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IA-0000000758

Individual Application

Application ID	IA-0000000758	Account	AUW Grants Management
Application Status	Submitted	Contact	Debra Cabebe

ACT 310 - Application for Grants

Legal Name of Requesting Org/Individual	Maui Economic Opportunity, Inc.	DBA	
Type of Business Entity	501 (C)(3) Non-Profit Corporation	Existing Service(Presently in Operation)	Yes
Mailing Address	99 Mahalani Street Wailuku, Hawaii 96793 United States	Amount of State Funds Requested	\$690,000.00
Island	Maui		

Program Overview

Program 1 Overview	See application information relating to history and background of Community Services Block Grant (CSBG) program purpose and information. The number included as "original funding award" represents the amount requested for FY 2026. FY 2025 award was approximately \$884,000. MEO's request to cover CSBG funding has been modified to incorporate only essential funding needs.
Program 2 Overview	
Program 3 Overview	
Department Notes	

Agency Eligibility

Recipient of Terminated Federal Funding	Unsure	Able to Provide Documentation Evidence	Yes
Serves Negatively Impacted Populations	No	Narrative	MEO considers the first day of the government shutdown (first day of the federal fiscal year) to be the first day of potential impacts from federal funding cuts. During the October 1, 2025 to October 24, 2025 time period, the vast majority of federal employees in the office administering the impacted funds were terminated. Please see attached documentation for further details on impact.
Date Funding Stopped	10/1/2025		

Amount of Other Funds Available

State Fund Total Amount	\$0.00	County Fund Total Amount	\$0.00
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Federal Fund Total Amount	\$0.00	Private/Other Fund Total Amount	\$2,731,490.00
Total Amount of State Grants	\$35,364,483.00	Unrestricted Assets	\$3,411,110.00

Contact Person for Matters Involving this Application

Applicant Name	Maggie Batangan	Applicant Title	Chief Administrative Officer
Applicant Phone	(808) 463-6122	Applicant Email	maggie.batangan@meoinc.org

State of Hawaii Eligibility

Organization is Licensed or Accredited	Yes	Nonprofit is a 501c3	Yes
Complies with Anti-Discrimination Laws	Yes	Nonprofit has Governing Board	Yes
Will not Use State Funds for Lobbying	Yes	Is Incorporated Under Laws of State	Yes
Will Allow Access to Audit Records	Yes	Has Bylaws and Policies	Yes

Account Information

Organization Name	Maui Economic Opportunity, Inc.	Organization DBA	
EIN	██████████	Street	99 Mahalani Street
Account Email	debbie.cabebe@meoinc.org	City	Wailuku
Account Phone	(808) 249-2990	State	HI
Website	https://www.meoinc.org	Zip	96793
Mission Statement	The mission of MEO is to strengthen the community while helping people in need restore their hope, empowering them to reach their potential and enrich their lives.		

Point of Contact

Point of Contact First Name	Maggie	Point of Contact Last Name	Batangan
Point of Contact Title	Chief Administrative Officer	Point of Contact Email	maggie.batangan@meoinc.org
Point of Contact Phone	(808) 463-6122		

Leadership

Leadership First Name	Debra	Leadership Last Name	Cabebe
Leadership Title	Chief Executive Officer	Leadership Email	debbie.cabebe@meoinc.org
Leadership Phone	(808) 243-4300		

Background and Summary

Applicant Background	Maui Economic Opportunity, Inc. (MEO) was established on March 22, 1965, with a mission to strengthen the community while helping people in need restore their hope, empowering them to reach their potential, and enrich their lives. Over 60 years, MEO has worked to strengthen families, empower individuals, and build opportunities across all of Maui County - which includes Maui, Moloka'i, and Lāna'i. MEO has been a steadfast partner to many during times of need, including economic recessions, the COVID-19 pandemic, and the August 2023 wildfires.
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MEO consists of five departments: 1) Business Development Center, 2) Community Services, 3) Early Childhood Services, 4) Youth Services, and 5) Transportation Department. All programs are designed with an underlying belief that the ultimate goal for addressing poverty is empowering people to reach self-sufficiency. Through the years, MEO has run cornerstone programs that have had a widespread impact in the community.

MEO is Maui County's designated Community Action Agency (CAA), a network created during the 1960s as part of President Lyndon B. Johnson's "War on Poverty," in which agencies were designed to fight poverty through community-based programs. MEO, similar to other CAAs, is known as being central to implementing anti-poverty initiatives and fostering local empowerment.

The Community Services Block Grant (CSBG) has been the foundation of anti-poverty efforts in Maui County and the core source of funding for administrative and support services since the chartering of MEO. In 2024, approximately \$788,000 of CSBG funding enabled MEO to leverage between \$17.5 million and \$23 million in total resources, allowing it to serve more than 12,500 households and 18,000 individuals, touching the lives of over 54,000 residents across Maui County.

Throughout 60 years CSBG has been a reliable source of foundational funding for MEO. In 2025, for the first time in MEO's history, this funding has been seriously jeopardized at the federal level. The majority of staff within the Office of Community Services (OCS) at Health and Human Services (HHS) at the federal level have been eliminated, which poses a real and imminent threat to the continuation of the program and the distribution of any potential FY 26 funds (if appropriated at all). The President's FY 2026 budget proposed the elimination of CSBG funding. While subsequent versions of the proposed federal budget have included CSBG, the threat of cuts to the appropriation looms as budget negotiations remain uncertain.

Many knowledgeable advocates believe CSBG may be effectively eliminated by dismantling the department administering the program. This would leave MEO with a funding shortfall of approximately \$690,000 over the federal fiscal year. This funding shortfall would directly impact support for service delivery for all of MEO's departments, including Early Childhood Services (Head Start and Kahi Kamali'i Infant Toddler Center); Transportation (The Maui Bus ADA paratransit and Human Services); Youth Services (anti-drug, -alcohol, -bullying, -suicide programs for middle and high schoolers); Business Development Center (micro-grant lending, small business planning classes, credit counseling); Community Services (rental, utility and employment assistance, and support for recently released inmates and kupuna). These departments administer over 20 community programs, including recovery programs following the August 2023 wildfires. The nature of MEO's work requires in-person community outreach, well-maintained and accessible facilities, and mandatory or regulated professional credentialing for staff. The CSBG funds currently cover gaps for these operating expenses. The funds support over 200 staff members and 18 facilities including administrative offices, early childhood education facilities, and branch offices. The \$690,000 from this grant would ensure MEO can continue to offer services to the community with dignity and professionalism.

Funding Request Purpose

The overall goal of this program and funding is to provide administrative and support services to effectively continue to carry out the objectives of the CSBG Community Action program at MEO. In line with this, MEO proposes to use outputs and outcomes that have been used to track the efficacy of programs supported by the CSBG funds. Specific Goals and Objectives are identified below. This includes outputs and outcomes that meet indicators for each goal. The outcomes are measured and tracked through both the number of participants served and the target number of participants to actually complete the outcome. The overall goal of the CSBG Community Action program is that individuals and families with low incomes are stable and achieve economic security. This will be tracked through employment indicators; income and asset building indicators; education indicators; housing indicators; health and social/behavioral development indicators; and civic engagement and community involvement indicators. MEO will provide the following goal, which is achieved through the outputs, outcomes and indicators included in the "outcome" section of this application: Goal 1: Individuals and Families with low incomes are stable and achieve economic security. IMPORTANT NOTE on "Amount of Other Funds Available" portion of application: MEO included the amount of funds actually in agency possession as of 7/31/25 agency reports. This differs from the budgeted or grant awarded amount from each respective funding source for FY25 or FY26, but is a report of available on-hand funding as most funds are distributed on reimbursement basis, resulting in funds not being in agency possession until after expenditure. It should be noted that funds in agency possession from State, Federal, or County are restricted funds for program grants. Agency FY25 Budgeted amounts as of 7/31/25 for the respective categories are as follows: County: \$18,363,009; Federal: \$2,909,190; State: \$11,788,688; Private: \$12,630,771. Unrestricted Assets as of 7/31/25: \$3,411,110. Another item to note is that the amount of State grants received over the past 5 years is inclusive of the TANF and NDWG programs following the 2023 wildfires (approximately \$15.6 million in 2024 and \$11.8 million in 2025), along with federal pass-through grants. MEO was approached to administer these grants, and the funding was used for direct services. The current requested funding would support administrative and fiscal services that help the agency effectively administer relief and recovery programs.

Geographic Coverage Served

The whole of the County of Maui. This includes all zip codes within Maui County. It is important to highlight that MEO serves the rural and remote areas of Hana, Molokai and Lanai, where the company has branch offices that administer programs supported by the CSBG Community Action program funding. CSBG funding is essential to filling funding gaps in these branch offices.

Public Purpose or Need Served

Community Action Agencies (CAAs) and CSBG funding were created to compliment and supplement the work of existing public agencies. In fact, in some jurisdictions CAAs are incorporated into local government. The public purpose of the Community Services Block Grant (CSBG) program at Maui Economic Opportunity

is to provide a wide range of services and activities that alleviate the conditions of poverty and allow low-income families and individuals to attain social and economic self-sufficiency. The funding that this project proposes to replace touches every facet of the organization through fiscal services, administrative support and direct resources across all five departments of MEO. MEO's CSBG Community Action Program serves the public purpose of combating poverty in Maui County and promoting self-sufficiency through locally driven, comprehensive programs that respond to the specific needs of the Maui County community.

Target Population Served

At its core, MEO is a community action agency targeting services to low-income persons and those in need within the Maui County Community. Through the CSBG Community Action Program, MEO conducts a Community Needs Assessment every three years to identify target population and needs. The Community Needs Assessment survey aims to quantify some of the issues relating to poverty in the Maui County community, and to assess potential community-driven solutions for addressing these issues. The most recent Community Needs Assessment was conducted in July, 2025 and identified the following target populations:

Current ALICE — Asset Limited, Income Constrained reports show that the majority of households (53%) in Maui County are living within or below the ALICE threshold, and many in Maui County struggle to afford basic necessities. In addition, the majority of young people fall below the ALICE threshold. The target population for MEO Community Action programs also includes families and individuals in Hana, Lanai and Molokai. On Molokai and in rural areas needs are amplified, with 45% of residents having incomes below 200% of the federal poverty line in Molokai specifically. These target populations have also expanded to include those recovering from the impacts of the 2023 wildfires.

MEO serves the community and those who are low-income broadly, and specifically targets programs to seniors, youth, and children. The Maui Data Book estimates that as of 2025, persons 65 years and older represent 24.1% of Maui County's population. In the year 2030, it is estimated that 23.7% of the population will be 65 years or and by 2035 it is projected that this percentage will represent approximately 25% of Maui County's population. Persons under the age of 18 years represent 21.6% of the County population, and persons under 5 represent about 5.2%.

Based on the Community Needs Assessment and perceived needs of the surveyed community, MEO's services will also target the population in Maui County facing barriers due to: 1. Cost of Living 2. Affordable Housing 3. Low Wages 4. Food Insecurity and 5. Affordable Healthcare. These community-based services have become even more critical as other federally funded programs have been reduced or eliminated.

Summary and Outcomes

Measure(s) of Effectiveness

#s next to indicators mean: # served; target # that complete outcome. Programs: BEST (Being Empowered and Safe Together-reintegration), YS (Youth Services)

Employment

1. # of unemp. justice involved adults who obtained employment (up to a living wage). 130 75
2. # of unemp. justice involved adults who obtained and maintained employment for at least 90 days (up to a living wage). 100 45
3. # of unemp. justice involved adults who obtained and maintained employment for at least 180 days (up to a living wage). 40 20
4. # of unemp. justice involved adults who obtained employment (with a living wage or higher). 35 30
5. # of unemp. justice involved adults who obtained and maintained employment for at least 90 days (with a living wage or higher). 50 44
6. # of unemployed justice involved adults who obtained and maintained employment for at least 180 days (with a living wage or higher). 40 35
7. # of employed participants in a career-advancement related program who entered or transitioned into a position that provided increased income and/or benefits. 20 15

Programs: Head Start (HS), BEST, YS, Enlace

Education and Cognitive Development

1. # of children (0 to 5) who demonstrated improved emergent literacy skills. 190 175
2. # of children (0 to 5) who demonstrated skills for school readiness. 190 175
3. # who demonstrated improved positive approaches toward learning, including improved attention skills.
 - a. Early Childhood (0-5) 190 175
 - b. 1st-8th grade 50 45
 - c. 9th-12th grade 25 20
4. # who are achieving at basic grade level (academic, social, and other school success skills).
 - a. Early Childhood (0-5) 190 175
 - b. 1st-8th grade 25 20
 - c. 9th-12th grade 15 13
5. # of parents/caregivers who improved their home environments. 700 600
6. # of adults who demonstrated improved basic education. 35 30
7. # who obtained a high school diploma and/or obtained an equivalency. 20 15
8. # who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills. 100 75

Programs: BDC (Business Development Center), Community Services, BEST, Rental

Income and Asset Building

1. # who achieved and maintained capacity to meet basic needs for 90 days. 200 170
2. # who achieved and maintained capacity to meet basic needs for 180 days. 180 150
3. # engaged with the agency who report improved financial well-being. 200 175

Programs: Rental Assistance**Housing**

1. # of households experiencing homelessness who obtained safe temporary shelter. 200 180
2. # of households who obtained safe and affordable housing. 175 150
3. # of households who maintained safe and affordable housing for 90 days. 160 140
4. # of households who maintained safe and affordable housing for 180 days. 140 125
5. # of households who avoided eviction. 90 85

Programs: HS, Transportation, YS, BEST, Sr Farmers Market Nutrition Program (SFMNP)**Health and Social/Behavioral Development**

1. # who demonstrated increased nutrition skills. 1300 1250
2. # who demonstrated improved mental and behavioral health and well-being. 800 750
3. # who improved skills related to the adult role of parents/ caregivers. 350 300
4. # who demonstrated increased sensitivity and responsiveness in interactions with their children 200 125
5. # of seniors (65+) who maintained independent living. 1000 975
6. # of individuals with disabilities who maintained independent living. 800 750
7. # of individuals with chronic illness who maintained independent living. 175 170
8. # of adults with no recidivating event for 6 mo. 100 95

Programs: HS Policy Council, P&CC (Planning & Coordinating Council)**Civic Engagement/Community Involvement**

1. # who increased skills, knowledge, & abilities to improve conditions in the community.
 - a. # who improved leadership skills. 150 100
 - b. # who improved social networks. 950 900
 - c. # who gained other skills, knowledge & abilities to enhance ability to engage. 950 900

Projected Annual Timeline

The scope of work and agency outcomes will take place over one fiscal year. Outcomes will be assessed on a quarterly basis with the federal fiscal year as a guideline (subject to change based on award timing) - 1st quarter: October 2025 – 31 December 2025, 2nd quarter: 1 January 2026 – 31 March 2026, 3rd quarter: 1 April 2026 – 30 June 2026, 4th quarter: 1 July 2026 – 30 September 2026. The proposal for this funding is comprehensive of the federal fiscal year based on agency needs and projections over the course of the fiscal year. The performance period for the funding would be easily amended based on award timing.

Quality Assurance and Evaluation Plans

MEO uses the Results-Oriented Management and Accountability (ROMA) framework for continuous assessment, planning, implementation, monitoring of results, and evaluation. This performance management system emphasizes a holistic approach to anti-poverty programs, based on focusing on results and outcomes rather than a simple service delivery model.

As an organization, MEO verifies community needs and assesses what resources are already in place. This guides the CSBG Community Action program. Then, services and strategies are implemented, data collection and documentation occurs, and evaluation takes place. This results-orientation was used to develop the goals, objectives, outputs and outcomes included in this application. This data will not just be reported, but will be evaluated to confirm program efficacy and improve results. Data collection and evaluation will take place quarterly.

Versions of this performance management process have proven effective for MEO since the passage of the 1993 Government Performance and Results Act (GRPA) which placed emphasis on accountability. This has been woven into the framework of Community Action agencies, including MEO.

Scope of Work

The purpose of the CSBG Community Action program is to provide a wide range of services and activities that alleviate the conditions of poverty and allow low-income families and individuals to attain social and economic self-sufficiency. The funding will support fiscal, administrative, human resources, Information Technology, facilities maintenance and repair, and a wide range of other operational activities, which in turn ensure the successful provision of services. The other personnel costs, including a portion of payroll taxes and fringe benefits, are critical pieces not otherwise covered by other grant funds. The CSBG Community Action program funds will support all vital infrastructure that supports MEO's full Scope of Work.

This work will be performed through all tasks carried out by MEO's five departments - 1) Business Development Center, 2) Community Services, 3) Early Childhood Services, 4) Youth Services, and 5) Transportation Department; and over 20 programs.

Current programs and Scope of Work include, but are not limited to: reintegration services through Being Empowered and Safe Together (BEST) and Women's Reintegration programs; Enlace Hispano supportive services for the Hispanic/Latino community; Planning & Coordinating Council (P&CC) for Senior Clubs; Senior Discount Red Cards; Senior Farmers' Market Nutrition Program (SFMNP); Hawaii-Home Energy Assistance & Energy Crisis Intervention; Weatherization; Rental Assistance Program; Maui Relief TANF Program; Head Start; Kahi Kamalii Infant Toddler Center; Human Services Transportation; Paratransit Transportation; Youth Services; MEO Business Development Center; Agape Lanai Loan Fund; and

Agriculture Microgrants.

MEO will be responsible for providing the CSBG Community Action programs and services in the County of Maui. Please also refer to the Goals/Objectives portion of this application for assignments of specific outcomes to programs within MEO.

Financial Information

Q1 Requested Amount	\$172,500.00	Q3 Requested Amount	\$172,500.00
Q2 Requested Amount	\$172,500.00	Q4 Requested Amount	\$172,500.00
Sources of Funding	MEO is seeking diverse revenue streams for the entire organization for FY 2026. This includes government funds (County, State, Federal), and private funds, including Bayer and Hawaii Community Foundation.	State and Federal Tax Credits	N/A
State and Federal Contracts and Grants	Please see attached comprehensive list included in the MEO_BudgetDocs document.	Prior FY Balance of Unrestricted Assets	\$3,411,110

Experience, Capability, and Personnel

Skills and Experience	MEO has been the leader of providing community-based anti-poverty programs in Maui County for over 60 years. The agency has implemented the CSBG Community Action program in its various forms across all 60 years. Along with six decades of experience as responsible stewards of grant funds, leadership brings a combined 92 years of experience, which results in the effective implementation of programs. Additionally, MEO has proven to be agile, responsive, and able to navigate complex environments. Following economic downturns, the pandemic, and the 2023 wildfires, MEO enacted and implemented multiple programs to assist individuals and families. MEO is ready to execute the proposed program as outlined above, continuing its vital Community Action anti-poverty work. Please see the list of publicly funded programs/grants for the past three years included in this application as further proof of experience, capacity, and capability.
Facilities	MEO has 18 facilities that are used for providing core services that are supported by the CSBG funds. This includes: MEO Family Center in Wailuku, Hawaii where programs and administrative offices are located; Molokai Branch Office and Head Start Classroom; Lanai Branch Office; Hana Branch Office; MEO Maintenance Shop & Office; MEO Transportation Base yard; an Infant Toddler Center; and 9 Head Start Classroom locations. These facilities provide safe, accessible, dignified spaces adherent to government rules and regulations. Having adequately maintained facilities has been a strength of MEO and the CSBG Community Action program.
Proposed Staffing and Service Capacity	MEO has robust staffing, supervision, and training, which is supported by the CSBG Community Action program funds. This allows the company to maintain compliance and adherence to all policies, rules and procedures relating to personnel and employment. This includes, hiring qualified staff, maintaining adequate staffing numbers, managing organizational structures, and ensuring the company has the ability to supervise, train, and provide administrative direction for carrying out CSBG Community Action program activities. Please see attachment with organization chart, which includes a listing of all qualifications and experience of personnel included in this request. Attachment is labeled MEO_OrgChart_Qualifications.
Staff Position(s) and Compensation	The three highest paid positions at MEO include: Chief Executive Officer (\$131,448), Chief Fiscal Officer (\$109,113), and Chief Operating Officer (\$104,990).

Other Information

Pending Litigation	None.
Special Licensure or Accreditations	Please see MEO_OrgChart_Qualifications for information on personnel licensure. MEO also maintains all appropriate licensure to operate facilities and early childhood classrooms and programs.
Private Educational Institutions	N/A.

Confirmations

Documentation of Federal Impacts	✓		
Hawaii Compliance Express Certificate	✓	Active Status with the Hawaii AG	✓
IRS Determination Letter	✓	Certificate of Good Standing by the DCCA	✓
Records Retention Policy	✓	By-laws or Corporate Resolutions	✓
Authorized Representative Certification	✓	Signee Title	Chief Executive Officer

System Information

Application Type	Act 310 Nonprofit Grant Application	Applied Date	10/24/2025, 2:41 PM
Owner Name	Grants Management	Category	Grant Application
Created By	Debra Cabebe, 10/23/2025, 8:07 AM	Created Date	10/23/2025, 8:07 AM
Last Modified By	Geneveive Kosay, 10/26/2025, 7:49 PM	Last Modified Date	10/26/2025, 7:49 PM

Federal Grants
Community Services Block Grant (CSBG)

Name of Program	Program 1
Original Funding Award	
Amount Reduced or Cut	
Grant Cycle of Award	FY 2026

N/A	
Name of Program	Program 2
Original Funding Award	
Amount Reduced or Cut	
Grant Cycle of Award	

N/A	
Name of Program	Program 3
Original Funding Award	
Amount Reduced or Cut	
Grant Cycle of Award	

Files

MEO_AGForm	MEO_IRSLetter
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Created By Debra Cabebe	Created By Debra Cabebe
MEO_RecordPol	MEO_Bylaws
Last Modified 10/24/2025, 11:19 AM	Last Modified 10/24/2025, 11:19 AM
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MEO_DCCA	MEO_SustainabilityPlan
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MEO_OrgChart_Qualifications	MEO_BudgetDocs
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MEO_HCE_Certificate

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MEO_ImpactDocs

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MEO_HCE_Certificate

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