

House District 8,9,10,11,12,13

Senate District 4,5,6

THE TWENTY-SIXTH LEGISLATURE
HAWAII STATE LEGISLATURE
APPLICATION FOR GRANTS & SUBSIDIES
CHAPTER 42F, HAWAII REVISED STATUTES

Log No: 65-C

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST - OPERATING

X GRANT REQUEST - CAPITAL

SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

"Recipient" means any organization or person receiving a grant or subsidy.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN):

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN):

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual: Maui Economic Opportunity, Inc.

Dbas:

Street Address: 99 Mahalani Street, Wailuku, HI 96793

Mailing Address: Same

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name LYN MCNEFF

Title Chief Executive Officer

Phone # 808-249-2990

Fax # 808-249-2991

e-mail lyn.mcneff@meoinc.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION
FOR PROFIT CORPORATION
LIMITED LIABILITY COMPANY
SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

FUNDS TO PURCHASE THREE VEHICLES TO SUSTAIN SPECIALIZED TRANSPORTATION SERVICES IN MAUI COUNTY:

ONE (1) INTEGRATED CONVENTIONAL 77-PASSENGER SCHOOL BUS

TWO (2) TOYOTA SIENNA MINIVANS WITH WHEELCHAIR LIFTS.

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FY 2012-2013: \$ 274,000

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

- NEW SERVICE (PRESENTLY DOES NOT EXIST)
EXISTING SERVICE (PRESENTLY IN OPERATION)

NEW VEHICLES FOR EXISTING SERVICE

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE \$ 0

FEDERAL \$ 0

COUNTY \$ 0

PRIVATE/OTHER \$ 0

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

LYN MCNEFF, CHIEF EXECUTIVE OFFICER

1/20/12
DATE SIGNED

## Application for Grants and Subsidies

### I. Background and Summary

1. **A BRIEF description of the applicant's background:** Maui Economic Opportunity, Inc. (MEO) is a Community Action Agency founded in 1965 as part of Pres. Johnson's "War on Poverty." MEO's mission is to "*strengthen the community while helping people in need restore their hope, reach their potential, and enrich their lives.*" MEO helps the low-income, elderly, youth, veterans, persons with disabilities, immigrants, disadvantaged persons, and the general public to help themselves so that they may become self-sufficient and enrich their lives.

MEO provides programming in workforce development, youth services, small business development, prisoner re-entry, Head Start, and a variety of other social services that help the communities in Maui, Molokai, and Lanai prosper and grow. MEO delivers services and operations in the belief that instead of giving people fish, it is better to teach them how to catch fish for themselves.

MEO Transportation began its operation in 1969. From a small start-up with a single used station wagon, MEO's fleet has grown to 100 vehicles providing a wide range of transportation services to the residents of Maui County. MEO provides County-subsidized on-demand transportation services to the elderly, low-income individuals, persons with disabilities, and medically needy residents, as well as to preschool children and disadvantaged youth in Maui County. In addition MEO contracts with other entities to provide specialized transportation services. MEO transportation operations funding in FY 2010/2011 was \$5,796,089.

The following are highlights of MEO Transportation services:

- Over 329,000 trips were provided in FY 2010/11 to serve approximately 4,000 individuals, including the elderly, low-income, persons with disabilities, residents with medical transportation needs, veterans, preschoolers, and youth.
- Staff consists of 92 employees that serve in administration, driving, and repair/maintenance, including four ASE certified automotive technicians.
- MEO has a fleet of more than 100 vehicles, including 88 vehicles in service on Maui, Molokai, and Lanai. 62 of those vehicles are wheelchair lift equipped.
- MEO's fleet travels over one million miles annually providing transportation services to Maui County residents.
- The general operation begins as early as 4:30 a.m. and continues until as late as 10:30 p.m., Monday through Saturday. A reduced schedule operates most holidays.
- MEO is a participant in the County's Civil Defense group and is ready to assist with transportation needs when called upon.



Although Maui County's Maui Bus system does operate a complementary Paratransit service, many individuals in need of transportation service do not meet the restrictions of that service. For that reason, the County continues to fund MEO's transportation programs to ensure that those with transportation needs from all areas of the county, not just those living near the fixed routes, have access to transportation.

**2. The goals and objectives related to the request:** MEO is requesting \$274,000 in grant assistance for FY 2012/2013 to purchase three vehicles to be added to the fleet of MEO's Transportation Department. The goals for this program are to ensure that those most in need of transportation services, regardless of their location in the County, have access to those services. The objective required to meet that goal is to put into service three additional vehicles that will make it possible for MEO to keep up with the challenging locations for pickups and dropoffs, as well as the ever-increasing demand for specialized transportation services.

**One (1) Integrated Conventional School Bus**

This Integrated Conventional school bus is a 77-passenger bus that will be used to transport the increasingly larger groups that rely on MEO's transportation services regularly. The most significant increase in demand has been for youth transportation to after-school programs and activities, but this vehicle can be used for a variety of group activities as needed.

**Two (2) Accessible Toyota Sienna Minivans**

These accessible Toyota Sienna Minivans can each transport two wheelchair passengers along with four ambulatory passengers or up to seven ambulatory passengers. Some medical clinics and homes on Maui are completely inaccessible with any current wheelchair-equipped vehicle in MEO's fleet. These minivans will provide MEO the capability of transporting passengers in wheelchairs into and out of those challenging locations. These minivans will be used for various types of trips, including the ever-increasing number of dialysis treatments to which MEO provides transportation.

**3. State the public purpose and need to be served:** MEO's primary role as a specialized transportation provider for over 4,000 individuals on Maui through more than 325,000 passenger trips a year requires a fleet of vehicles capable of serving all locations as well as the expected increases in passengers due to the aging population and a larger number of persons with disabilities and medical needs that require frequent trips, particularly the expected increase in those in need of dialysis. The expected gain in desired efficiency due to the use of these vehicles will better serve the transportation needs of the community, contribute to the economic vitality of the Maui County islands, and promote better quality of life for its citizens.

**4. Describe the target population to be served:** The target population to be served with these vehicles includes elderly, low-income individuals, persons with disabilities, and medically needy residents, as well as veterans, preschool children, and disadvantaged youth in Maui County.

**5. Describe the geographic coverage:** The vehicles to be purchased with these funds will be used in the geographic area of the County of Maui, including the islands of Maui, Molokai, and Lanai. MEO will continue to serve even the distant rural regions of Keanae and Hana on Maui.



## II. Service Summary and Outcomes

### 1. Describe the scope of work, tasks and responsibilities:

To obtain the vehicles requested, MEO staff will complete the following:

- The Transportation Director and Automotive Technician Supervisor will research available options and develop the specifications for each type of vehicle.
- MEO staff will issue a Request for Bids.
- Based on bid responses, MEO will select the most appropriate vendor.
- Orders will be placed with selected vendors.
- MEO staff will maintain contact with vendor during construction and monitor compliance.
- When vehicles are delivered, MEO staff will inspect them to ensure they meet the required specifications.
- Vehicles will then be equipped with appropriate communication devices and decals.
- Vehicles will be placed into service as soon as possible after receipt.

The following summarizes the benefits provided by MEO transportation service activities. MEO transportation has provided the opportunity for disadvantaged people in the community to access a wide range of social, health, cultural, business, and government services. Through MEO, citizens participate in county-sponsored lunch nutrition programs, see their doctors, attend cultural events, conduct their shopping and banking, receive frequent dialysis treatment, and visit with friends and old acquaintances, among other activities.

People with disabilities are now able to receive the same range of services on a regular basis, giving them freedom to become active members of the community. For those with gainful employment whose schedules cannot be served by the Maui Bus or who do not meet the restrictions of its complementary paratransit service, MEO is their key link to remaining employed.

MEO has also enabled families of non-independent elderly to continue their productive lives as opposed to being housebound caregivers. Through a common objective of helping families stay and live together, MEO provides transportation to adult daycare centers throughout the County.

Children increase their chance of success at school by assuring their participation in Head Start programs through MEO's reliable transportation. Public school children of similar family groups are able to take advantage of after-school activities managed by various community agencies throughout the County, thanks to transportation by MEO.

The shuttle service operated by MEO and accessible from low-income housing areas facilitates the mobility of residents who could least afford personal transportation. Because of this service, these residents are able to become more self-sufficient, increasing their chance of transitioning to a more sustainable lifestyle.



MEO recognizes the hardships encountered by low-income and other disadvantaged individuals and families and seeks input from those populations when reviewing and modifying services to meet their needs. The numbers of the low-income, disadvantaged, elderly, youth, and persons with disabilities have increased substantially over the past years. There are many reasons, but one of the primary reasons is the onset of the aging of the “baby-boom” generation, coupled with the economic downturn with its attendant unemployment, high housing/rental costs, and unavailable child care.

Transportation is one of the highest priority needs identified in Maui County by the survey conducted for the Focus Maui Nui report. MEO Transportation proposes to continue meeting this need through a combination of on-demand, fixed route, and fixed schedule systems. Routes include both on and off the main highway, curb-to-curb, and/or door-to-door service. The vehicles to be purchased with these funds will go far toward ensuring those most in need of transportation services have access to them.

Additionally, MEO will continue to provide information to clients on routes, pick-up points, street locations, pick-up times, and donation policy to those who call regarding special needs transportation. In some cases, and due to the type of vehicles at MEO transportation, MEO serves as the primary provider of non-emergency medical transportation on the three islands. MEO has also been instrumental in helping Maui Memorial Medical Center alleviate room shortages by transporting non-critical patients to long-term care facilities such as Hale Makua or to Kula Sanatorium. In some cases, patients are transported home when they elect to remain close with family members. MEO has the capability of providing gurney transportation as needed. All MEO Drivers are required to assist clients boarding and alighting, and to carry packages for the elderly and disabled to ensure their safe travels.

MEO further offers different levels of service in each isolated area such as Molokai, Lanai and Hana. On the island of Molokai, MEO has a lead driver/manager as well as a branch director. On Lanai, MEO has two buses and two drivers, while Hana is now served by three vans and four drivers to address the much needed dialysis transportation as well as increased shopping/medical trips to Central Maui. MEO’s three-island service area is characterized by isolated rural communities with high service cost due to increased travel time, and rapid wear and tear of equipment brought about by long distances and generally substandard road conditions. These minivans will go far toward ensuring vehicles can get in and out of all areas safely. The 77-passenger bus will ensure that large groups can be transported with one vehicle and one driver, in many cases, which will ensure service is provided efficiently and effectively.

**2. The applicant shall provide a projected annual timeline for accomplishing the results or outcomes of the service:**

In the first month after these funds are awarded/released, MEO will publish a request for bids for these vehicles. By the second month, the vendor will be selected, the order placed, and the down payment delivered. Delivery of the minivans is expected within six months of the order, and the bus is expected within ten months. The vehicles will be placed into service within one month of receipt following inspection, installation of the communication equipment, and application of the decals.



**3. The applicant shall describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results:**

MEO has a written plan to ensure quality, including procedures that ensure its services are provided in conformance with all federal, state, and county requirements, as well as the requirements of this RFP. MEO will apply similar quality standards to the purchase of the requested vehicles.

Quality Assurance (QA) begins with the formation of the Proposal Analysis Work Group (PAWG). This group is called together when a program director finds or is informed of a possible funding source. The director fills out a Grant Review form which documents the requirements of the funding source, what gaps in service will be addressed, and whether or not it fits within the agency's mission, etc. The Chief Executive Officer (CEO) and Chief Programs Officer (CPO) then review the form and, if it is determined a good fit for the agency, they may call a PAWG meeting which also includes the Chief Financial Officer (CFO), the program director who issued the PAWG, any appropriate program staff, and the grant writer.

The funding opportunity is reviewed by the team to determine who will be involved with its implementation, staffing and space requirements, and how much funding should be sought, etc. The meeting also allows MEO to allocate tasks for completion of the funding proposal and to establish mechanisms to monitor the proposal process through submission. This process allows all persons implementing the program to understand fundamentally what is planned and expected.

While awaiting a decision after applications are submitted, MEO continuously seeks additional sources of funds to assure the continuation of services. MEO also continues to monitor the needs of the community as expressed in various community wide events such as budget hearings and senior meetings, and with annual surveys.

Once MEO is awarded funds for a project, the funding letter, contract, and requirements are distributed to the implementing departments, as well as fiscal and executive staff who review the requirements and meet to determine the next steps in program implementation.

Resources needed and authorized for the project, such as new-hires, equipment, or supplies are obtained. Criteria and qualifications are developed in accordance with the proposal and contract. Monitoring and tracking systems designed in the proposal are put in place, and outreach activities and education programs are implemented. Employees and the community are informed of the project through internal meetings, community and networking meetings, media distribution, and PSA's.

All programs gather documentation daily; in this case, Transportation Department personnel will document every step of the purchasing process to ensure all requirements are met. All files are locked for confidentiality and electronic files are backed up at the close of each business day. Weekly executive and departmental staff meetings are held where progress notes are shared,



challenges revealed, resolutions to the challenges are discussed, and recommendations are made for resolving the challenges.

Monthly fiscal meetings are held to compare program goals and budgetary expenses to determine whether the program is meeting its targets and where budget modifications can be determined. These meetings include the CPO and CFO, program directors, and line staff managing the programs. This provides an opportunity for program people to understand how the funds relate to the program and for the fiscal people to see how the program relates to the funding, as well as for the executive staff to monitor overall program effectiveness and financial responsibility. These also provide multiple opportunities to identify and resolve problems in a timely manner.

Monthly/quarterly statistical and narrative reports are prepared by the responsible program staff, then reviewed by their supervisors and department director. These reports are analyzed and reviewed by the CPO to ensure accuracy and consistency and are only signed by the CEO after approval by the CPO.

All monthly/quarterly reports are assembled for a report to the Program and Evaluation Committee (P&E) of MEO's Board of Directors (BOD). The P&E committee meets quarterly. The committee reviews the program goals, along with the narratives and receives the CPO's plan of action for improvement if goals have not been met. The P&E committee must recommend approval by the full BOD at their next meeting.

All new BOD members of the agency are required to sit on the P&E committee to learn the depth and breadth of all MEO programs. A verbal report is given to the BOD by the P&E chair along with the minutes of the P&E committee meeting. Opportunities for questions or clarification are given to board members prior to adoption of a motion accepting the reports as submitted.

This QA plan is designed to identify potential missed goals immediately and to develop a plan of action to remediate and correct any ineffective activities or other problems that may arise in the implementation of the programs. MEO also has a four year strategic plan. A quarterly progress report is completed by every director and then reviewed by the CPO. The annual report of progress on the strategic plan is prepared, then reviewed by the P&E committee. Each year's implementation plan is reviewed and approved by the P&E committee and recommended to the full board for approval.

Annually, and/or upon exiting from any program, clients are asked to complete a satisfaction survey. This form provides clients with an opportunity to rate the quality and completeness of the services they received and to make recommendations about improvements or state other areas of need. Surveys are compiled and their results are turned into the CPO and CEO for review. These are used to improve services and to identify unmet needs. Surveys are filed in the department files and are referenced regularly for various funding proposals, community gatherings, and testimony regarding the efficacy of MEO programs and services. Several residents from all walks of life serve on MEO's advisory committees who provide feedback, needs assessments, and recommend service requirements as well as community responses to MEO's various programs.



Program success exists on multiple levels all of which MEO seeks to attain fully.

- First, has the program met its contractual obligations and requirements?
- Has the program met the statistical goals, e.g. number of clients as specified in the proposal?
- Has the program been implemented in accordance with the funds received?
- Is the client on a path towards self-sufficiency?
- Has the program remediated some need in the community?

If the answer to all of these questions is yes, then we have succeeded.

Under the direction of the MEO Human Resources Department, all department directors receive periodic training in staff evaluation, leadership, and communication to aid in quality control. The MEO staff evaluation process is based on the most current principles of the American Management Association, and staff performance is evaluated against written job descriptions. A key part of the evaluation is the opportunity for an employee to improve personally and professionally. If any deficiencies are identified, a timeline is established for performance improvement and as a baseline for future evaluation.

MEO believes individual development is critical to agency success. MEO provides college educational assistance (tuition and books) to employees seeking to enhance competency in a current position if they receive a B or better in the class. MEO also provides support to all MEO staff who wish to take non-credit courses to update their skills.

MEO provides its supervisors with regular training opportunities provided by both in-house and consultant trainers. The MEO motto, “*Helping People. Changing Lives.*” also means offering a variety of training opportunities to its staff. MEO believes individual development is critical to agency success and the quality of services provided. Several senior staff members are graduates of *The Pacific Institute*, a world-renowned, self-development course conducted by Lou Tice and a team of trained facilitators. The chart below outlines a sampling of MEO training opportunities.

Training	Purpose	Participants
Educational Assistance	To enhance competency in current position	Staff who receive a B or better
Non-Credited Courses	To update skills	All staff
Safety Awareness	Occupational Health and Safety regulations	All staff
Driver Improvement Training	Department of Transportation Regulations	All Commercial Drivers
Computer Training	Update skills and learn new programs	All PC users
Supervisor Training series	Information sharing, policy training, enhance competencies and groom new supervisors	All senior staff, program assistants, and frontline supervisors



MEO staff members also receive multiple individual incentives to provide quality service. Each month staff members are recognized for excellent client services by peers, clients, or community members. The following are examples of MEO employee recognition and team building activities.

Recognition and Activities	Purpose	Eligible Participants	Reward
Service Awards	Acknowledge employees who have worked 3, 5, 10, 15 and 20+ years	All Employees	Monetary
Cash for No Crash	Acknowledge professional drivers who are accident free	All Commercial Bus Drivers	Monetary
Driver of the Year	Acknowledge a driver who exceeded the standard.	All Commercial Bus Drivers	Monetary
Safety Contest	Safety and Health awareness	All Employees	Monetary
Excellent Client Service Award	Acknowledge outstanding client service	All Employees	CEO Thank you letter and public recognition
Employee of the Month	Peer recognition of employee excellence.	All Employees	Monetary, public recognition and a paid
Spirit Day	Team Building and fun	All Employees	Monetary and fun
Employee Assistance Program	Provide free confidential counseling for employees and their families.	All Employees	Mental and emotional health
Staff Retreats	Team Building, strategic planning and fun	Various departments	Team Building and strategic plans
Executive Staff/Senior Staff meetings	Information sharing and problem solving	Executive and Senior Staff	Team Building, united leadership
Department and General staff meetings	Information sharing and employee recognition	All Employees	Team Building, information sharing.

Throughout every step of the purchase of these vehicles, and guided by the principles outlined above, MEO's well-trained staff will diligently adhere to all federal, state, and local purchasing requirements. Staff will continually monitor the progress of the manufacturer to ensure the vehicle specifications are met and that delivery will be on time.

**4. The applicant shall list the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.**

The success of this purchase will be determined by the successful receipt of the vehicles which meet the specifications ordered, with an effort to ensure the vehicles are received on time and within budget. MEO can also measure and report the number of trips provided with these vehicles monthly, quarterly, and annually, if requested.

MEO serves all areas of the County, including rural and isolated areas outside of the primary population centers. MEO records every trip, including both pickup and destination points. Although all of Maui County is designated either rural or isolated, there are areas such as Hana, Keanae, Molokai, Lanai, etc. which are outside the primary population centers and more isolated than others. In addition, some medical centers and passengers' homes are inaccessible with MEO's current fleet, so the effectiveness of these purchases can also be measured by the number of additional origins and destinations that can be accessed after the vehicles are placed into service.

MEO Transportation tracks the following information for each trip provided: vehicle used, miles traveled, origin, destination, funding source, type of mobility assistance needed, whether an attendant is required, and other information necessary to ensure each individual is transported safely and efficiently. This information is compiled in a database of information collected by the reservationists and in daily trip logs recorded by the drivers. MEO also records any incidents that may occur in the delivery of services, records all passenger comments, and collects feedback from passengers through annual client satisfaction surveys. All of this information is available for review upon request.

### **III. Financial**

#### **Budget**

**1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.**

See attached.

**2. The applicant shall provide its anticipated quarterly funding requirements for the fiscal year 2012-1013.**



Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
68,500	0	93,000	112,500	274,000

This assumes 25% down for each vehicle in Quarter 1, the balance due for the vans upon their receipt in Quarter 3, and the balance due for the bus when it is received in Quarter 4.

**3. The applicant shall provide a listing of all other sources of funding that they are trying to obtain for fiscal year 2012-2013.**

MEO continues to apply to federal, state, local, and private sources as funds are available to ensure its fleet of vehicles remains safe, efficient, and effective and that the quality of service will not be compromised due to undependable aging vehicles.

## **IV. Experience and Capability**

### **A. Necessary Skills and Experience**

MEO has been providing transportation for residents of Maui County since 1969. During that time MEO has contracted with federal, state, county, and private funders to provide a wide array of services to passengers from all walks of life, including seniors, persons with disabilities, youth, veterans, low-income individuals, and many others.

MEO's current Transportation Director has been involved in and responsible for the purchase of MEO vehicles since 2004. MEO's Automotive Technician Supervisor has served in that capacity for over ten years and has been directly involved in preparing the specifications for the vehicles and ensuring vehicles meet those specifications upon receipt. Whenever possible, MEO staff standardize the various components throughout the fleet to increase efficiency of maintenance. In addition, MEO staff have extensive experience in the competitive bidding process, ensuring all stages of the acquisition of vehicles meet or exceed the funders' standards.

MEO has been providing specialized transportation services for the County of Maui since the inception of the transportation program in 1969. MEO also has extensive experience providing services for various public and private entities. Currently MEO serves as an authorized provider for Medicaid transportation in Maui County and provides both wheelchair and gurney nonemergency transportation for Maui Memorial Medical Center. MEO also provides transportation for the Head Start program which carries with it extensive safety requirements. MEO has developed extensive skills in identifying the requirements for each type of transportation, developing specifications for purchases that meet those requirements, and inspecting each vehicle carefully to ensure all service and safety measures are included. In addition, MEO has an extensive maintenance program and driver trainer program to ensure the vehicles are well cared for and operated within the standards of all funding sources. MEO's entire fleet, regardless of the type of vehicle, has safety belts for each passenger, including every child and their special securement standards.



## B. Facilities

Maui Economic Opportunity, Inc. has POPs (Points of Presence) in Kaunakakai on Molokai, Lanai City on Lanai, and Lahaina, Hana, and Kahului on Maui, with its main Administration Office in Wailuku on Maui. Transportation base operations are located in Kahului, Maui with branch operations in Hana, Kaunakakai (Molokai), and Lanai City. MEO also operates its own vehicle repair facility in Kahului, Maui.

MEO's maintenance facility currently consists of five service bays located on Alamaha Street in Wailuku, HI in a light industrial area less than one mile from the base yard that houses transportation administrative and operations staff and a secured vehicle storage facility. MEO is able to perform all maintenance required to keep the fleet running with the exception of wheel alignment and body work, which are subbed out. Equipment on hand includes three portable column lifts, each capable of lifting the largest of the fleet vehicles, tire changer, wheel balancer, brake lathe, hydraulic press, AC machine, plasma cutter, arc welder, air compressor for air tools, fluids for service (engine oil and transmission fluid) metered through digital dispensers, all current diagnostic tools and software for the fleet (International, Ford, GM, Dodge), transmission testers, breakout boxes (for electronics component testing), jacks, etc.

MEO's vehicle storage facility consists of 3.5 acres of state-owned property centrally located on Kane Street adjacent to the new Maui Community College dormitories and in the vicinity of the Queen Ka'ahumanu Shopping Center. Also located on this site are a building that houses MEO's transportation administration and operations personnel, and buildings that serve as a training room for transportation staff, and storage that houses wheelchairs and gurneys for passengers. The site has ample room for parking buses and includes a vehicle wash station. The site is fenced and is secured when no transportation personnel are present.

MEO currently has vehicles and drivers stationed in the Lahaina area which allows west-side transportation to continue even when the Pali is closed. Services currently being provided in that area are to dialysis, senior nutrition sites, day care, and shopping shuttles into Lahaina. Vehicles are currently stored in a fenced area at the West Maui Senior Center.

MEO's transportation success lies in its ability to coordinate and respond immediately to various situations encountered, ensuring safe, efficient, and timely delivery of needed services, and the radio system provides the backbone. MEO's transportation service is dispersed throughout the island of Maui and the radios available in each MEO passenger vehicle provide clear voice communications within all areas. MEO currently utilizes the Harmer Communications LTR-Net radio system for air time. The system has main sites at Puu Namau, at the 6,984 foot level of Haleakala, and another main site at Waiakeakua Peak on the island of Lanai at the 3,250 foot level. Both systems provide excellent and seamless coverage through the central, upcountry, south and west Maui regions.

Because it is a trunking system where radios automatically switch to the most appropriate repeater, service remains constant, even where many cell phones fail, such as the Pali area on the road to Lahaina. The system allows communication from vehicle to vehicle and between vehicles and the dispatch office, as well as with supervisors who carry hand-held portables and



monitor transmissions throughout the day. Maintenance personnel, dispatchers, drivers, and supervisors use a separate radio channel for any non-public information that needs to be transmitted.

In addition, the text screens mounted in each vehicle provide a means for dispatchers to text information to drivers real-time without requiring drivers to handle the radio or use cell phones, which increases efficiency and safety. The protocol and instruction for operation of this equipment is outlined in the MEO Driver Manual.

Recently the Shah Transportation Manager software upgrade was implemented, which includes a touchscreen mounted in each vehicle that allows dispatchers and supervisors to provide real-time information to each driver. Drivers have the capacity to record boardings, mileage, fares, and other information all with that one device. MEO also uses Shah Transportation Manager web-based dispatching/scheduling software to ensure services are scheduled and provided efficiently and effectively. The radio system also services as an Automatic Vehicle Locator (GPS) which allows dispatchers to track the location of vehicles via a live map at their work station, aiding in making last-minute adjustments to passenger pickups and dropoffs to increase efficiency or respond to emergencies when necessary.

MEO's facilities are classified as "Places of Public Accommodation" under the Americans with Disabilities Act (ADA). Along with its equipment and fleet, MEO Transportation facilities are in full compliance with Federal ADA (American with Disabilities Act) requirements, as well as Federal Transit Administration safety-related requirements on its vehicles as administered by the State of Hawaii Department of Transportation. MEO Transportation has passed each and every unannounced visit by the Maui-based DOT vehicle inspector.

## **V. Personnel: Project Organization and Staffing**

### **A. Proposed Staffing, Staff Qualifications, Supervision and Training –**

**The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.**

#### **Transportation Director**

MEO's Transportation Director previously served as the Operations Manager of the program for eight years, after spending two years as a MEO driver (Passenger Assistance Technician). He has directed the planning, scheduling, dispatching, billing, program reporting, and outlying branch operations, and overseen the daily operations of the safety department, automotive maintenance shop, vehicle procurement, and building and facilities maintenance. Prior to his tenure with MEO he was a career Air Force officer and served as a pilot following his stint as an Operations Officer responsible for managing aircraft scheduling, aircrew certification and training, flying safety and operations, and administration. This military experience directly relates to the qualifications needed to excel as MEO's Transportation Director.



### **Maintenance Personnel**

MEO has four Automotive Technicians and one Assistant who are responsible for the fleet of vehicles used in providing all contracts for service for MEO, one of those serving as the Automotive Technician Supervisor. All MEO transportation maintenance employee conduct is governed under the MEO Employee Handbook umbrella which contains specific MEO Transportation House Rules. Guidelines for facility and fleet maintenance, accident and safety-related reporting, and drug/alcohol procedures are also included in the MEO Employee Handbook.

The MEO Automotive Technician Supervisor carries all the necessary certifications and all of the other Technicians carry one or more. The following is a summary of those certifications held by the existing MEO Automotive Technician Supervisor.

#### ASE Master School Bus Technician

Includes: Body Systems & Spec Equipment  
Diesel Engines  
Drive Train  
Brakes  
Suspension and Steering  
Electrical/Electronic Systems  
Air Conditioning Systems

#### ASE Master Medium/Heavy Truck Technician

Includes: Gasoline Engines  
Diesel Engines  
Drive Train  
Brakes  
Suspension and Steering  
Electrical/Electronic Systems  
Heating, Ventilation, and A/C  
Preventive Maintenance Inspection

#### ASE Master Automobile Technician

Includes: Engine Repair  
Automotive Trans/Transaxle  
Manual Drive Train and Axles  
Suspension and Steering  
Brakes  
Electrical/Electronic Systems  
Heating and Air Conditioning  
Engine Performance

Advanced Brake Training - International Truck and Engine Corporation 2006 Air System Brake Training

ATG Ford 6.0L & 7.3L Direct Injection Diesels Diagnosis and Repair

GM 6.6 Liter Duramax Diesel Electronic Engine System

GM EL-2 Advanced Electrical Principles -- Electronic and Transistor Operation

GM EL-1 Electrical Principles – Battery, Alternator and Circuit Testing

Tech II (GM Diagnostics)



#### ACDelco Service Training

Includes: General Motors On-Board Diagnostics II  
Intermediate Automotive Electrical  
General Motors Service Programming System  
Air Conditioning Controls

Ricon Wheelchair Lifts and Accessories S & K Series

Standard Motor Products Professional Technician Rapid Component Diagnostics

Telma Maintenance and Troubleshooting Training

In addition, the Automotive Technician Supervisor also has a current Hawaii CDL type B license with a Passenger endorsement.

Three of the Automotive Technicians hold CDL type B's with passenger endorsement and two have the additional school bus endorsement. This provides them a unique understanding of how the mechanics of the vehicles relates to their operation and thus the service provided. In addition to the individual Automotive Technician certifications, MEO is an authorized service center for Ricon lifts and Penntax alternators, and the Automotive Technicians have training in GM Fleet Service.

MEO strongly believes in staff development and has provided opportunities for staff who desire additional training at every level. Every year all of MEO's Automotive Technicians participate in additional training and certification activities to keep pace with industry standards.

#### **Driver Personnel**

The training program at MEO for drivers is extensive and ongoing. Evidence of that are the many training and policy and procedure manuals developed by MEO that are followed diligently. MEO's Safety and Health Manual includes information on Accident Reporting, Hazard Communication, and Bloodborne Pathogens, all directly applicable to the transportation program. In addition, it includes detailed documentation on Fleet Safety, including Fleet Safety Guidelines, Accident Reporting and Investigation, Preventative Maintenance, Vehicle Inspection, Fleet Safety Rules, and Inspection Records/Forms. All staff consistently receive initial as well as ongoing training in these areas to ensure safety remains the top priority for all programs, especially as transportation is provided for some of our most vulnerable residents.

MEO takes very seriously its obligation to ensure drivers and other staff are trained appropriately. In addition to the Safety and Training Manual, MEO also provides training to drivers as identified in its Driver Manual which includes Defensive Driving Requirements, Emergency Driving Procedures, Passenger Relations, and Two-Way Radio Procedures. Other topics covered in this manual are Causes of Accidents, Vehicle Pre-Check Inspections, Driving at Night, Passenger Injuries/Illness, Passenger Complaints, Passengers with Personal Assistive Devices (crutches, canes, walkers, braces, artificial limbs), Passengers in Wheelchairs, and Radio Procedures, to name a few. Updates of most training components are required annually for every driver.

MEO maintains a computerized system for tracking driver participation in required trainings to ensure drivers are maintaining compliance with State/Federal DOT Requirements. This system provides a method to track required updates such as driving abstracts, license renewal, criminal



background checks, and medical examiner's certificates so they are renewed or completed before their expiration date. It also documents participation in child safety restraint training, seatbelt cutter training, fire extinguisher training, emergency evacuation training, mandated reporters training, wheelchair safety training, CPR/First Aid certification, drug and alcohol abuse program training, and PASS Passenger Service and Safety Certification, which includes driver sensitivity training, and safety and security training for disabled passengers. MEO also tracks the state-approved Driver Improvement Program (DIP) participation through an electronic DIP Log that tracks the major areas of training required for all drivers, as well as videos on various topics that are rotated annually.

All transportation positions initially require passing the DOT physical, providing a negative drug test, and a clear traffic and criminal abstract, all of which are updated as needed throughout employment. All safety sensitive transportation employees (drivers, dispatchers, supervisors, managers, maintenance personnel, etc.) are also randomly selected for drug testing at any time during their employment. MEO has a well-developed Substance Abuse program that meets FTA requirements. Testing is administered by a certified Medical Review Officer (MRO), and at all times of the day or night. All testing procedures are confidential and records are retained only by the Human Resources Director.

MEO has six transportation managers and supervisors who have received certification for the nationally accepted Passenger Service and Safety (PASS) (three are trainers), and two certified trainers for the USDOT Paratransit Operators and Bus Operators Courses. Four transportation supervisors also completed a 10-week virtual training course designed for ADA Complementary Paratransit Managers. This ensures trainers and supervisors have in-depth knowledge of ADA requirements, various disabilities (e.g. hearing impairments, speech disorders, cognitive disabilities, alzheimer's, stroke, cerebral palsy, mental illness, autism, brain injury, etc.), mobility devices, lift operating procedures, and many other topics so they are teaching "best practices" as they conduct ADA training and driver supervision throughout the year.

Drivers are issued their own personal copy of the Federal Motor Carrier Safety Regulations annually and receive training in any significant changes to those requirements as they occur. Participation with the National Safety Council also ensures MEO's safety and training programs are up to date and in compliance with OSHA and other regulatory agencies.

To encourage and support safe driving, MEO also sponsors Safety Incentive programs. Cash for No Crash is designed to promote MEO's commitment to providing a safe and healthy work environment and an accident free/incident free workplace. Drivers who log at least 400 hours in a calendar year and are accident/incident free are entitled to monetary awards, with amounts varying depending on the number of hours spent driving a company vehicle for company business. Bonuses are awarded for consecutive years of accident/incident free transportation service.

Additional recognition and a monetary award are given to the Driver of the Year, selected from among those who drive a company vehicle at least 800 hours in a calendar year, have no accidents/incidents during the past three years, and exhibit other qualities as outlined in the



Driver of the Year criteria. Both of these programs increase the safety of operations and reward drivers who go out of their way to provide excellent service.

Passengers acknowledge the highly trained MEO drivers. As one passenger put it, “The MEO transportation staff and drivers have become my extended ‘ohana. It is their willingness to serve us that uplifts and strengthens us. They give us hope, when at times in our lives, we are just struggling to stay alive.” MEO’s training program delivers experienced, professional, and compassionate drivers who create an uplifting and life sustaining environment, and are a movable force toward a higher quality of life on Maui. MEO extends its training and safety practices above and beyond requirements and it shows.

### **Supervisory Personnel**

MEO Transportation Supervisors and Managers have management experience and extensive knowledge of transportation operations systems and personnel in order to maintain safe, reliable service. Those positions include the Transportation Director, Operations Administrative Manager, Operations Services Manager, Quality Assurance Specialist, Driver Trainer/Safety Supervisor, Driver Trainer/Safety Specialist, and the Driver Supervisors.

MEO can demonstrate many areas of expertise among supervisory staff within MEO’s Transportation Department. For example, MEO’s transportation trainers have provided instruction for 155 CDL hopefuls, of which 144 passed. Three of MEO’s Transportation Department supervisory personnel have been certified to teach Community Transportation Association of America (CTAA)’s Passenger Service and Safety curriculum, the industry standard for skill and sensitivity in providing specialized transportation services.

Current MEO Transportation Department Managers, Supervisors, and Trainers are also certified in other transportation areas such as:

- TMA’s Teaching Passenger Assistance Techniques
- USDOT Paratransit Operator Training Course Instructor
- USDOT Bus Operator Training Instructor
- USDOT Transit Bus System Safety
- Certified Professional Dispatcher
- Bus Collision Investigation
- Comprehensive Safety Analysis
- Professional Standards for Tour/Driver Guides
- OSHA General Industry Safety & Health Training (30 hrs)
- FTA Drug & Alcohol Reasonable Suspicion Supervisor Training
- Safety & Security Manager

Supervisory personnel have also completed the following additional training:

- Workplace Conflict: Preventing and Resolving it Using Emotional Intelligence
- Managing and Resolving Workplace Conflict
- Leading with Emotional Intelligence
- Medicare Fraud and Abuse
- Manage Emotions and Stress in Customer Service
- Discover Your Strengths and Unique Work Style



Managing Emotions Under Pressure  
Mediation Services  
Handling Difficult Customers With Ease  
Performance Coaching: Give Feedback that Motivates not Deflates  
Workplace Communication Skills  
What's My Work Style? Leadership Style? Communication Style?  
Situational Leadership for Managers  
7 Habits for Managers  
How to Handle Difficult Questions for Supervisors  
Job Description Development and Utilization

All of the skills gained through these types of training provide additional expertise to handle customers appropriately and provide a positive work environment that ultimately results in better overall transportation service to the community.

MEO not only has a culture of employee development, and policies that support advancement of employees within the organization, but the emphasis on training is significant. The following is a list of training programs drivers and other Transportation Department employees participated in during a recent nine month period.

Fundamentals of Bus Collision Investigation  
Intermediate Problems in Bus Collision Investigation  
Transit Bus System Safety  
HI Transportation Association Comprehensive Safety Analysis 2010  
Aloha Hawaii School Bus Maintenance and New Technology Forum  
Substance Abuse Awareness and Prevention in the Workplace  
Alcohol and Drug Testing – Training and Awareness  
School Bus Evacuation Training  
Driver Improvement Program (DIP) Training  
Ferno Model 28-Z PROFlexx Gurney Training  
Harassment Education and Prevention  
Solo Client Tie Down Securement  
Multiple Microsoft Office Workshops  
Guidelines for Mandated Reports Vulnerable Adult Abuse and Neglect  
Guidelines for Reporting Suspected Child Abuse or Neglect  
Child Protective Services, Adult Protective Services Training  
Bloodborne Pathogens  
Fire Extinguisher Training  
ADA Tie Down Securement/Wheelchair Training  
Wheelchair Safety Belt  
Seat Belt Cutter  
First Aid/CPR  
Federal Motor Carrier Safety Regulations (individual copies to drivers)  
Health Insurance Portability and Accountability Act (HIPPA)  
Back Fitness Training  
Forklift Training



- Traffic Violations
- Fixed Objects
- Vehicle Inspection
- Accident Procedures
- Seeing Hazards
- Using Your Mirrors
- Driving Techniques
- City Driving
- Emergency Maneuvers
- Left turn, Right turn, Intersection
- Speed/Space Management

MEO has in-house trainers for many of these courses, including CPR/First Aid. This list grows considerably each month as more and more training occurs. All of this demonstrates how serious MEO is about training employees to provide the best possible specialized transportation service.

It is obvious that the extent of MEO's supervision and training policies will ensure that these vehicles will be well cared for, both by the drivers and by the maintenance personnel, under the supervision of MEO Transportation managers and supervisors.

#### **B. Organization Chart**

**The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organizational chart that illustrates the placement of this request.**

Although this request is not for operating funds, MEO is providing organization charts for both the Transportation Department and the agency to demonstrate how the Transportation Department is structured and how it fits within the structure of the entire agency.

The Transportation Department is the largest of the five MEO program services departments. The Transportation Director is supervised by and reports to MEO's Chief Programs Officer (CPO), who is an officer of the corporation on the level with the Chief Financial Officer. The CPO as well as all other officers report to the Chief Executive Officer, who reports to the Board of Directors.

The Organizational Chart also shows the management and supervisory structure of MEO branch offices on Molokai and Lanai, where transportation services are provided in addition to those on Maui. The organizational chart of the Transportation Department shows that the neighbor islands of Molokai and Lanai operate independently from the Maui Transportation Department. The transportation services on Molokai are managed and supervised by the driver supervisor who reports to the Director of Molokai MEO. The Lanai Branch Manager manages and supervises the drivers on Lanai.

Despite the size of MEO (approx. 245 employees), this structure has proven to be efficient and effective as witnessed by MEO consistently achieving and more often than not, exceeding its program goals and objectives. This structure also resulted in MEO receiving the distinction of



being one of four Community Action Agencies across the nation to be certified in 2003 as an Agency of Excellence. Ten rigorous Standards of Excellence were not only achieved, but surpassed. MEO maintains this designation today.

## **VI. Other**

### **A. Litigation**

**The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgment. If applicable, please explain.**

MEO is neither a defendant nor a plaintiff in any pending litigation and does not have any outstanding judgments.

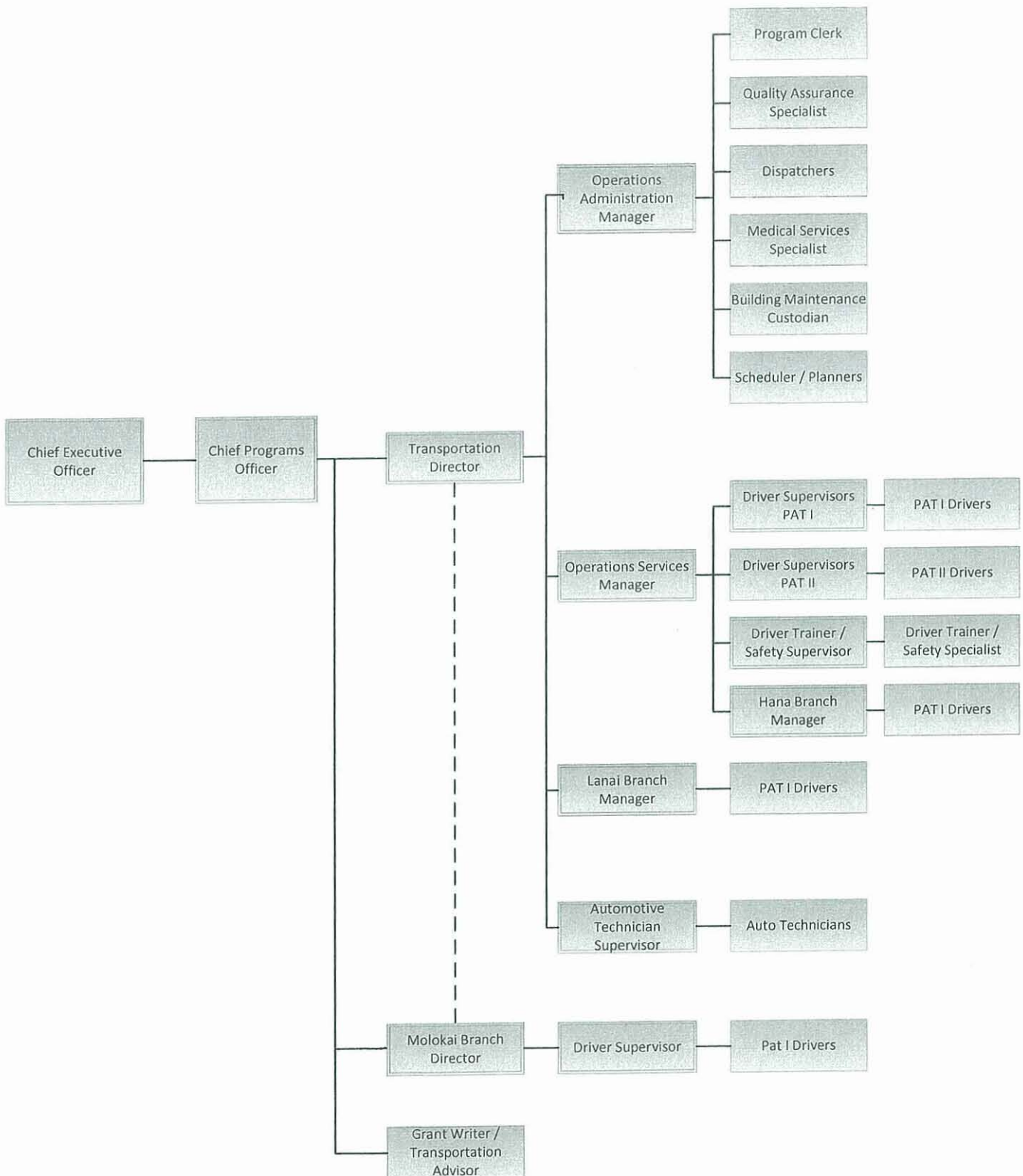
### **B. Licensure or Accreditation**

**Specify any special qualifications, including but not limited to licensure or accreditation that applicant possesses relevant to this request.**

MEO holds a Certificate of Public Convenience and Necessity issued by the Public Utilities Commission State of Hawaii License #4575-C. This enables MEO to transport ambulatory and non-ambulatory persons in the County of Maui.

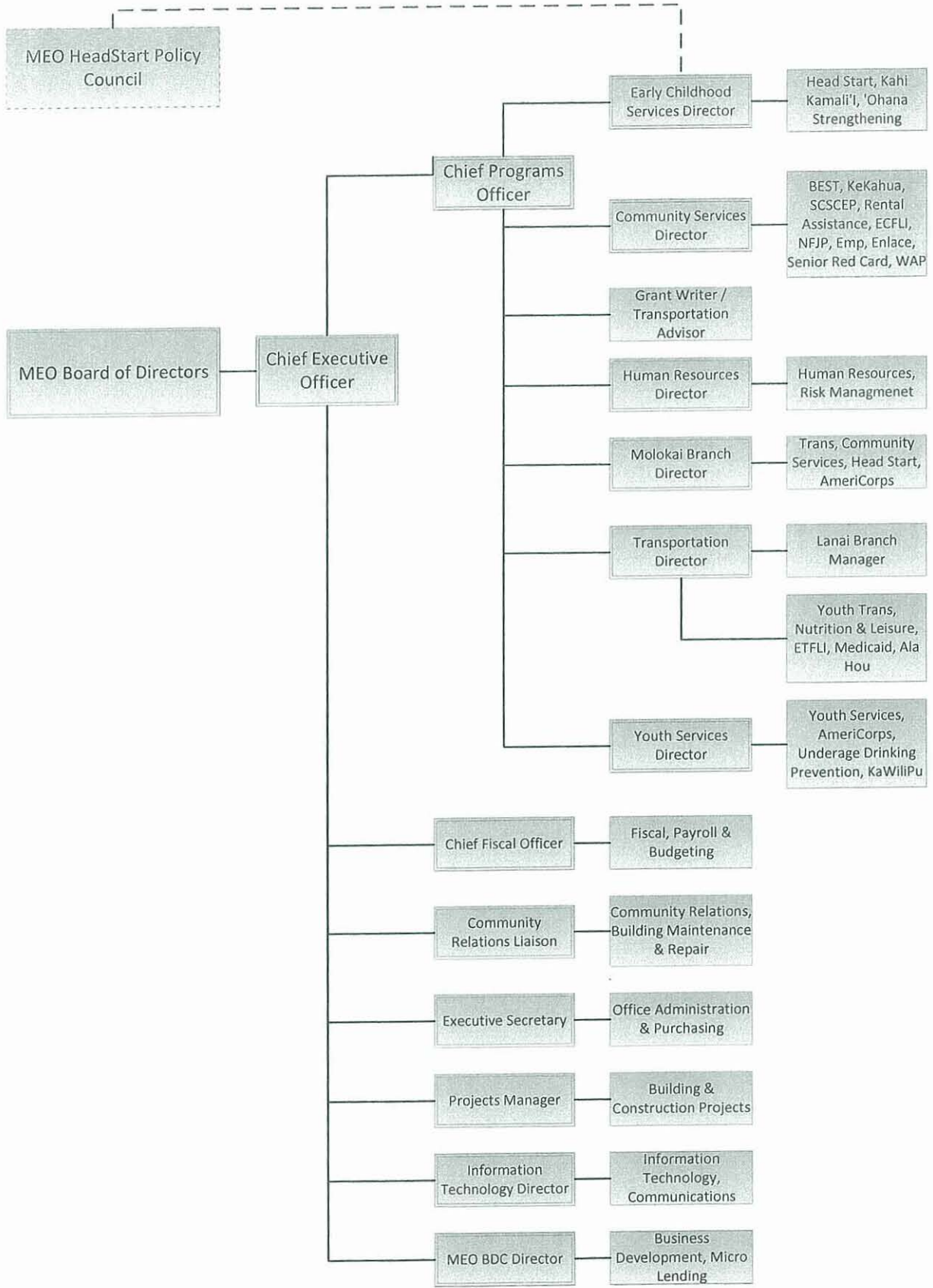


# Transportation Organizational Chart






# MEO Organizational Chart





**BUDGET REQUEST BY SOURCE OF FUNDS**  
(Period: July 1, 2012 to June 30, 2013)

Applicant: Maui Economic Opportunity, Inc.

BUDGET CATEGORIES	Total State Funds Requested			
	(a)	(b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST				
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES	274,000			
E. CAPITAL				
<b>TOTAL (A+B+C+D+E)</b>	<b>274,000</b>			
<b>SOURCES OF FUNDING</b>	(a) Total State Funds Requested	274,000	Budget Prepared By:	
	(b)		Debbie Lorenzo (808) 249-2990	
	(c)		Name (Please type or print) Phone	
	(d)		Signature of Authorized Official  Date 01/20/12	
<b>TOTAL BUDGET</b>	<b>274,000</b>	Lyn McNeff, Chief Executive Officer Name and Title (Please type or print)		



## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: Maui Economic Opportunity, Inc

Period: July 1, 2012 to June 30, 2013

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
77-passenger Integrated Conventional School Bus	1	150,000	150,000	150,000
Toyota Sienna Minivan-with two rear-entry wheelchair positions or 4-7 ambulatory positions	2	62,000	124,000	124,000
<b>TOTAL:</b>	<b>3</b>		<b>274,000</b>	<b>274,000</b>
JUSTIFICATION/COMMENTS:				



**DECLARATION STATEMENT  
APPLICANTS FOR GRANTS AND SUBSIDIES  
CHAPTER 42F, HAWAII REVISED STATUTES**

The undersigned authorized representative of the applicant acknowledges that said applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to section 42F-103, Hawaii Revised Statutes:

- (1) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;
- (2) Comply with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
- (3) Agree not to use state funds for entertainment or lobbying activities; and
- (4) Allow the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant or subsidy.

In addition, a grant or subsidy may be made to an organization only if the organization:

- (1) Is incorporated under the laws of the State; and
- (2) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.

Further, a grant or subsidy may be awarded to a non-profit organization only if the organization:

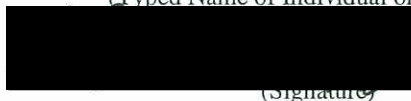
- (1) Has been determined and designated to be a non-profit organization by the Internal Revenue Service; and
- (2) Has a governing board whose members have no material conflict of interest and serve without compensation.

For a grant or subsidy used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant or subsidy used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Maui Economic Opportunity, Inc.

(Typed Name of Individual or Organization)



(Signature)

1/20/12

(Date)

Lyn McNeff, Chief Executive Officer

(Typed Name)

(Title)