousands of seniors together to celebrate their strengths year after year.

## MEO

### MEO, Inc.

99 Mahalani Street • Wailuku, Maui, Hawaii'i 96793  
(808) 249-2990 • FAX: (808) 249-2991

### Office Hours

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

|   |          |
|---|----------|
| <b>Harry &amp; Jeanette Weinberg Family Center</b> .....    | 249-2990 |
| 99 Mahalani Street • Wailuku, HI 96793                      |          |
| <b>Community Services, Employment &amp; Training</b> .....  | 249-2970 |
| Fax .....   | 249-2971 |
| <b>Enlace Hispano</b> .....                                 | 249-2993 |
| <b>Head Start</b> .....                                     | 249-2988 |
| Fax .....   | 249-2989 |
| <b>MEO Business Development Corporation (MEO BDC)</b> ..... | 249-2990 |
| Fax .....   | 249-2991 |
| <b>Transportation</b> .....                                 | 877-7651 |
| Fax .....   | 871-2171 |
| <b>YouthBank</b> .....                                      | 873-3101 |
| Fax .....   | 873-3103 |

### Branch Offices

|  |          |
|--|----------|
| <b>Hana</b> .....  | 248-8282 |
| Hana Neighborhood Center • Uakea Rd • Box 67 • Hana, HI 96713        |          |
| Office Hours: 7:45 a.m. - 2:30 p.m. Monday - Friday                  |          |
| Fax .....  | 248-7686 |
| <b>Lana'i (Lana'i City)</b> .....                                    | 565-6665 |
| 1144 Ilima Ave., Suite 102 • P.O. Box 630068 • Lana'i City, HI 96763 |          |
| Office Hours: 7:45 a.m. - 4:30 p.m. Monday - Friday                  |          |
| Fax .....  | 565-7263 |
| <b>Moloka'i (Kaunakakai)</b> .....                                   | 553-3216 |
| 380 Kolapa Place • P.O. Box 677 • Kaunakakai, HI 96748               |          |
| Office Hours: 7:45 a.m. - 4:30 p.m. Monday - Friday                  |          |
| Fax .....  | 553-3776 |
| <b>Moloka'i Head Start</b> .....                                     | 553-9805 |
| 380 Kolapa Place • P.O. Box 677 • Kaunakakai, HI 96748               |          |
| Office Hours: 7:30 a.m. - 3:00 p.m. Monday - Friday                  |          |
| Fax .....  | 553-3776 |
| <b>Big Island MEO BDC (Hilo)</b> .....                               | 935-6165 |
| 100 Pauahi Street, Suite 109 • Hilo, HI 96720                        |          |
| Office Hours: 7:45 a.m. - 4:30 p.m. Monday - Friday                  |          |
| Fax .....  | 935-5971 |