

House District _____

Senate District _____

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

Log No: 147-0

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST - OPERATING

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

AND PROGRAM I.D. NO. _____

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:

Db: Maui Economic Opportunity, Inc.

Street Address: 99 Mahalani Street

Wailuku, HI 96793

Mailing Address: Same as above

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name Debbi Amaral

Title MEO Director of Early Childhood Services

Phone # 808 249-2988

Fax # 808 249-2989

e-mail debbi.amaral@meoinc.org

3. TYPE OF BUSINESS ENTITY:

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

4. FEDERAL TAX ID #: _____

5. STATE TAX ID #: _____

6. SSN (IF AN INDIVIDUAL): _____

7. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

To provide extended day Head Start Services, and to implement a parent education program for Head Start (Maximum 300 Characters) families.

8. FISCAL YEARS AND AMOUNT OF STATE FUNDS REQUESTED:

FY 2007-2008 \$ _____

FY 2008-2009 \$ \$7,428.00 71,428.00

9. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

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

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

STATE \$ 55,000

FEDERAL \$ 1,921,260

COUNTY \$ 259,500

PRIVATE/OTHER \$ 118,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

[Redacted Name]

Sandy Baz, MEO Executive Director

NAME & TITLE

11/20/2007

DATE SIGNED

State of Hawaii – Office of Community Services

Application for Grants and Subsidies

Child Care Services for Head Start Families

I. Program Overview

Maui Economic Opportunity, Inc. (MEO) Head Start proposes services to extend an existing part-day program to become a full-day program at the Makawao B center on Maui. The extended day services will provide full-day childcare from 7:30 a.m. to 2:00 p.m. for twenty (20) children at this location. Children and families qualifying for services include low-income children aged three (3) to five (5) and their parents / guardians, particularly working parents / guardians transitioning from (TANF – Temporary Assistance for Needy Families) assistance seeking employment training or education. Ten percent (10%) of enrollment opportunities are provided to children with certified disabilities. MEO's goal is to provide quality comprehensive services designed to promote health, safety, early childhood learning, family development and stability. Extended day services are proposed to support Head Start parents / guardians by providing quality child care to allow them to work full-time or enroll in formal education or on the job training to accomplish economic self-sufficiency. Head Start promotes family participation within the program by acknowledging parents / guardians as their child's "first teacher". Parents / guardians learn skills on how to support their child's education, working in partnership with Head Start staff to prepare children for kindergarten physically, emotionally and academically. In Addition to extended day services at Makawao B, MEO is also proposing to implement a parent education program focused on five identified protective factors for enrolled Head Start families.

II. Experience and Capability

A. Necessary Skills

Maui Economic Opportunity, Inc. is a non-profit Community Action agency focused on providing services to the general public throughout the three islands of Maui County and the State of Hawai'i. The mission statement 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.

MEO was chartered March 22, 1965 under the Economic Opportunity Act of 1964. The agency is in its 41st year of advocacy and program service delivery. Since 1965, MEO has served as an advocate at the County, State, and National levels in support of issues affecting low-income persons. MEO provides various programs to serve the community including Transportation, Community Services, Youth Services, BEST Reintegration, Affordable Housing, MEO Business Development Corporation (BDC), Enlace Hispano, and Early Childhood Services which include Head Start.

The Head Start program began offering services to families through MEO in 1965. Federal funding provided part-day services to qualifying families living in Maui County. MEO provided the supportive services necessary to operate the program within federal guidelines. Over the years, both Head Start and MEO grew, serving an increasing number of clients. Head Start

initially served a total of 80 children with four centers. As the needs of the community changed through the years, so did the agency and Head Start program. Today MEO Head Start is funded to serve 298 children.

MEO is required to have an experienced, skilled, group of core individuals to manage, administer, supervise and evaluate these program operations. These include Fiscal/Payroll, Human Services, Management Information Services, and Administration.

The role of the administrative staff is to insure all programs support the corporation's mission, to supervise staff, conduct program reviews, carry out policy development, conduct community assessment to insure program development meets community needs, to develop programs to meet identified community needs, to assess and evaluate for programs for their overall effectiveness and when necessary to recommend program modifications for improvement and to develop the resources to finance the programs.

Management staff include: **Sananda "Sandy" Baz, MEO Executive Director**
Date of hire with MEO – 12/18/2000 as a Management Information System Director; 01/01/2002 promoted to Deputy Director; 09/05/2005 promoted to Executive Director Designee; 11/01/2006 promoted to Executive Director.

Lyn McNeff, MEO Deputy Director
Date of hire with MEO – 06/23/1993 as a Head Start Education / Disability Coordinator; 05/01/1995 promoted to Intern Head Start Director; 05/16/1995 promoted to Head Start Director; 11/27/2005 promoted to Deputy Director.

Sound fiscal management coupled with strong financial accountability is the responsibility of MEO Budget and Financial Management:

Debbie Lorenzo, MEO Fiscal Director
Date of hire with MEO – 05/01/1991 as a Fiscal Accountant; promoted in 05/01/1992 to a Chief Accountant; 08/24/03 promoted to Assistant Fiscal Director; 04/15/2007 promoted to Fiscal Director

Monica Geng, MEO Fiscal Deputy Director
Date of hire with MEO – 03/27/1998 as a Fiscal Accountant I; 07/09/2006 promoted to Fiscal Accountant III; 05/13/2007 promoted to Assistant Fiscal Director

The task of insuring qualified and experienced personnel are employed in the program falls to MEO Human Resources Department:

Debbie Cabebe, MEO Human Resources Director
Date of hire with MEO – 01/11/2000 as the Human Resources Director

Finally, the success of the program is in the hands of Head Start and Early Childhood Education: Debbi Amaral, MEO Early Childhood Services Director; Christine DeGrootte, MEO Early Childhood Services Assistant Director; Cheryl Hatch and Larae Balag-Allosada, MEO Head Start Child Development Specialists; Lani Koki, MEO Head Start Family Case Manager Specialist

Debbi Amaral, MEO Director of Early Childhood Services

Date of hire with MEO – 07/17/1995 as the Head Start Education / Disability Coordinator; 11/16/1998 promoted to Head Start Education Specialist; 07/28/2002 promoted to Head Start Assistant Director; 11/27/2005 promoted to Director of Early Childhood Services

Christine DeGrootte, MEO Assistant Director of Early Childhood Services

Date of hire with MEO – 01/19/2006 as the Assistant Director of Early Childhood Services

Cheryl Hatch, MEO Head Start Child Development Specialist

Date of hire with MEO – 05/14/2003 as a Head Start Teacher III; 06/12/2005 promoted to Head Start Child Development Specialist

Larae Balag-Allosada, MEO Head Start Child Development Specialist

Date of hire with MEO – 06/01/2004 as an Infant/Toddler Specialist at Kahi Kamali'i Infant/Toddler Center; 03/06/2005 promoted to Head Start Disability/Transition Specialist; 07/08/2007 promoted to Head Start Child Development Specialist

Lani Koki, MEO Head Start Family Case Manager Specialist

Date of hire with MEO – 01/08/1991 as a Head Start Teacher's Aide; 12/07/1998 promoted to a Head Start Family Case Manager; 03/24/2002 promoted to Head Start Family Case Manager Specialist

Direct line staff provides Head Start services to children and families. These individuals possess the experience, training, skills and abilities to work with 3-5 year old children and their families. In addition to understanding the various root causes of poverty, MEO line staff are aware of available county and state and can assist in accessing these services for those in need. These individuals include:

Joelyn DelaCruz, MEO Family Case Manager (Makawao B)
Teacher (1) and Teacher's Aide (2) for Makawao B Head Start

Joelyn Dela Cruz, MEO Family Case Manager

Date of hire with MEO -01/24/2004 – Head Start Teacher's Aide; 06/27/2004 promoted to Head Start Family Case Manager

MEO Head Start was nationally recognized in 2003 as an “exemplary” program within the Strengthening Families network, with practices in place to support families to prevent child abuse and neglect. MEO seeks to extend this effort to directly impact each enrolled Head Start family by establishing a parent education program. This program will consist of one Parent Educator to serve enrolled Head Start families. The benefits of this program include a series of ongoing parenting classes to increase the five identified protective factors that are proven to support successful family units. A Parent Educator position will be assigned the task of implementing this project. This person would be supervised by the MEO Assistant Director of Early Childhood Services.

Attached are specific job descriptions for key staff involved with these programs.

B. Experience

MEO Head Start has partnered with the County of Maui and the State of Hawaii Office of Community Services (OCS) to procure funds for extended day services which are relevant to the services proposed in this request.

The County of Maui and OCS provides funding to extend existing Head Start services from part-day to full day.

Contact information for our partners includes:

County of Maui:

Department of Housing and Human Concerns
Kaina Bonacorsi, Maui County Early Childhood Resource Coordinator
200 S. High Street, 4th Floor
Wailuku, Hawaii 96793
Phone: (808) 270-7807
Funding amount: \$209,500

Provides full-day Head Start services for children at Makawao A, Kahului A, Lahaina and Wailuku A.

Grant period: 07/01/06 – 06/30/07

Program Outcomes / Goals:

- MEO Head Start will serve 80 participants at four locations including Kahului A, Wailuku A, Makawao A and Lahaina.
- MEO Head Start will meet with parents / guardians a minimum of four times per year to review child’s developmental progress.
- Program will operate from 7:30 a.m. – 3:00 p.m., Monday – Friday (excluding State and Federal holidays). Program will begin on July 26, 2006 and end of May 24, 2007.
- Parent training is held once a month beginning August 2006. Parents / guardians receive training on child development and parenting.
- Each family and child will have a Family Partnership Agreement Plan (FPAP) and an Individualized Plan within 45 days of initial enrollment into the Head Start program. Resource referrals and agency information is provided to all families. Plans are reviewed every 60 days.

- Parents / guardians are nominated and voted in to Policy Council and Parent Committee positions. Meetings are held monthly beginning in August/Sept. 2006.

Outcomes:

Participants meet their children's need for health and safety.
Participants foster optimal development in cognitive, academic and literacy development.
Participants understand how to obtain self-sufficiency.

Indicators:

Participants have secured a medical home for their child.
Participants demonstrate knowledge of their children's cognitive, educational, literacy achievements and emerging skills.
Participants read developmentally appropriate books to and with their children.
Participants demonstrate knowledge of how to access information regarding consumer credit and financial literacy towards self-sufficiency.

State of Hawaii Office of Community Services (OCS):

Dawn Hirokawa

830 Punchbowl Street, Room 420

Honolulu, Hawaii 96813

(808) 586-8696

Funding amount: \$55,000

Provides full-day Head Start services for children at Kaunakakai A, Kahekili Terrace and Lana'i partnership.

Grant period: 07/01/06 – 06/30/07

Program Outcomes / Goals:

Early Childhood Development and Health:

Number of children that:

- Assessed an ongoing source of continuous health care: 33
- Were brought up-to-date in preventive and primary health care for medical services: 33
- Were brought up-to-date in preventive and primary health care for dental services: 33
- Were brought up-to-date in preventive and primary health care for mental health services: 33
- Received treatment for known or suspected health and development problems: 3
- Progressed in social and emotional development: 33
- Progressed in cognitive and language development, including emergent literacy and numeracy: 33
- Progressed in physical development: 33
- The number of children with disabilities: 2

Family and Community Partnership:

Number of Parents / guardians that:

- Participated in the development of the program (Molokai 6, Lanai 2, KT 4): 12
- Enrolled in employment-related activities: 14
- Parents / guardians who requested and received parenting information and/or training (Molokai 13, Lanai 4, KT 6): 23
- Increased their understanding of the educational and developmental needs of their children (Molokai 13, Lanai 4, KT 6): 23

Number of families that:

- Built and sustained Family Partnership Agreements: 33
- Developed family goals: 33
- Progressed toward family goals: 33

Additional program information:

- The number of children enrolled (Molokai 20, Lana'i 7, KT 10): 37
- The number of children placed on waitlist: 6

The number of families who accessed community resources:

Type of community resource included: **(numbers provided monthly based on reported statistics)**

- ___ Positive Parenting/Effective Parenting
- ___ Job Training
- ___ Employment/Job Placement
- ___ Financial Assistance
- ___ Other: QUEST, WIC

The number of families that progressed in self-sufficiency by:

- (1) gaining employment:
- (2) enrolling in GED training courses:
- (3) enrolling in vocational education or training:
- (4) enrolling in advanced education:

State of Hawaii Office of Community Services (OCS):

Dawn Hirokawa

830 Punchbowl Street, Room 420

Honolulu, Hawaii 96813

(808) 586-8696

Funding amount: \$71,428

Provides full-day Head Start services for children at Kihei B (with a summer program at Kahului B and Lahaina).

Grant period: 11/15/06 – 10/31/07

Program Outcomes / Goals:

- Provide Early Childhood Development and Health Services for 50 children and 35 families
- Number of children enrolled for full-day option: 50
- Number of children who receive physical examinations: 35
- Number of children who receive medical treatment: 15
- Number of children who receive completed dental exams: 30
- Number of children who receive dental treatment: 5
- Number of children with up-to-date, or all immunizations: 35
- Number of children with health insurance: 35
- Number of children professionally diagnosed with disability: 2
- Number of children with disability who received services: 2
- Number of children with mental health problems: 1
- Number of children who receive mental health services: 20
- Number of children who will drop out: 3

- Number of families who will participate in a goal setting process to leading to individualized family partnership agreement: 20
- Number of parents / guardians/guardians who will receive job training/school services: 15
- Total parents / guardians/guardians employed: 30

Alu Like:

Native Hawaiian Child Care Assistance Project

Dina Levy

458 Keawe Street

Honolulu, Hawaii 96813

1-866-305-6024

Funding amount: \$22,000

Provides full-day Head Start services for children at Makawao B.

Grant period: 07/01/06 – 06/30/07 (note: program no longer in existence due to discontinued funding)

Program Outcomes / Goals: Services provided to Head Start children of Native Hawaiian decent.

C. Quality Assurance and Evaluation

Quality assurance and evaluation is a requirement of Head Start as well as Maui Economic Opportunity, Inc. On-going monitoring is practiced throughout the program to measure accomplishments, to confirm services are being provided efficiently to our clients, to hold employees accountable for work performance and to insure health and safety requirements are met.

Program compliance is practiced throughout the agency. Systems are in place to identify compliance standards, train staff on quality assurance practices including monitoring and self-assessment, as well as client evaluation of services provided. For program areas requiring attention, an action plan is created by program managers until improvement is accomplished to be in full compliance.

Maui Economic Opportunity, Inc. has a written quality assurance plan in place to assure consistency and high quality of administration and services. The MEO Employee Handbook clearly defines "Standards of Conduct" and "Professional Standards" to hold employees accountable to deliver high quality services to clients. In the event that employees fall short of meeting the company requirements and expectations, a procedure for progressive discipline is in place.

To promote quality assurance of services to enrolled families, Head Start requires programs to abide by Head Start Performance Standards. MEO Head Start has "MEO Head Start Program Service Area Plans". The binder includes the Head Start Performance Standards and the Program Service Area Plans which describe our programs response as to how MEO Head Start meets each requirement. This written plan is available at all Head Start centers and to pertinent support and administrative staff of our program. Other systems of quality assurance and evaluation for MEO Head Start includes a tri-annual federal review conducted using the PRISM

(Program Review Instrument for Systems Monitoring) tool. An annual self-assessment and Program Information Report (PIR) is completed which evaluates all areas of MEO Head Start as it connects to systems of the Performance Standards. The PRISM, self-assessment and the PIR are reviewed by the federal government, MEO Policy Council and MEO Board of Directors. An action plan is required to address all areas of non-compliance for each of these monitoring and evaluation tools.

Successful service delivery is measured by the outcomes of program evaluations completed as a means of on-going monitoring. A successful program includes meeting program outcomes while impacting significant change for a child and family. The MEO Head Start program supports child development in the areas of speech, language, social/emotional, motor and cognitive. The program also promotes child health in the areas of general health, nutrition, and dental. Children with special needs are provided with an adaptive learning environment designed to foster learning. The outcome for children is to be prepared for the next step as they transition into Kindergarten as healthy individuals.

Many families applying for Head Start services have an overwhelming number of difficult life challenges including poverty, lack of childcare and lack of parenting skills. Not knowing where to turn and who to turn to for assistance may be included as part of the frustration. In MEO Head Start, parents / guardians and families are considered partners in the process of teaching young children. Family strengths are identified and goals are established through a process of a written plan (Family Partnership Agreement Plan). The Head Start program provides opportunities by connecting parents / guardians to community partners and agencies for assistance to meet their basic needs. Referrals are also made for job placement, job training or continuing education. Head Start also offers parent training focused on essential topics including child development, health and safety, positive discipline, and other subjects that support parenting and family development. The outcome for families is to have their basic needs met while gaining self-sufficiency; to be parents / guardians that support the growth, development and well-being of their children.

The success of MEO Head Start is built upon these program services and outcomes. The evidence to confirm that these outcomes are met can be reviewed in program statistics collected by various evaluation and on-going monitoring tools.

A written evaluation plan to effectively measure, monitor, and evaluate program performance is in place to determine compliance, detect problems and provide resolution to bring the program to the required quality standard. Our evaluation plan includes regular, on-going monitoring of program services as the following chart demonstrates:

MEO Head Start Evaluation Plan

Evaluation / Monitoring Tool	Observer / MEO Head Start Staff Responsible	Duration
<i>Daily Health Check – teaching staff observe child upon their arrival to the center each morning to</i>	Teaching staff	Daily

<i>determine child's health status and to document any noticeable signs that may require medical attention.</i>		
Daily Environment Check – <i>teaching staff conducts a visual environment check of the outdoor playground and indoor classroom. Staff looks for concerns regarding health and safety criteria, insuring that the play environment is ready to welcome children and staff.</i>	Teaching staff	Daily
Attendance and Daily Absence Documentation – <i>teaching staff record attendance on a daily basis. Any absences are documented by an excused or unexcused rating. All unexcused absences are followed up on to determine why child was not in school. Daily Absence Documentation details the reason why the child was not in school after receiving confirmation from parent/guardian.</i>	Teaching staff Family Case Managers and Family Case Manager Specialist (reviews document and follows up with families as needed)	Daily
Child Plus – <i>computer software program that collects and monitors enrollment data, child health data and family case notes. This program is designed to monitor Head Start requirements as it relates to the Head Start Performance Standards</i>	Enrollment – Family Case Manager Specialist Child Health – Health Specialist Case Management Notes – Family Case Managers and all Management staff	Daily as needed for input and monitoring
Referral for Special Services – <i>teacher's record concerns/needs of child and/or family and forwards the referral to support Program Area Specialists to request assistance and supportive services.</i>	Teaching staff Specialists	Daily / As needed
Child Accident Report – <i>teaching staff record any injury obtained by a child during the course of the school day. The injury is written on a form which is forwarded to the Health Specialist. A copy is provided to the parent on the day of the injury. How the accident happened and first aid practiced is provided on the accident report.</i>	Teaching staff Health Specialist Health Assistant	Daily / As needed
Family Partnership Agreement – <i>each Head Start family determines their areas of strength, develop goals and strategies to reach their goals; measures and evaluates our ability to assist and support families to meet outcomes</i>	Family Case Manager and Family Case Manager Specialist	Agreement completed at initial enrollment, reviewed monthly and updated in three month intervals
Education Site Visit Monitoring – <i>reviews classroom environment, staff/child interactions, and compliance with Head Start Performance Standards</i>	Education Specialist (with assistance from Education Assistant)	Monthly

<p>Facilities / Quality Assurance Site Visit Monitoring – reviews classroom facility and playground facility to insure safety; determine facility needs for repair, maintenance or improvement; to determine compliance with Head Start Performance Standards.</p>	<p>Facilities Specialist</p>	<p>Monthly</p>
<p>Health and Safety Site Visit Monitoring – reviews health and safety practices of the program to determine compliance with Head Start Performance Standards.</p>	<p>Health Specialist (with assistance from Health Assistant)</p>	<p>Monthly</p>
<p>Disability Files Review – reviews IEP compliance to insure services are provided to children with certified special needs; to insure that documents are signed and in place as required by the Head Start Performance Standards.</p>	<p>Child Development Specialist</p>	<p>Monthly</p>
<p>Quarterly and Monthly Reports – MEO Head Start collect data and statistics to provide quarterly reports to various funding sources, statistical reports to the Head Start Program Specialist, to report to Policy Council and MEO Board of Directors. These reports collect information to determine accomplishments of meeting program outcomes and outputs.</p>	<p>Program Service Area Specialists – coordinated by the Early Childhood Services Assistant Director</p>	<p>Monthly</p>
<p>Financial Report – A detailed financial report of Head Start and other funding sources that support the program is provided and shared with the Director and Policy Council. This report provides valuable information on the stability and status of the fiscal management.</p>	<p>Fiscal Director and Fiscal Deputy Director</p>	<p>Monthly</p>
<p>CC-PORT – (Creative Curriculum – Progress and Outcomes Reporting Tool) – collects child development statistics for each enrolled Head Start child including the areas of speech/language, motor, cognitive and social emotional. Reports are used for program outcomes and to determine staff training needs.</p>	<p>Teachers – Education Specialist oversees completion</p>	<p>CC-PORT completed in November, February and April</p>
<p>Policy Council Meeting Minutes – the minutes of each Head Start Policy Council is provided to the MEO Board of Directors to review. The board also approves their actions at each meeting. This promotes compliance of sharing pertinent information to the Board and Executive Director.</p>	<p>Director of Early Childhood Services</p>	<p>Quarterly at Board of Directors meetings (Policy Council meetings held monthly)</p>
<p>Program and Evaluation Committee – MEO P&E committee meets quarterly to review program reports from various departments including Early</p>	<p>Executive Director</p>	<p>Quarterly</p>

<i>Childhood Services. The committee provides input and recommendations to programs.</i>		
Strategic Plan – A four-year plan of actual service delivery activities designed to promote program vision based on community needs. Implementation Plan – A document based on the strategic plan that details step-by-step procedures of activities to full implementation of services.	Early Childhood Services Director	Completed every four years; reviewed annually Completed annually; revised quarterly
Parent Survey – parents / guardians are asked to answer various questions regarding the program to determine our success in providing services efficiently.	Family Involvement Specialist	Annually
Program Self Assessment – the MEO Head Start program uses the Office of Head Start Monitoring Tool to conduct an assessment to determine program compliance with Head Start Performance Standards. Individuals utilized to conduct assessment include MEO staff, MEO Head Start Policy Council parents / guardians and community representatives and MEO Board of Directors	Early Childhood Services Director responsible to insure Program Self Assessment is completed	Annually
Program Information Report (PIR) – Head Start requires a complete overview report covering all aspects of the program including staffing, Child Health and Development, Family and Community Partnerships, Program Design and Management and Disability	Early Childhood Services Director responsible to insure PIR is completed – Specialists provide data and statistics	Annually, however statistics are collected monthly to be used for reporting purposes as requested
DHS Licensing Review – the State of Hawaii Department of Human Services conducts reviews on the program to insure compliance with state licensing requirements including Department of Health, Fire Inspections and facility health and safety	DHS / Early Childhood Services Director responsible to insure DHS follow-up requests are completed immediately	Annually
Food Service Monitoring – USDA conduct food service monitoring visits to our program to insure compliance with federal requirements. MEO Head Start conducts regular food service monitoring additional to the USDA visits to insure on-going compliance	USDA / Health Specialist (with assistance from Health Assistant)	Annual by USDA Quarterly by MEO Head Start
National Reporting System – the NRS is conducted in the fall and spring to children transitioning to Kindergarten. The evaluations are designed to collect cognitive data of Head Start children to have a baseline and follow-up to determine growth and development.	Education Specialist and Early Childhood Services Assistant Director	Annual / Fall and Spring of the school year

Office of Head Start Monitoring Federal Review <i>– a team of federal staff visits the MEO Head Start program to monitor files, documents and interview clients, board members and staff to determine program compliance as it directly relates to the Head Start Performance Standards.</i>	Early Childhood Services Director and Assistant Director All Program Area Specialists	Tri-Annual
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The specific measurement tools used in the evaluation plan are designed to collect data to determine program compliance or to identify non-compliance. For statistics that reflect problems in not meeting program requirements, the management team of MEO Head Start (Director, Assistant Director and Program Service Area Specialists) meet together to determine a program improvement action plan with timelines established for prompt resolution. For severe non-compliance issues, the MEO administrative staff including the Executive Director and Deputy Director is consulted for program support and assistance. In all areas, full compliance is the expectation to insure continued financial funding to offer Head Start services in Maui County.

D. Coordination of Services

MEO Head Start is fortunate to coordinate services with other agencies and resources within Maui County and the State of Hawaii. Partnerships and agreements with various agencies assist our program in providing high quality child care and program management services. MEO encourages program managers and staff to attend community meetings offered to learn more about resources available to the clients we serve. We are also encouraged to sit on various community committees and coalitions dedicated to support early childhood and family development efforts. This plan promotes our opportunity to link with agencies and develop partnerships to better serve our clients by providing services. This is a valuable asset to the community as many partnerships provide services at no cost, allowing funds to be spent on other line item expenses to operate the program.

MEO Head Start has partnered with the following agencies and resources to achieve program goals and objectives.

<u>Agency / Resource</u>	<u>Service provided</u>	<u>Goal / Objective Achieved</u>
Child Welfare Services	Referrals for foster children Staff Training	Consistent placement of child Staff as mandated reporters
Department of Education	DOE Special Education Teachers DOE SPED specialized support	SPED integrated services Therapeutic services for speech, OT, PT
	Facility Evaluation services	In-kind classroom space Children identified with special needs
	IEP (Individual Education Plan)	Plan established for children with special needs
	Referrals for children	10% disability enrollment
Kahekili Terrace	Facility	In-kind classroom space

<u>Agency / Resource</u>	<u>Service provided</u>	<u>Goal / Objective Achieved</u>
Maui Community College	Staff Training	Staff provide quality early
	Community support	Clients for enrollment
	Continuing education	childhood education Staff and parents / guardians obtain education goals
	Facility	In-kind classroom space
	Mentoring	Staff development
IMUA – Early Intervention	Referrals for children Transition	10% disability enrollment Potential clients that meet HS selection criteria
County of Maui	Facilities Funding	In-kind classroom space Extended day programs Summer programs
Alu Like	Funding	Extended day programs
	Youth volunteers program	Assistance during summer
State of Hawaii	Funding	Extended day programs Summer programs
Maui Family Support Services	Referrals for children in EHS	Potential clients that meet HS selection criteria
Maui County Correctional Center (MCCC)	No cost labor for repair and maintenance for facilities	Facilities in compliance with health and safety
Good Beginnings Community Council, Maui	Networking of professionals in Early Childhood Education	Resources for staff development
Hui No Ke Ola Pono	Health and Dental services for Native Hawaiian client's	Services provided for families
Ka Hale A Ke Ola Homeless Resource Center	Referrals for children Facility	Potential clients that meet HS selection criteria In-kind classroom space
Hawaii Head Start Association	Networking of Head Start Directors and friends of Head Start	Resources for program

<u>Agency / Resource</u>	<u>Service provided</u>	<u>Goal / Objective Achieved</u>
MEO	Various services including job placement, transportation, translation services, rental assistance, tax preparation, small business start up, and other services provided for youth and individuals currently/previously incarcerated. Facilities	Services for families Office and staff training space
Public Health Nurse	Support for children regarding health issues	Health Services
Catholic Charities of Maui	Gifts and food for families during the holiday season	Services for families
Salvation Army	Toys for Tots program providing gifts for children at holiday season	Services for families
Wailuku Neighborhood Place	Community resources to support families	Services for families
Department of Human Services (DHS)	Licensing visits	Compliance to operate
WIC (Women, Infants and Children)	Referrals for children	Potential clients that meet HS selection criteria

The following individuals are considered partners of our program by providing a paid service as consultants or other Head Start services:

<u>Agency / Resource</u>	<u>Service provided</u>	<u>Goal / Objective Achieved</u>
Dr. George Choi, Child Psychologist	Mental Health observations, referrals and recommendations	Mental Health services
Naomi Stephens, RD	Snack menu review and nutrition Review for overweight children	Nutrition services
Keiki O Lana'i Preschool	Childcare services in an accredited program setting	Head Start services to families residing on Lanai
Hale Mahaolu	Facility	Classroom space at Luana Gardens (Kahului A and B)

Aloha House

Substance abuse programs

Services for families
Training for staff and parents
/ guardians

MEO Head Start will continue to partner with various agencies and community resources to offer our families and staff support in achieving goals, objectives and meeting outcomes. Many of these individuals are part of MEO in the capacity of Health Advisory Committee members, MEO Board of Director members and/or MEO Policy Council Community Representatives. Members of these governing or advising bodies learn more about the program through direct meetings, updates and concerns as shared by Head Start staff and parents / guardians. This promotes a broader spectrum of support as resources continue to be networked within the community.

Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) is in place with various partners including the Department of Education, Lihikai Elementary School – Pre-Plus, WIC (Women, Infants and Children), Maui Community College, Maui Family Support Services and Keiki O Lanai Preschool. These documents detail specific responsibilities of each participating agency and MEO Head Start.

E. Facilities

The facility to be used for Head Start services include the Makawao B classroom located adjacent the Boys and Girls Club in upcountry Maui. The facility is 966 square feet (42 X 23), providing space for the proposed three (3) adults and twenty (20) children. The classroom is well ventilated with windows surrounding the facility, and has exits marked appropriately to be in compliance with fire and licensing requirements. Computer accessibility is available within the classroom for staff, children and parents / guardians to use. A business phone is available in the classroom, with fax capabilities. A copying machine is provided for staff to use, also located within the office. Classroom furniture appropriate for an early childhood setting is provided to insure a safe, productive learning environment for young children. Restroom facilities are provided for the children and staff within the classroom building; both rooms are separately located for privacy and appropriateness of equipment size and placement (toilets and sinks are to scale for young children and accessible for children). The classroom and restroom facilities meet ADA requirements by providing wheelchair access (wide doorways, bars provided for those needed assistance). The parking lot provides one stall identified for individuals with a disability placard. In the event that the classroom needed to accommodate a wheelchair, the environment would be rearranged appropriately for easy accessibility throughout the room. At this time, we do not have a child, staff or parent needing this accommodation.

The playground is located through the back exit of the classroom, immediately accessible for the staff and children. The playground is 1008 square feet (42 X 24), providing a chain link fence to promote safety of the children during play. The playground offers a structure to promote gross motor development. The structure is designed for climbing and sliding, as well as upper body strength building opportunities with a hand-over-hand bar. Under the structure, we have a rubber surface to provide children with a soft landing. A sandbox is provided with appropriate tools for digging, measuring and other sand play.

This classroom meets Department of Human Services licensing requirements for the State of Hawai'i. Certificate of approval is posted in the classroom as well as on file in the MEO Head Start office.

The Parent Education program will be implemented at each of the 15 Head Start facility locations within Maui County. Each location meets state licensing requirements regarding safety, ADA accessibility, and adequate lightening and ventilation even during evening hours when many classes will be held.

III. Project Organization and Staffing

A. Staffing

(1) Proposed Staffing

The proposed staffing pattern for extended day services at the Makawao B Head Start classroom will include one certified lead teacher and two teacher aide positions. Each employee will meet the qualification requirements as established by the Department of Human Services, childcare licensing division. The lead teacher is assigned to supervise the aide and assistants; meeting the qualification of either a Child Development Associate (CDA); Associate of Science degree; or a Bachelor's degree with additional courses in Early Childhood Education. The regular Head Start school day is funded to operate from 7:30 a.m. to 12 noon. The extended day schedule for teaching staff is 7:30 a.m. - 2:30 p.m. for Makawao B. Services for children will end thirty (30) minutes earlier to provide the staff with prep time for the next school day. The program will also extend for an additional two weeks, providing services to transition into the summer program offered in Makawao with funding from the County of Maui. This schedule will secure a seamless support to families that require childcare to obtain self sufficiency goals.

The Makawao B classroom will have twenty (20) children enrolled. Staffing the classroom with three (3) MEO Head Start employees promote best practice by having a sufficient number of adults to meet the needs of the children, and allows for one person to pick-up breakfast, lunch and shop for program supplies during the course of the school day.

To support the classroom teaching staff, additional MEO employees are necessary to effectively administer, manage; supervise and provide the required services for Head Start children and their families. These include the MEO Executive Director and MEO Deputy Director as the head administrators of Maui Economic Opportunity, Inc.; the MEO Fiscal Director and Fiscal Deputy Director to provide efficient fiscal support that remain consistent with federal and state regulations; MEO Early Childhood Services Director and Assistant Director of Early Childhood Services to assure the Head Start program is in compliance with Performance Standards and provide supervision of key staff; MEO Head Start Child Development Specialist who supervises the lead teacher, provides site visits and insures that the program is operating proficiently; MEO Head Start Family Case Manager Specialist who oversees recruitment, selection and enrollment of Head Start families and supervises the Family Case Managers; MEO Family Case Managers who works directly with the family to establish a Family Partnership Agreement and provide information regarding community

resources to support families to meet their basic needs and accomplish goals. One (1) Family Case Manager is assigned to each center with a caseload of no more than 40 families each. One additional position considered essential is the MEO Head Start Administrative Assistant who provides direct clerical support to the program director and the entire Early Childhood Services department which includes the Head Start program. Each individual listed in this section is necessary to provide the required services as detailed in this proposal.

One position is proposed to staff the parent education program. The Parent Educator would be tasked with the responsibility to provide a series of parent training classes designed to strengthen parenting skills within the family while focusing on the five protective factors. These include building social / emotional competency in children; building knowing in child development and parenting; having concrete support in times of need; making social connections; and gaining parental resilience. The classes will be a series of two classes per month with topics concentrated on the five protective factors positive guidance; redirection techniques; child development; temperament; self awareness; home activities to build cognitive, speech / language, motor and social / emotional skills; with a total of four contacts with families per month. The Parent Educator will have a degree in a related field of working with families and young children.

Head Start promotes parent involvement by inviting parents / guardians and guardians to volunteer within the program. Volunteer efforts include spending time in the classroom to assist with art projects, assist with field trip excursions, and reading aloud to children. Parents / guardians and guardians that volunteer time within the classroom are asked to provide no more than ten (10) hours per week. This is to stay within DHS licensing regulations that require individuals spending more than ten hours per week to abide by the same requirements as teaching staff; completing pre-employment physical, criminal background history clearance and Child Welfare Service clearance. Volunteers are not counted in the staff/child ratio, are not placed in a position to discipline children and are never left alone with a child at any time during the course of the volunteer hours (exception is provided if the volunteer is the legal guardian or parent of the child). Volunteers are required to complete an orientation before they are invited to spend time in the classroom or go on excursions. The lead teacher of each center is assigned the responsibility to provide guidance and direction for classroom volunteers.

Parents / guardians and guardians also participate in committee and governing body activities including Parent Committee officers, Policy Council representatives and MEO Board of Directors as the Head Start representative. Management of these volunteers include the MEO Family Involvement Specialist and lead teacher of each center for the Parent Committee officers; the MEO Early Childhood Service Director for the Policy Council representatives; the MEO Executive Director for the MEO Board of Directors Head Start representative.

The justification for involving parents / guardians as volunteers include keeping them updated and informed as shared decision makers within the Head Start program. This is also to be in compliance with Head Start Performance Standards which has stated requirements regarding parent and family involvement. All volunteers complete a confidentiality form

which is reviewed prior to obtaining signature. Any volunteer in non-compliance of maintaining confidentiality will be held accountable for their actions.

(2) Staff Qualifications

The necessary minimum qualifications of proposed administrative and program staff are listed as part of the job description documents included in the attachments section of this proposal. Each MEO staff person assigned to provide management, supervision, direct or supportive services and evaluation meet the required qualifications as determined by state and/or federal regulations.

Job descriptions are included for the following positions: MEO Executive Director, MEO Deputy Director, MEO Fiscal Director and Fiscal Deputy Director, MEO Early Childhood Services Director and Assistant Director of Early Childhood Services, MEO Head Start Child Development Specialist, MEO Head Start Family Case Manager Specialist, MEO Family Case Managers, MEO Head Start Administrative Assistant; Makawao B Head Start classroom staff: lead teacher, two teacher aide positions, Parent Educator.

The following staff is qualified to work with young children and families and specialize in specific areas as established by the Head Start Performance Standards:

MEO Deputy Director: credentials to teach preschool aged children / past positions within MEO include MEO Head Start Child Development Specialist and MEO Head Start Director. Specializes in Program Design and Management, Child Health and Development, Family and Community Partnerships, ERSEA (Eligibility, Recruitment, Selection, Enrollment and Attendance).

MEO Director of Early Childhood Services: credentials to teach preschool aged children / past positions within MEO include MEO Head Start Child Development Specialist and MEO Head Start Assistant Director.

Specializes in Program Design and Management, Child Health and Development, Family and Community Partnerships, ERSEA (Eligibility, Recruitment, Selection, Enrollment and Attendance).

MEO Assistant Director of Early Childhood Services: credentials to teach preschool aged children / past positions include working at another Head Start program in a management position in Arrowhead, Minnesota.

Specializes in Child Health and Development, Family and Community Partnerships, ERSEA (Eligibility, Recruitment, Selection, Enrollment and Attendance).

MEO Head Start Child Development Specialist: credentials to teach preschool aged children / past position within MEO include MEO Disability/Transition Specialist. Specializes in Child Health and Development.

MEO Head Start Family Case Manager Specialist: credential to work with Head Start families / past position within MEO include a Teacher's Aide position and Family Case Manager (previously titled Family Advocate).

Specializes in Family and Community Partnerships, ERSEA (Eligibility, Recruitment, Selection, Enrollment and Attendance).

By meeting the qualifications, MEO can assure that qualified individuals will be held accountable to administer and provide the required services as detailed in this proposal. Experience, training and education all account for knowledge within the field of specialty, depending on the area of expertise. Each individual hired at MEO is screened by the MEO Human Resources Director. Prior to the offering of employment, potential applicants being considered for employment must provide documents to show evidence of college credit (transcripts), diploma, certifications, etc. After documents are received and reviewed by the Human Resources Director, the individual is offered employment. A pre-employment physical and drug test is completed. For MEO Head Start interviews, a Policy Council representative is invited to participate by being an observer and providing recommendations as to who might be the best candidate for consideration. Policy Council approval is required prior to offering employment to any applicant for Head Start. Additional to the pre-employment requirements of MEO, the Head Start program requires criminal background and Child Welfare Services clearances to be completed.

The MEO Board of Directors assigns the MEO Executive Director the responsibility of approving the hiring of all staff. The Executive Director receives input from the Human Resources Director and department director. In Head Start, approval from the MEO Head Start Policy Council is obtained prior to hiring. The system established within MEO regarding the processing of applicants within the agency serves to safeguard efforts to assure that qualified persons competent of program administration and service delivery is considered for hire.

B. Project Organization

(1) Supervision and Training

Each MEO employee responsible for service delivery as detailed in this proposal is supervised by a qualified individual with the acquired knowledge and experience to manage efficiently. Supervisors are provided with support by the MEO Executive Director, Deputy Director, Human Resources Director and the program director. For MEO Head Start, the MEO Director of Early Childhood Services fulfills this responsibility. The program organization of MEO is detailed on the agency organization chart and on the Early Childhood Services organization chart, which is inclusive of Head Start. Based on the organization details on these charts, it is clearly evident that the number of assigned personnel is sufficient to promote effective administration, management, supervision and provision of services to meet our program goals and objectives.

Supervisors provide support, guidance and direction by conducting on-site observation of direct services being implemented. Performance is measured by using the job description as a "checklist", going over the various tasks to be completed. All employees require an introductory period, which is the initial six (6) months of employment or upon promotion to another position. At the anniversary of the introductory period, the employee receives a work performance evaluation completed by the supervisor. The evaluation is reviewed and

approved by the program director and the Human Resources Director before it is shared with the employee by the supervisor. This insures that information is accurately written based on work performance accomplished by the employee. Performance evaluations are also completed on annual anniversary dates for all employees.

A portion of the employee evaluation document is dedicated to setting performance goals for growth opportunities. Individual goals are established by the supervisor and employee together as an action plan. Training plans for each individual employee are created using the goals as specified in the employee evaluation form. For Head Start employees, some examples of goals may include taking PATCH (Parents / guardians/People Attentive to Children) classes focused on child development or working with parents / guardians; taking courses at Maui Community College; obtaining certification in a specific area of early childhood or working with families; gaining knowledge and skills in organization, supervision, or time management, etc. A plan of action is detailed to determine how the goal will be accomplished. The plan is exact in terms of timeline for completion. Timelines can be negotiated to promote success for the employee in various circumstances (classes not being offered within timeframe or a family crisis prevents employee from attending classes, etc.).

The MEO Human Resources Director is highly competent in providing various training opportunities in-house for the executive, senior and supervisory staff of the agency. Training is also provided for all employees when the subject matter involves a company policy. The MEO Employee Handbook (Revised January 2006) is a valuable tool for supervisors with detailed explanations for policies and procedures as practiced by MEO. The Human Resources staff conducts new hire orientation before the employee is assigned to their department. Company policies as well as standards of conduct and professional standards are covered during the orientation.

The MEO Head Start employees receive on-going training throughout the calendar year to meet required training subjects established by the Performance Standards. These include: Pre-Service Training (provided to all Head Start staff prior to beginning the new school year); Program Updates and Program Service Area Plans review, Child Welfare Services Mandated Reporting on Suspected Child Abuse and Neglect, Bloodborne Pathogens, First Aid and CPR.

Training is provided in October, December, January, and March of the school calendar year. School is closed on the determined staff development day and parents / guardians are informed weeks in advance to make preparations for childcare. Staff development is necessary and essential to provide employees with an opportunity for networking, learning new skills and gaining knowledge to increase their performance and skills. Additional opportunities for training come from community resources, local agencies, county, state and national training; flyers and/or list-serves obtained via outside sources. Training opportunities are shared with all staff and supervisors to determine a match for employee's areas of growth or the need to increase knowledge of services offered by local or state agencies assisting families of young children.

Training is offered for all employees including management and direct line staff. Training opportunities are regarded as essential for staff to strengthen their capability to effectively provide program services. A system is in place to employees to request approval to attend training. A "Request for Training" form is completed by the employee with supporting documentation attached including training agenda, registration form, training topics, etc. The form is approved by the employee's immediate supervisor, and then circulated to the Program Director, Executive Director, Human Resources Director and Fiscal Director. This form is used as a communication tool to managers, providing notification and documentation of the training. The employee also identifies how the training will benefit work performance and service delivery. All completed training is documented by the Human Resources department and by each employee individually.

(2) Organization Chart

Organization charts are provided in the attachments section of this proposal. MEO has an agency "organization-wide" chart which features the MEO Board of Directors, MEO Executive Director, Sananda "Sandy" Baz and MEO Deputy Director, Lyn McNeff at the highest management level. These individuals oversee internal departments and program service departments that provide programs to Maui County. The MEO Deputy Director supervises the MEO Director of Early Childhood Services.

The "department" organization chart features the Early Childhood Services department. The MEO Early Childhood Services Director, Debbi Amaral, is responsible for the overall department including the Head Start program and the Kahi Kamali'i Infant and Toddler Center. She is assisted by the MEO Early Childhood Services Assistant Director, Christine DeGroote, who supervises the program specialists including the MEO Child Development Specialist, Larae Balag-Allosada; and the MEO Family Case Manager Specialist, Claire Lani Koki.

Both organization charts reflect the structure, functions and staffing for the agency wide and department chain of command. The rationale that managers have a higher level of responsibility and the assignment to have efficient working knowledge of the programs they oversee is appropriate to the pay structure of the agency and program. As the organization chart moves to the direct line staff, everyone in line understands the agency and program mission statement, program philosophy, program goals and objectives in order to succeed. Effective administration, management and operation service delivery is insured during the hiring process of qualified individuals to do the job assigned and based on regular monitoring and evaluation of programs.

Systems are in place for effective communication throughout the agency and program organization charts, including communication with the MEO Board of Directors and Head Start Policy Council. The MEO Head Start Policy Council has one member voted in to sit on the MEO Board of Directors. The MEO Board of Directors has one member voted in to sit on the MEO Head Start Policy Council. These two individuals exchange information on both sides of governance, offering a higher quality of communication. The Board of

Directors receives meeting minutes of the Policy Council. Policy Council meeting minutes are also shared with each Parent Committee at all Head Start centers.

Policies are in place within MEO Head Start that specifically identifies communication exchange from management staff to direct line staff to parents / guardians. Methods of communication include person to person, telephone, certified letter or regular air mail, e-mail, memos, newsletters, and bulletin board postings. A conflict resolution policy is offered for families in the MEO Head Start Parent Handbook.

All employees stated are determined full-time, exempt status. Specific assignments of hour equivalency are offered in the financial report section of this proposal.

MEO Child Development Specialist, Larae Balag-Allosada supervises the Makawao B teaching staff; MEO Family Case Manager Specialist, Claire Lani Koki supervises the Family Case Manager assigned to Makawao B; and the MEO Early Childhood Services Assistant Director, Christine DeGroote supervises the Parent Educator position.

IV. Service Delivery

Extended day services will be provided at Makawao B Head Start in upcountry Maui. The targeted population groups include individuals that qualify for Head Start services based on the MEO Head Start Selection Criteria, particularly working parents / guardians transitioning from TANF assistance seeking employment, training or education. Ten (10) percent enrollment opportunities are designed for children with certified special needs.

Based on collected MEO Head Start applications for services during the 2007-08 school year, the program proposed in this application is fully enrolled with twenty (20) children at Makawao B. This center also has a waitlist of children awaiting placement into the program. Based on services available to low-income families within Maui County, there are insufficient childcare programs to fulfill the need and demand for families residing in various communities. By providing Head Start services for enrolled families, each family will have the opportunity to establish goals to work towards, including employment, job training or education placement. For families already employed, the program will provide them with full-day quality childcare to establish family stability regarding financial wellness and self-sufficiency. For families working full-time, attending job training or attending college to complete a degree, the extended day services will effectively address the need for full-time care.

The following information details demographic data regarding the proposed service area:

Makawao B:

Data of estimated number of eligible children by geographic area (enrolled and waitlisted children):

Racial and ethnic composition:

- Hawaiian: 26
- Filipino: 13
- White: 18
- Hispanic: 7

Non-English speaking children: 3 (Hispanic)

All families identified need assistance in the areas of childcare for their preschool aged children. Percentage of families identified need in the following areas:

- Education: 100%
- Health and Nutrition: 97%
- Social Emotional: 100%
- Disabilities: 15%
- Affordable housing and rental assistance: 83%

The total program design is based on the Head Start Performance Standards, focusing on the program service areas of Program Design and Management, Child Health and Development, Family and Community Partnerships, ERSEA (Eligibility, Recruitment, Selection, Enrollment and Attendance). Each area is dedicated to specific service delivery, producing a comprehensive picture of the total program design.

Comprehensive service delivery is based on how efficient the program integrates systems. For example, communication is found occurring in all program areas; not isolated to one area. Other important systems that are in place include on-going monitoring, planning, and governance. High quality services are delivered in the various areas of education, health, social services, family / male involvement, special needs, transition, and facilities.

Education: All children receive a developmental screening within 45 days of enrollment. Any child falling below the cut-off score will be referred (with parental permission) for evaluation with the Department of Education (DOE). Educational activities are presented to young children using a focus on developmentally age appropriateness. Parents / guardians and guardians are asked to provide input to establish individual plans for each child. Home visits are conducted at the initial start and end of the program year, or more often if necessary to support the family. Parent / Teacher conferences are held twice a year, or more often upon parent or teacher request. Parents / guardians are invited to participate as volunteers within the Head Start program to learn about child development and how to incorporate activities at home to promote learning.

Health: All children receive a health screening within 45 days of enrollment; health screening includes height and weight, hearing and vision. Health requirements are monitored including EPSDT (Early and Periodic Screening, Diagnosis, and Treatment) state requirements for immunizations. Nutrition assessments are completed with children referred for obesity or underweight cases. A Mental Health consultant is available to visit Head Start classrooms to observe children and provide recommendations. Parents / guardians complete a questionnaire to determine their child's mental health needs. Dental screenings are monitored; Health Specialists monitor the number of children requiring dental treatments while partnering with local dentists and the Community Case Management Corporation (CCMC) to provide services.

Social Services (Family Case Management): Each family is assigned a Family Case Manager (FCM). The FCM begins this relationship with the family at the initial application process where a relationship is built. Upon acceptance into the Head Start program, the FCM will meet with the family to create a Family Partnership Agreement Plan (FPAP). The FPAP identifies the family's

interests for training, strengths of the family, and goals the family would like to work towards. The FCM attend monthly parent committee meetings at the center to stay in touch with the families concerns, needs, and to monitor their FPAP. Additional to this, the parents / guardians are contacted at the center or at home every 60 and 90 days to follow up on requests. Referrals are made to local and state agencies to provide support and assistance as needed for families to meet their goals or have their basic needs met.

Family Involvement / Male Involvement: Family, parent and male involvement are important to the Head Start program. Involvement includes volunteering in the classroom, on excursions, as a Parent Committee officer, a Policy Council representative, or a member of the MEO Board of Directors representing Head Start. Being involved as a parent insures that parents / guardians are kept up-to-date as to program and shared decision making. Policy Council parents / guardians are invited to participate with the hiring of new staff by being part of the employee interview and providing feedback as to moving forward with the applicant or not. Policy Council approves all policies of MEO and Head Start. They also approve program policies, including the MEO Head Start Program Service Area Plans.

Special Needs: Head Start requires that ten (10) percent of the total enrollment be reserved for children with certified disabilities. For our program, this number is twenty-nine (29), as we are funded for two-hundred and ninety eight (298) children. MEO have exceeded this number and currently serve 47 children with special needs. MEO has a partnership with the DOE at specific centers to operate a DOE / HS integrated preschool setting. Makawao B is a DOE / HS integrated center. This is a valuable option for families to have, in comparison to only having a self-contained setting as a choice. Children learn side by side along with their regular developing peers. All children learn the value of treating others with respect, understanding and love. The Child Development Specialist works with families, teaching staff and the DOE to assist with identifying children with suspected special needs, to obtain DOE services, and to monitor services provided within the Head Start classroom. Special services including speech/language therapy, physical and occupational therapy is offered to the child onsite at the Head Start classroom.

Transition: Services are provided to all children transitioning into and out of the Head Start program. Families are supported by the Child Development Specialist at transition meetings held by IMUA, Early Head Start – Maui Family Support Services, and the DOE. Families are supported in February during Kindergarten registration at most DOE public schools. Information is provided to families at the parent orientation and home visits to provide ideas on how to make the transition to preschool smooth and comfortable for child and parents / guardians.

Facilities: Each classroom and playground is monitored to promote a safe and healthy environment. A system is in place for the staff to report any unsafe situations to the Facilities Specialist. A request for assistance prompts a visit to the center where work is completed and documented. The teaching staff completes a daily walk through prior to school starting each morning to assure the playground and classroom is safe to welcome children, their parents / guardians/guardians and the staff. Any item of concern is corrected immediately or block-off of

access until the Facilities Specialist can restore safety. A Health and Safety Checklist is completed each month.

MEO Head Start operates fifteen (15) centers located in Maui County: Kahului A and B, MCC, Wailuku A, Wailuku B, Kahekili Terrace, Kihei A and B, Makawao A and B, Haiku, Lahaina, Kaunakakai A and B, and Pre-Plus at Lihikai Elementary School. We also have a partnership on Lana'i with Keiki O Lana'i Preschool. We are federally funded to serve two hundred and ninety eight (298) children.

The following timeline reflects the intended geographical areas to be served by MEO Head Start as detailed within this proposal, including Makawao B and the parent education program. The timeline includes program goals and objectives with start and completion dates, major milestones, special events, important deadlines, scheduled reports and evaluations.

HEAD START TIMELINE	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Head Start Selection Criteria - to be reviewed and approved by Policy Council	x											
Policy Council Meeting Minutes: All Policy Council Meeting minutes are given to the MEO Board of Director to be reviewed	x		x		x		x		x		x	
Recruitment - Recruitment for the 2008-2009 school year begins February 1, 2008 and is ongoing through January 2009.	x	x	x	x	x	x	x	x	x	x	x	x
Accepting Applications - Applications are taken from February 1, 2007 until January 31, 2009		x	x	x	x	x	x	x	x	x	x	x
Program Service Areal plans: Specialist begin revisions and updates in February to be reviewed and approved at the Policy Council Meeting in May.		x	x	x	x							
Identifying Children with Special Needs - The Child Development Specialist works with the DOE on selecting children with certified special needs for 2008-2009 school year			x									
Memorandum of Agreement: Update D.O.E M.O.A. regarding intergrated services.				x								
Memorandum of Agreement: Update and revise M.O.A with Keiki O Lanai PreSchool.					x							
Parent Handbooks - Parent Hand books are revised and up dated in April to be distributed to parents during orientations in June.						x						
Enrolled Children: Identify and Monitor the number of children who are currently enrolled in the program.						x	x	x	x	x	x	x

HEAD START TIMELINE	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Transition: Information is provided at the start of school in July for children who are having difficulty adjusting to school. Kindergarten transition information is also provided to all children at the end of the school year.						x	x					
Master Calendar: The Master Calendar for the 2008-2009 school year is prepared.						x						
MEO Board of Directors Meeting: Installation of new board members						x						
Parent Education: Surveys are given to all Head Start Families in June. The information gathered from the surveys is used to create and schedule Parent Trainings during the school year.						x	x	x	x	x	x	x
Snack Menu: To be prepared by the Health component and submitted to the Nutritionist and Policy Council for approval						x						
Teachers Initial Home Visits - Teaching staff meet with parents to review program and classroom rules and to get to meet the child and family.								X				
Program Information Report - Statistics are gathered in August for report to be submitted in September (statistics for 2007-2008 program year)								x	x			
On-Going Monitoring Completed: Education, Classroom site visits, Health and Safety Checklist, Facility Health and Safety checklist.								x	x	x	x	x
45 day deadline - is determined for developmental and health screenings of all children								X				
Teachers Health Observations: Health Observation of the children to be completed by the Teaching Staff.												
Dropped Children: Identify and monitor the number of children who have dropped from the program.									x	x	x	x
End of Month Reports: Monthly statistics are collected to be shared with the Policy Council and included with PIR and Quarterly Reports.								x	x	x	x	x
Education: Teachers begin an ongoing collection of observation notes to be used to complete the individualized CC-Port Report. The report is used to identify the development in the age appropriate developmental areas and to identify the base line to keep the children on track									x	x	x	x

HEAD START TIMELINE	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Disabilities: Identify and Monitor the number of children: who have been professionally diagnosed with a disability and those receiving services.									x	x	x	x
Parent Committee Meetings - Each center holds a monthly parent meeting to discuss program and center information. The first meeting is held in September where Policy Council members are elected.	x	x	x	x	x				x	x	x	x
Policy Council Meeting: Policy Council meetings are held monthly once center representatives are elected. Policy Council reviews, approves and disapproves, program policies, financial reports and center concerns.									x	x	x	x
Family Fun Night: Family Fun Night promotes family involvement and provides community Resources. Preparations begin in October and the event is held in November.										x	x	
Parent/Teacher Conference: prepare for conferences to be held in November 2008.										x	x	
National Reporting System testing for Fall completed and submitted to National Head Start.										x		
Program Self Assessment: conducted in November to be completed by December 1st.										x		
Team Conferences - The administrative staff meets with each centers teaching staff to discuss the needs of the children, families and follow up on referrals.										x		
USDA Food Monitoring: All sites are monitored to insure that they are following the USDA guidelines.											x	
Community Assessment - Data collection to begin in November to be submitted with Federal Grant in March											x	x
Mental Health: Identify and monitor the number of children with Mental Health Concerns											x	x

Output and Performance / Outcomes Measurements

For extended day service at MEO Head Start location: Makawao B

Performance Outcome	Number proposed for Makawao B	How performance will be measured	Possible barriers	Plans to overcome barriers to assist families
Number of Children Enrolled	20	ChildPlus attendance	Irregular Attendance	Intervention from Family Case Managers to identify possible concerns and promote regular attendance
Number of families enrolled	15	ChildPlus data collected from applications	Irregular Attendance	Intervention from Family Case Managers to identify possible concerns and promote regular attendance
Children who progress in Social and Emotional Development	15	CC-PORT Observations	Children not progressing in this area	Education Specialist and Teachers to work with children and parents / guardians. Staff training subject to be offered.
Children who progress in Cognitive and Language Development	15	CC-PORT Observations Brigance Screening	Children not progressing in this area	Education Specialist and Teachers to work with children and parents / guardians. Staff training subject to be offered.
Children who progress in Physical Development	15	CC-PORT Observations Brigance Screening	Children not progressing in this area	Education Specialist and Teachers to work with children and parents / guardians. Staff training subject to be offered.

Children who received physical examinations	15	ChildPlus Health Report Health File review	Children not being able to receive a physical	Health staff will work with parents / guardians, PHN and case worker to encourage completion.
Children who received medical treatment	10	ChildPlus Health Report Attendance Documentation	Children do not have an established medical home	Health staff will work with parents / guardians to establish medical home. Referral will be made through the Family Case Manager.
Children completed dental exams	10	ChildPlus Health Report	Children do not have an established dental home / dentists do not accept state subsidized dental insurance.	Health staff will work with parents / guardians to establish dental home. Utilize dentist through HS funding to receive services. Referral will be made through Family Case Manager.
Children received dental treatment	10	ChildPlus Health Report	Children do not have an established dental home / dentists do not accept state subsidized dental insurance.	Health staff will work with parents / guardians to establish dental home. Utilize dentist through HS funding to receive services. Referral will be made through Family Case Manager.
Children with Up-to-Date, or all immunizations	15	ChildPlus Health Report Child's Health Form	Children not being able to receive a physical	Health staff will work with parents / guardians, PHN and case worker to encourage completion.

Children with health insurance	15	ChildPlus Health Report HS application	Children do not have an established medical home	Health staff will work with parents / guardians to establish medical home. Referral will be made through the Family Case Manager.
Children professionally diagnosed with disability	5	Disability Roster ChildPlus file IEP file	Lack of knowledge on services offered for child with suspected disability / parent not consenting to services.	Teacher will complete referral to Child Development Specialist to follow up with parents / guardians and connect with DOE. Will work with parents / guardians to provide information and support.
Children with disability who received services	5	Special Services log IEP file	Lack of available therapists to conduct services at classroom	Child Development Specialist to facilitate options (possible services to be provided at the DOE school w/ transportation provided)
Children with mental health problems	2	ASQ S/E questionnaire Mental health consultant reports CC-PORT	Children not progressing in this area or not identified / parent not consenting to services.	Education Specialist and Teachers to work with children and parents / guardians. Staff training subject to be offered. Will work with parents / guardians to provide information and

				support.
Children who received mental health services	15	Special Services log IEP file Mental health consultant reports ASQ S/E questionnaire CC-PORT	Irregular Attendance	Teaching staff and Family Case Manager will monitor attendance to insure that child attends school regularly to receive services to promote social/emotional development
Children who dropped out	2	ChildPlus attendance	Irregular Attendance / stopped attending	Intervention from Family Case Managers to identify possible concerns and promote regular attendance
Families who participated in a goal setting process leading to individualized family partnership agreement	15	Family Partnership Agreement Plan Case Notes	Lack of resources to obtain goals	Family Case Managers will work directly with families to provide resource information in a timely manner. Accomplishments will be monitored and built upon the next step to goal
Parents / guardians who received job training / school services	7	Family Partnership Agreement Plan Case Notes	Lack of resources to obtain goals	Family Case Managers will work directly with families to provide resource support and information regarding interest for job training and school opportunities
Total parents / guardians	15	Family Partnership	Unemployment or childcare	Family Case Managers will

employed		Agreement Plan Case Notes HS Application	needed for younger siblings	work directly with families to provide resource support and information regarding interest for job opportunities and childcare for younger children (EHS)
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Output and Performance / Outcomes Measurements

For Parent Education program:

Performance Outcome	Number proposed for Parent Education Program	How performance will be measured	Possible barriers	Plans to overcome barriers to assist families
Number of Families Enrolled	270	ChildPlus data collected from applications	Irregular Attendance	Intervention from Family Case Managers to identify possible concerns and promote regular attendance
Children who progress in Social and Emotional Development	270	CC-PORT Observations	Children not progressing in this area	Education Specialist and Teachers to work with children and parents / guardians. Staff training subject to be offered.
Number of families that increased knowledge in child development and parenting	270	Parent pre-post survey	Families not attending training sessions	Family Case Managers and Parent Educators will work with families to offer sessions at various hours and days to meet family schedule availability
Number of families that can	270	Parent pre-post survey / family	Families not attending training	Family Case Managers and

identify concrete support in time of need		case notes	sessions	Parent Educators will work with families to offer sessions at various hours and days to meet family schedule availability
Number of families that can identify social connections	270	Parent pre-post survey / family case notes	Families not attending training sessions	Family Case Managers and Parent Educators will work with families to offer sessions at various hours and days to meet family schedule availability
Number of families that demonstrate parental resilience	270	Parent pre-post survey / family case notes	Families not attending training sessions	Family Case Managers and Parent Educators will work with families to offer sessions at various hours and days to meet family schedule availability

V. Financial

A. Pricing Structure

The following budget form(s) are submitted with the POS Proposal Application:

- SPO-H-205
- SPO-H-206A
- SPO-H-206B
- SPO-H-206C
- SPO-H-206F

B. Other Financial Related Materials

(1) Accounting System

A copy of the Maui Economic Opportunity, Inc. Financial Statements is included in this proposal. The audit was completed by Russell Yamane and Associates, CPAs Inc. A management letter dated June 1, 2007 is attached.

(2) Need for Funding

Other funding sources that support the program to provide Head Start services to children and families are provided as part of the fiscal reports included in this section.

(3) Cost Effectiveness

The proposed services detailed in this narrative are considered cost effective for Head Start children and families enrolled at Makawao B and through the Parent Education program. MEO Head Start is the only program to offer comprehensive services to preschool aged children and their families in Maui County at no charge to qualifying low income families.

VI. Other

A. Litigation

Maui Economic Opportunity, Inc. has no pending litigation against it.

B. Licensure or Accreditation

MEO Head Start centers are licensed by the State of Hawaii; Department of Human Services – Early Childhood Licensing Division.

**DECLARATION STATEMENT
APPLICANTS FOR GRANTS AND SUBSIDIES
CHAPTER 42F, HAWAII REVISIED 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 assuring 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.

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.
Sananda K. Baz, MEO Executive Director
(Typed Name of Individual or Organization)



(Signature)

11/26/07

(Date)

Sananda K. Baz

(Typed Name)

MEO Executive Director

(Title)

BUDGET REQUEST BY SOURCE OF FUND

(Period July 1, 2007 to June 30, 2009)

Applicant: Maui Economic Opportunity, Inc.

BUDGET CATEGORIES	Total State Funds Requested (a)	Makawao B Ext. to Full Day (b)	Ohana Strengthening Parent Education (c)	(d)
A. PERSONNEL COST				
1. Salaries	47,718	16,718	31,000	
2. Payroll Taxes & Assessments	5,656	1,982	3,674	
3. Fringe Benefits	6,681	2,341	4,340	
TOTAL PERSONNEL COST	60,055	21,041	39,014	
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Airfare, Out-of-State				
3. Audit Services	500	250	250	
4. Contractual Services - Administrative				
5. Contractual Services, Subcontracts				
6. Insurance	1,000	500	500	
7. Lease/Rental of Equipment				
8. Lease/Rental of Motor Vehicle				
9. Lease/Rental of Space				
10. Mileage	1,051	851	200	
11. Postage, Freight & Delivery				
12. Publication & Printing	900	500	400	
13. Repair & Maintenance	1,000	600	400	
14. Staff Training	500	375	125	
15. Substance/Per Diem				
16. Supplies	3,500	1,000	2,500	
17. Telecommunication	961	481	480	
18. Transportation				
19. Utilities	1,000	750	250	
20. Internet	961	481	480	
21.				
22.				
23.				
TOTAL OTHER CURRENT EXPENSES	11,373	5,788	5,585	
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
TOTAL (A+B+C+D)	71,428	26,829	44,599	
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	71,428	Debra Lorenzo, Fiscal Director (808) 249-2980		
(b) STATE	55,000	Name (Please type or print) Phone		
(c) FEDERAL	1,921,260	Signature of Authorized Official Date		
(d) COUNTY	209,500	Sananda K. Baz, Executive Director 11/16/07		
(e) PRIVATE	119,000	Name and Title (Please type or print)		
TOTAL REVENUE	71,428	For State Agency Use Only		
	2,375,188	Signature of Reviewer Date		

**BUDGET JUSTIFICATION
PERSONNEL - SALARIES AND WAGES**

Applicant/Provider Maui Economic Opportunity, Inc.

POSITION NO.	POSITION TITLE	FULL TIME EQUIVALENT TO ORGANIZATION	ANNUAL SALARY INCLUDING BUDGETED SALARY INCREASE A	% OF TIME BUDGETED TO THE CONTRACT B	TOTAL SALARY BUDGETED TO THE CONTRACT A x B
1	Teacher - Makawao B	1	25382.00	30.00%	7,615
2	Teacher Aide II - Makawao B	1	16229.00	30.00%	4,869
3	Teacher Aide I - Makawao B	1	14112.00	30.00%	4,234
4	Parent Educator	1	31000.00	100.00%	31,000
TOTAL:					47,718.00

JUSTIFICATION/COMMENTS: Makawao B Head Start Center - 70% of salaries and wages funded by Federal Head Start to provide 1/2 day services additional 30% will extend services to full day. Funding for parent educator is requested at 100%.
Payroll Taxes & Assessments: Social Security Taxes 7.65%; State Unemployment Insurance 1.02%; Worker's Compensation 1.98%; Temporary Disability Insurance 1.20%.
Fringe Benefits: Health Insurance 10%; Retirement 4%.

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: Maui Economic Opportunity, Inc Period: July 1, 2007 to June 30, 2009

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
TOTAL:				0
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
TOTAL:				0
JUSTIFICATION/COMMENTS:				

**BUDGET JUSTIFICATION
CAPITAL PROJECT DETAILS**

Applicant: Maui Economic Opportunity, Inc.

Period: July 1, 2007 to June 30, 2009

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ANY OTHER SOURCE OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED		FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2005-2006	FY: 2006-2007	FY: 2007-2008	FY: 2008-2009	FY: 2009-2010	FY: 2010-2011
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:	0	0	0	0	0	0
JUSTIFICATION/COMMENTS:						

MAUI ECONOMIC OPPORTUNITY, INC.

**Financial Statements
September 30, 2006 and 2005**

INDEPENDENT ACCOUNTANTS' REPORT

To the Board of Directors
Maui Economic Opportunity, Inc.



We have audited the accompanying statements of financial position of Maui Economic Opportunity, Inc. (MEO) as of September 30, 2006 and 2005, and the related statements of activities, functional expenses, changes in net assets and cash flows for the years then ended. These financial statements are the responsibility of MEO's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of MEO as of September 30, 2006 and 2005, and the changes in its net assets and cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated June 1, 2007, on our consideration of the MEO's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, and grants agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Our audit was performed for the purpose of forming an opinion on the basic financial statements of MEO taken as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.



Wailuku, Hawaii
June 1, 2007

MAUI ECONOMIC OPPORTUNITY, INC.

Statement of financial position September 30, 2006 and 2005

	2006	2005
Assets		
Current Assets:		
Cash (Note 6)	\$ 2,480,754	\$ 2,414,789
Time certificates of deposit	443,628	308,509
Investments - restricted (Note 3 and 9)	714,639	685,024
Grants receivable	1,677,724	1,401,451
Accounts receivable	84,264	121,372
Receivable from - MEOBDC (Note 10)	38,953	33,692
Other	12,100	19,642
Total current assets	5,452,062	4,984,479
Property and Equipment:		
Buildings	4,532,487	4,532,499
Furniture and equipment (Note 12)	1,512,924	1,563,381
Transportation vehicles and equipment (Note 12)	5,775,448	5,385,546
	11,820,859	11,481,426
Less accumulated depreciation	6,467,876	6,051,317
	5,352,983	5,430,109
Construction in progress (Note 9)	1,276,435	1,275,000
Land	26,525	26,525
	6,655,943	6,731,634
	\$ 12,108,005	\$ 11,716,113
Liabilities and Net Assets		
Current Liabilities:		
Accounts payable and other	\$ 836,559	\$ 885,034
Refundable advances	1,093,347	438,800
Total current liabilities	1,929,906	1,323,834
Note payable (Note 6)	-	149,775
Net Assets (Note 5):		
Unrestricted	3,614,792	3,704,832
Temporarily restricted	6,536,782	6,511,147
Permanently restricted	26,525	26,525
	10,178,099	10,242,504
	\$ 12,108,005	\$ 11,716,113

The accompanying notes are an integral part of the financial statements.

MAUI ECONOMIC OPPORTUNITY, INC.

Statement of activities for the year ended September 30, 2006

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenues and Other Support:				
Government grants -				
Federal	\$ 2,618,032	\$ 83,313	\$ -	\$ 2,701,345
County	4,939,334	528,469	-	5,467,803
State	1,737,529	125,094	-	1,862,623
Other grants -				
Foundations	119,092	-	-	119,092
Other	238,511	-	-	238,511
	<u>9,652,498</u>	<u>736,876</u>	<u>-</u>	<u>10,389,374</u>
In-kind contributions (Note 4)	734,273	-	-	734,273
Transportation revenues	325,158	-	-	325,158
Venture project revenues	8,098	-	-	8,098
Interest income	43,741	-	-	43,741
Dividend income	26,758	-	-	26,758
Other	591,821	-	-	591,821
Net assets transfers (Note 5)	711,241	(711,241)	-	-
Total revenues and other support	<u>12,093,588</u>	<u>25,635</u>	<u>-</u>	<u>12,119,223</u>
Expenses:				
Program services -				
Transportation	4,904,784	-	-	4,904,784
Early childhood services	3,037,020	-	-	3,037,020
Crisis and emergency assistance	126,743	-	-	126,743
Serious and violent offenders program	739,726	-	-	739,726
Employment and training	654,723	-	-	654,723
Enlace Hispanic program	145,584	-	-	145,584
Youth programs	391,097	-	-	391,097
Other federal programs	94,328	-	-	94,328
Other state programs	95,604	-	-	95,604
Other county programs	12,152	-	-	12,152
Venture programs	1,788	-	-	1,788
	<u>10,203,549</u>	<u>-</u>	<u>-</u>	<u>10,203,549</u>
Supporting services administration	1,703,197	-	-	1,703,197
MEOBDC	276,882	-	-	276,882
Total expenses	<u>12,183,628</u>	<u>-</u>	<u>-</u>	<u>12,183,628</u>
Change in Net Assets	<u>\$ (90,040)</u>	<u>\$ 25,635</u>	<u>\$ -</u>	<u>\$ (64,405)</u>

The accompanying notes are an integral part of the financial statements.

MAUI ECONOMIC OPPORTUNITY, INC.

Statement of functional expenses
for the year ended September 30, 2006

	Transportation	Early Childhood Services	Crisis And Emergency Assistance	Serious And Violent Offenders Program	Employment And Training	Hispanic Program	Youth Programs	Other Federal Programs	Other State Programs	Other County Programs	Venture Programs	Subtotal
Salaries	\$ 2,502,675	\$ 1,490,631	\$ 2,081	\$ 367,382	\$ 400,186	\$ 96,321	\$ 240,771	\$ 33,529	\$ 63,664	\$ -	\$ 44	\$ 5,197,284
Payroll taxes and fringe benefits	775,286	349,348	475	76,741	78,444	21,277	55,284	4,388	15,151	-	12	1,376,406
Total salaries and related expenses	3,277,961	1,839,979	2,556	444,123	478,630	117,598	296,055	37,917	78,815	-	56	6,573,690
Supplies and material	89,603	199,254	3,965	29,713	17,475	8,874	22,826	39,557	1,101	6,287	190	418,845
Gas and oil	396,694	2,020	-	85	26,661	-	3,074	-	970	-	-	402,843
In-kind expenses (Note 4)	-	618,815	-	-	-	-	-	-	-	-	-	645,476
Repairs and maintenance	187,952	35,986	2,145	5,903	12,439	2,083	3,188	160	1,065	-	600	251,521
Training	12,277	55,770	-	6,380	44,287	611	16,936	-	92	25	-	136,376
Contracts and professional services	24,226	18,697	3,974	115,665	15	2,240	1	14,957	101	2,655	662	183,192
Insurance	154,194	9,792	167	5,597	5,490	1,906	3,629	843	1,390	-	-	182,165
Travel	10,817	96,909	58	10,139	18,488	2,228	19,185	843	1,400	366	-	160,435
Facility and utilities	75,201	70,068	1,616	10,867	18,527	3,875	10,549	259	3,155	444	-	194,561
Rent	53,471	22,904	-	4,095	779	(28)	70	11	30	-	-	81,332
Postage, freight, copies	2,841	3,647	1	190	793	441	448	272	49	107	-	8,785
Public announcement	7,879	5,873	-	3,052	1,125	4,488	78	78	1,994	1,456	-	26,022
Supportive services	-	181	111,606	51,597	8,555	-	12,047	-	-	-	-	183,980
Interest	-	1,044	-	514	507	81	42	7	19	-	-	3,101
Miscellaneous	5,818	3,064	-	39,626	2,066	22	296	-	22	765	265	51,941
Total expenses before depreciation and amortization	4,299,828	2,984,003	126,088	727,546	635,837	144,419	388,424	94,061	90,203	12,105	1,773	9,504,281
Depreciation and amortization	604,956	53,017	655	12,180	18,886	1,165	2,673	267	5,401	47	15	699,267
Total expenses	\$ 4,904,784	\$ 3,037,020	\$ 126,743	\$ 739,726	\$ 654,723	\$ 145,584	\$ 391,097	\$ 94,328	\$ 95,604	\$ 12,152	\$ 1,788	\$ 10,203,548

The accompanying notes are an integral part of the financial statements.

MAUI ECONOMIC OPPORTUNITY, INC.

Statement of functional expenses (continued)
for the year ended September 30, 2006

	Program Services	Supporting Services	(Note 10)	Total
	Subtotal	Administration	MEOBDC	
Salaries	\$ 5,197,284	\$ 955,322	\$ 186,474	\$ 6,339,080
Payroll taxes and fringe benefits	1,376,406	261,015	46,164	1,683,585
Total salaries and related expenses	<u>6,573,690</u>	<u>1,216,337</u>	<u>232,638</u>	<u>8,022,665</u>
Supplies and material	418,845	81,456	13,554	513,855
Gas and oil	402,843	-	-	402,843
In-kind expenses (Note 4)	645,476	88,797	-	734,273
Repairs and maintenance	251,521	(36,382)	2,977	218,116
Training	136,378	19,719	1,558	157,655
Contracts and professional services	183,193	173,157	4	356,354
Insurance	182,165	28,056	4,279	214,500
Travel	160,433	42,131	7,007	209,571
Facility and utilities	194,561	21,715	5,831	222,107
Rent	81,332	5,385	207	86,924
Postage, freight, copies	8,789	6,381	3,661	18,831
Public announcement	26,023	5,107	1,650	32,780
Supportive services	183,986	-	-	183,986
Interest	3,108	555	135	3,798
Miscellaneous	51,944	18,401	550	70,895
Total expenses before depreciation and amortization	<u>9,504,287</u>	<u>1,670,815</u>	<u>274,051</u>	<u>11,449,153</u>
Depreciation and amortization	699,262	32,382	2,831	734,475
Total expenses	<u>\$ 10,203,549</u>	<u>\$ 1,703,197</u>	<u>\$ 276,882</u>	<u>\$ 12,183,628</u>

The accompanying notes are an integral part of the financial statements.

MAUI ECONOMIC OPPORTUNITY, INC.

Statement of activities for the year ended September 30, 2005

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenues and Other Support:				
Government grants -				
Federal	\$ 2,893,146	\$ 8,122	\$ -	\$ 2,901,268
County	4,989,038	589,777	-	5,578,815
State	1,510,126	1,000,000	-	2,510,126
Other grants -				
Foundations	341,335	-	-	341,335
Other	132,331	907	-	133,238
	<u>9,865,976</u>	<u>1,598,806</u>	<u>-</u>	<u>11,464,782</u>
In-kind contributions (Note 4)	573,350	-	-	573,350
Transportation revenues	438,183	-	-	438,183
Venture project revenues	12,854	-	-	12,854
Interest income	23,283	-	-	23,283
Dividend income	8,830	-	-	8,830
Other	434,898	275,000	-	709,898
Net assets transfers (Note 5)	876,999	(876,999)	-	-
Total revenues and other support	<u>12,234,373</u>	<u>996,807</u>	<u>-</u>	<u>13,231,180</u>
Expenses:				
Program services -				
Transportation	4,887,974	-	-	4,887,974
Early childhood services	2,877,885	-	-	2,877,885
Crisis and emergency assistance	193,630	-	-	193,630
Serious and violent offenders program	621,819	-	-	621,819
Employment and training	603,310	-	-	603,310
Enlace Hispanic program	171,434	-	-	171,434
Youth programs	370,162	-	-	370,162
Other federal programs	95,516	-	-	95,516
Other state programs	177,097	-	-	177,097
Other county programs	16,956	-	-	16,956
Venture programs	5,358	-	-	5,358
	<u>10,021,141</u>	<u>-</u>	<u>-</u>	<u>10,021,141</u>
Supporting services administration	1,692,672	-	-	1,692,672
MEOBDC	232,531	-	-	232,531
Total expenses	<u>11,946,344</u>	<u>-</u>	<u>-</u>	<u>11,946,344</u>
Change in Net Assets	<u>\$ 288,029</u>	<u>\$ 996,807</u>	<u>\$ -</u>	<u>\$ 1,284,836</u>

The accompanying notes are an integral part of the financial statements.

MAUIECONOMIC OPPORTUNITY, INC.

Statement of functional expenses
for the year ended September 30, 2005

	Transportation	Early Childhood Services	Crisis And Emergency Assistance	Serious And Violent Offenders Program	Employment And Training	Enlace Hispanic Program	Youth Programs	Other Federal Programs	Other State Programs	Other County Programs	Venture Programs	Subtotal
Salaries	\$ 2,387,506	\$ 1,478,967	\$ -	\$ 285,989	\$ 356,970	\$ 91,311	\$ 216,339	\$ 36,957	\$ 126,853	\$ 163	\$ 2,507	\$ 4,984,562
Payroll taxes and fringe benefits	737,801	347,632	-	52,769	70,422	22,686	51,739	5,863	28,805	43	603	1,318,362
Total salaries and related expenses	3,125,307	1,826,599	-	339,758	427,392	113,997	268,078	42,820	155,658	206	3,110	6,302,922
Supplies and material	76,630	192,681	262	29,270	13,600	9,372	26,547	27,525	2,316	4,834	56	383,092
Gas and oil	321,694	-	-	48	-	-	1,794	27	-	-	-	323,562
In-kind expenses (Note 4)	160,738	447,879	-	-	12,184	-	-	2,996	-	-	-	463,055
Repairs and maintenance	20,098	43,409	-	13,035	13,835	1,645	3,178	57	4,500	-	600	240,997
Training	22,571	69,080	-	3,630	61,867	3,419	14,300	-	55	-	-	172,445
Contracts and professional services	159,726	16,625	994	116,318	-	20,794	250	18,984	250	4,770	1,095	202,651
Insurance	15,579	26,528	-	4,846	10,970	1,422	1,993	508	1,977	-	-	207,970
Travel	68,642	87,353	-	17,625	12,669	9,179	25,069	1,618	8,048	945	44	178,125
Facility and utilities	52,114	63,343	-	13,156	17,216	2,651	9,769	320	3,248	157	-	178,502
Rent	12,114	21,884	-	3,931	600	260	84	2	359	3,736	-	82,970
Postage, freight, copies	9,045	3,181	-	58	920	918	391	241	163	128	-	18,115
Public Announcements	-	7,635	-	3,288	271	3,153	962	136	-	2,073	-	26,562
Supportive services	-	1,398	191,688	51,621	11,904	3,028	14,610	-	-	-	-	274,245
Interest	-	-	-	5,736	-	-	-	-	-	-	-	5,736
Miscellaneous	177,609	1,050	-	7,323	250	287	185	-	-	56	438	187,191
Total expenses before depreciation and amortization	4,221,867	2,808,645	192,944	609,643	583,678	170,125	367,210	95,234	176,574	16,905	5,343	9,248,161
Depreciation and amortization	666,107	69,240	686	12,176	19,632	1,309	2,952	282	523	51	15	772,972
Total expenses	\$ 4,887,974	\$ 2,877,885	\$ 193,630	\$ 621,819	\$ 603,310	\$ 171,434	\$ 370,162	\$ 95,516	\$ 177,097	\$ 16,956	\$ 5,358	\$ 10,021,142

The accompanying notes are an integral part of the financial statements.

MAUI ECONOMIC OPPORTUNITY, INC.

Statement of functional expenses (continued)
for the year ended September 30, 2005

	Program Services	Supporting Services	(Note 10) MEOBDC	Total
Salaries	\$ 4,984,562	\$ 975,850	\$ 156,111	\$ 6,116,523
Payroll taxes and fringe benefits	1,318,363	248,171	36,477	1,603,011
Total salaries and related expenses	<u>6,302,925</u>	<u>1,224,021</u>	<u>192,588</u>	<u>7,719,534</u>
Supplies and material	383,093	65,945	11,239	460,277
Gas and oil	323,563	-	-	323,563
In-kind expenses (Note 4)	463,059	110,291	-	573,350
Repairs and maintenance	240,997	(39,274)	2,883	204,606
Training	172,449	22,034	1,236	195,719
Contracts and professional services	202,651	162,707	-	365,358
Insurance	207,970	10,974	8,421	227,365
Travel	178,129	37,331	5,688	221,148
Facility and utilities	178,502	23,988	3,993	206,483
Rent	82,970	1,184	170	84,324
Postage, freight, copies	18,114	6,539	1,695	26,348
Public announcement	26,563	4,958	1,097	32,618
Supportive services	274,249	1,464	-	275,713
Interest	5,736	-	-	5,736
Miscellaneous	187,198	6,862	538	194,598
Total expenses before depreciation and amortization	9,248,168	1,639,024	229,548	11,116,740
Depreciation and amortization	772,973	53,648	2,983	829,604
Total expenses	<u>\$ 10,021,141</u>	<u>\$ 1,692,672</u>	<u>\$ 232,531</u>	<u>\$ 11,946,344</u>

The accompanying notes are an integral part of the financial statements.

MAUI ECONOMIC OPPORTUNITY, INC.

Statements of changes in net assets
for the years ended September 30, 2006 and 2005

	Unrestricted Net Assets	Temporarily Restricted Net Assets	Permanently Restricted Net Assets	Total
Balance, October 1, 2004	\$ 3,262,327	\$ 5,514,340	\$ 26,525	\$ 8,803,192
Prior period adjustment (Note 12)	154,476	-	-	154,476
Change in net assets	<u>288,029</u>	<u>996,807</u>	<u>-</u>	<u>1,284,836</u>
Balance, September 30, 2005	3,704,832	6,511,147	26,525	10,242,504
Change in net assets	<u>(90,040)</u>	<u>25,635</u>	<u>-</u>	<u>(64,405)</u>
Balance, September 30, 2006	<u>\$ 3,614,792</u>	<u>\$ 6,536,782</u>	<u>\$ 26,525</u>	<u>\$ 10,178,099</u>

The accompanying notes are an integral part of the financial statements.

MAUI ECONOMIC OPPORTUNITY, INC.

Statements of cash flows for the years ended September 30, 2006 and 2005

	2006	2005
Cash Flows from Operating Activities:		
Cash received from grant awards and programs	\$ 12,461,557	\$ 13,940,205
Cash paid to suppliers and employees	(11,486,288)	(10,826,929)
Interest received	70,499	32,113
Interest paid	(3,798)	(5,736)
Net cash provided by operating activities	<u>1,041,970</u>	<u>3,139,653</u>
Cash Flows from Investing Activities:		
Capital expenditures	(661,496)	(2,061,512)
Investment in time certificates of deposit, net	(135,119)	(103,437)
Change in marketable securities, net	(29,615)	(281,720)
Net cash used in investing activities	<u>(826,230)</u>	<u>(2,446,669)</u>
Cash Flows from Financing Activities:		
Proceeds from notes payable	-	1,269,775
Repayment of notes payable	(149,775)	(1,120,000)
Net cash provided by financing activities	<u>(149,775)</u>	<u>149,775</u>
Net Change in Cash	65,965	842,759
Cash, Beginning of Year	<u>2,414,789</u>	<u>1,572,030</u>
Cash, End of Year	<u>\$ 2,480,754</u>	<u>\$ 2,414,789</u>

Reconciliation Of Change In Net Assets To Net Cash Provided By Operating Activities

Increase (decrease) in Net Assets	\$ (64,405)	\$ 1,284,836
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	734,475	829,604
Disposition of fixed assets	2,712	173,866
(Increase) decrease in current assets:		
Grants receivable	(276,273)	471,427
Accounts receivable	31,847	70,112
Other	7,542	(5,845)
Increase (decrease) in current liabilities:		
Accounts payable and other	(48,475)	116,054
Refundable advances	654,547	199,599
Total adjustments	<u>1,106,375</u>	<u>1,854,817</u>
Net cash provided by operating activities	<u>\$ 1,041,970</u>	<u>\$ 3,139,653</u>

The accompanying notes are an integral part of the financial statements.

MAUI ECONOMIC OPPORTUNITY, INC.

Notes to the financial statements

1. Organization And Operations

Maui Economic Opportunity, Inc. (MEO) was incorporated in the State of Hawaii on March 22, 1965. MEO is a Community Action Agency that provides services for farm workers in the State of Hawaii and provides services for low-income elderly, children and youth, persons with disabilities, immigrants, other disadvantaged persons, and the general public in Maui County, Hawaii. MEO's primary programs are transportation services, early childhood services (Headstart), employment and training, youth services, and crisis and emergency assistance to needy individuals. MEO also administers the Serious and Violent Offender Re-entry Initiative program. The operations of MEO are funded largely through grants from federal, state and county governmental agencies. MEO's ventures include professional services to other nonprofit organizations.

MEO is exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code.

2. Significant Accounting Policies

Financial Statement Presentation –

MEO follows accounting guidance set forth in the Statement of Financial Accounting Standards (SFAS) No. 116, *Accounting for Contributions Received and Contributions Made*, and SFAS No. 117, *Financial Statements of Not-for-Profit Organizations*. SFAS 116 and 117 require the classification of an organization's net assets, revenue and expenses, and gains and losses be based on the existence or absence of donor-imposed restrictions. It requires that amounts for each of three classes of net assets - permanently restricted, temporarily restricted, and unrestricted, be displayed on the statement of changes in financial position and that the amounts of change in each of those classes of net assets be displayed in the statement of activities.

The net assets, revenues, expenses, and gains and losses are reported as follows:

- **Unrestricted net assets** – Net assets that are not subject to donor-imposed stipulations.
- **Temporarily restricted net assets** – Net assets subject to donor-imposed stipulations that may or will be met either by actions of MEO and/or the passage of time.
- **Permanently restricted net assets** – Net assets subject to donor-imposed stipulations that they be maintained permanently by MEO.

MAUI ECONOMIC OPPORTUNITY, INC.

Notes to the financial statements

Revenues are reported as increases in unrestricted net assets unless use of the related asset is limited by donor-imposed stipulations. Expenses are reported as decreases in unrestricted net assets. Expirations of temporary restrictions on net assets, such as when the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed, are reported as reclassifications between the applicable classes of net assets. Donor-restricted contributions whose restrictions are met within the same year as received are reflected as unrestricted operating revenue.

Basis Of Accounting -

Grant revenues are recognized when MEO has done everything necessary to establish its right to the revenue. Usually this is at the time an expense has been incurred for an authorized purpose. Expenses are recognized on the accrual basis of accounting.

For funds generating income from services provided or from goods sold, revenue is recognized when it is earned and expenses are recognized when they are incurred.

Cash Equivalents -

MEO considers all time certificates of deposit with maturities of three months or less to be cash equivalents.

Time Certificates Of Deposit -

Time certificates of deposit represent deposits with financial institutions with a maturity of greater than three months.

Marketable Securities -

Investments in marketable securities are stated at fair value. Fair value is determined by reference to quoted market prices, if available. If quoted market prices are not available, fair value is estimated using quoted market prices for similar securities.

Property And Equipment -

Property and equipment are stated at cost. Assets are depreciated principally on the straight-line method over the estimated useful lives of the assets. Furniture, equipment and transportation vehicles are depreciated over five years and buildings and related improvements are depreciated over 30 to 31-1/2 years.

MAUI ECONOMIC OPPORTUNITY, INC.

Notes to the financial statements

Expenditures for maintenance, repairs and minor improvements are charged to expense; expenditures for major improvements are capitalized. Property retired or otherwise disposed is removed from the appropriate asset and accumulated depreciation accounts. Gains or losses from asset disposals are included in current operations.

Property and equipment acquired through grants and foundations are reflected as temporarily restricted assets at net book value.

Contributed Property And Equipment -

Contributed property and equipment are recorded at fair value at the date of donation. In the absence of donor imposed stipulations regarding how long the contributed assets must be used, MEO has adopted a policy of implying a time restriction on contributions of such assets that expire over the assets' useful lives. As a result, all contributions of depreciable property and equipment, and of assets contributed to acquire property and equipment, are recorded as temporarily restricted support.

Contributed Services -

MEO records contributed services and the use of long-lived assets for certain programs as "in-kind" contribution and revenues and expenditures at their estimated fair value.

Concentration Of Credit Risk -

Financial instruments that potentially subject MEO to concentrations of credit risk consist principally of cash, temporary cash investments and grants receivable. MEO places its cash and temporary cash investments with high quality financial institutions in the State of Hawaii. Certain cash balances are in excess of insured depository limits. Grant receivables are due from various Federal, State, and County government agencies.

Use Of Estimates -

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

MAUI ECONOMIC OPPORTUNITY, INC.

Notes to the financial statements

3. Marketable Securities

Marketable securities consist principally of money funds and fixed income securities. All marketable securities are defined as trading securities under the provision of Statement of Financial Accounting Standard No. 115, "Accounting for Certain Investments in Debt and Equity Securities." As of September 30, 2006 and 2005, marketable securities were as follows:

	2006		2005	
	Fair Value	Cost	Fair Value	Cost
Money funds	\$ 179,925	\$ 179,925	\$ 378,268	\$ 378,268
Fixed income	534,714	537,225	306,756	312,125
	\$ 714,639	\$ 717,150	\$ 685,024	\$ 690,393

The securities in this account are pledged as collateral on an irrevocable standby letter of credit (Note 9).

4. In-Kind Contributions

Contributed services for fiscal years 2006 and 2005 were as follows:

	2006	2005
Head Start Program:		
Use of building and facilities	\$ 647,010	\$ 468,194
Salaries -		
Teacher aid volunteers - 4,279 hours for 2006 and 7,676 hours for 2005 at an average of \$8.26 and \$7.78 per hour for 2006 and 2005, respectively	35,364	59,742
Fringe - 26% of wages (\$2.15 and \$2.02 per hour for 2006 and 2005, respectively)	9,194	15,530
	\$ 691,568	\$ 543,466

MAUI ECONOMIC OPPORTUNITY, INC.

Notes to the financial statements

(continued) -	2006	2005
Senior Citizen Employment Program:		
Use of building and facilities	3,532	3,532
Transportation	22,100	7,491
Salaries -		
Supervisor volunteer - 827 and 1,011 hours at an average of \$19.40 and \$14.54 for 2006 and 2005, respectively	16,043	14,704
Equipment usage	1,030	1,161
	42,705	26,888
The Emergency Food Assistance Program (TEFAP):		
Salaries-		
Volunteer- 380 hours at an average of \$6.25 per hour for 2005.	-	2,378
Fringe- 26% of wages (\$1.63 per hour) for 2005	-	618
	-	2,996
Total contributed services	\$ 734,273	\$ 573,350

5. Net Assets

As of September 30, 2006 and 2005, net assets were comprised of the following:

Unrestricted Net Assets -

	2006	2005
Undesignated	\$ 3,564,792	\$ 3,500,356
Designated - maintenance reserve	50,000	50,000
	\$ 3,614,792	\$ 3,550,356

Temporarily Restricted Net Assets -

	2006	2005
Net book value of property and equipment purchased with grant funds or donations of long-lived assets	\$ 6,536,782	\$ 6,511,147
	\$ 6,536,782.	\$ 6,511,147

MAUI ECONOMIC OPPORTUNITY, INC.

Notes to the financial statements

Permanently Restricted Net Assets -

	2006	2005
Land donated by County of Maui	\$ 26,525	\$ 26,525
	<u>\$ 26,525</u>	<u>\$ 26,525</u>

Net assets transferred from temporarily restricted net assets for the years ended September 30, 2006 and 2005 consisted primarily of depreciation on assets classified as temporarily restricted.

6. Note Payable

At September 30, 2006 and 2005, note payable consisted of the following:

	2006	2005
Note payable to bank bearing interest at .50% over the banks index rate (the rate of interest which the bank pays on the type of deposit account which secures this note). The note was paid in full during fiscal year September 30, 2006.	\$ -	\$ 149,774
	<u>-</u>	<u>149,774</u>
Less current portion	-	-
	<u>\$ -</u>	<u>\$ 149,774</u>

7. Pension Plan

MEO has a defined-contribution Plan covering all permanent personnel. Employee eligibility to participate is based on age and length of service requirements. The contributions to the Plan are fixed at 4 percent of employee compensation. Pension expense for the years ended September 30, 2006 and 2005 were approximately \$202,000 and \$200,000, respectively.

8. Leases

MEO's lease for its transportation baseyard, located in Kahului, Maui, Hawaii expired in December 1994. MEO is in the process of having a feasibility study of various sites for relocation (see note 9 below).

MAUI ECONOMIC OPPORTUNITY, INC.

Notes to the financial statements

MEO has a long-term sublease with the J. Walter Cameron Center (Center) for 1.228 acres of land on which MEO's Family Center resides. The lease expires in April 2051 and requires an annual payment of \$1.

9. Commitments

MEO's workers' compensation insurance carrier requires MEO to maintain a \$500,000 irrevocable standby letter of credit drawn in the name of the insurance company. The letter of credit is secured by an investment account with the bank issuing the letter of credit. The security agreement does not allow the letter of credit to exceed 75% of the investment value. As of the date of the audit report, there were no funds drawn on the line of credit.

In January 2005 MEO acquired a parcel of land and building for approximately \$1.275 million. The property will be used mainly as transitional housing under the Serious and Violent Offenders program. MEO is currently in the process of improving the property for its designated use and estimates that it will require an additional \$1.5 million before it can be placed in service.

MEO has a commitment to purchase 5 acres of land in Puunene, Maui, for approximately \$1.6 million. MEO intends to use this property for its transportation base yard and anticipates receiving approximately \$1.2 million from the State of Hawaii and \$400,000 from the County of Maui to fund the acquisition.

10. Maui Economic Opportunity Business Development Corporation (MEOBDC)

MEOBDC operates independently from MEO and was created to provide business development, training, technical assistance and lending to economically disadvantaged individuals in the State of Hawaii. MEO provides support for MEOBDC in the form of administrative services and contract labor. MEOBDC reimburses MEO for these costs. The amounts owed to MEO by MEOBDC as of September 30, 2006 and 2005 were approximately \$39,000 and \$34,000, respectively. Expenses relating to MEOBDC for the years ended September 30, 2006 and 2005 were approximately \$277,000 and \$233,000, respectively.

11. Donation of Real Property

Subsequent to fiscal year end September 30, 2006, MEO received a donation of real property of approximately 11.765 acres. The property was received without any donor restrictions however MEO intends to use this property for agricultural training in its Serious and Violent Offenders program. Management has not yet placed a value on this property.

MAUI ECONOMIC OPPORTUNITY, INC.

Notes to the financial statements

12. Prior Period Adjustment

The statement of net assets was restated from the prior year's presentation for purchases that should have been capitalized but were expensed in previous years.

MAUI ECONOMIC OPPORTUNITY, INC.

Schedule of Expenditures of Federal Awards
for the year ended September 30, 2006

Federal Grantor/Pass-Through Grantor/Program title	Federal CFDA Number	Grant Period	Grant award Amount	Grant Number	Expenditure October 1, 2005 - September 30, 2006
DEPARTMENT OF HEALTH AND HUMAN SERVICES					
Direct Program:					
Headstart Program	93.600	06/01/05-05/31/06	1,926,600.00	09CH7022/40	\$ 1,310,003.
Pass Through Programs:	93.600	06/01/06-05/31/07	2,073,302.00	09CH7022/41	715,428
Department of Labor and Industrial Relations, State of Hawaii Office of Community Service - Community Service Block Grant	93.569	10/01/05-09/30/06	445,294.00	OCS-POS-06-62	435,360
Department of Human Services, State of Hawaii - Low-Income Home Energy Assistance Program	93.568	06/01/06-09/30/06	14,052.00	2006 LIHEAP CONTRACT	701
DEPARTMENT OF LABOR					
Direct Program:					
Migrant and Seasonal Farm worker Program	17.247	09/26/05-06/30/06	303,233.00	OCS-POS-06-64	183,778
Migrant and Seasonal Farm worker Program	17.247	07/01/06-06/30/07.	313,799.00	OCS-POS-07-64	69,293
Pass Through Programs:					
Dept of Labor and Industrial Relations, State of Hawaii Workforce Development Division - Senior Community Service Employment Program	17.235	07/01/05-06/30/06	206,048.00	FY05-SCSEP-M-MBO	154,319
Senior Community Service Employment Program	17.235	07/01/06-06/30/07.	184,188.00	FY06-SCSEP-M-MBO	51,204
Senior Community Service Employment Program	17.235(502e)	10/01/05-12/31/06	100,670.00	AD-14355-04-06	46,457
Senior Community Service Employment Program	17.235(502e)	10/01/04-10/31/05	160,000.00	AD-14355-04-06	2,824
DEPARTMENT OF TRANSPORTATION, FEDERAL TRANSIT ADMINISTRATION					
Pass Through Programs:					
Department of Transportation, State of Hawaii - Job Access Reverse Commute Program	20.509	01/01/05-12/30/06	200,000.00	CTAA-JARC	153,824

See Independent Auditors' Report.

MAUI ECONOMIC OPPORTUNITY, INC.

Schedule of Expenditures of Federal Awards
for the year ended September 30, 2006

Federal Grantor/Pass-Through Grantor/Program title	Federal CFDA Number	Grant Period	Grant award Amount	Grant Number	Expenditure October 1, 2005 - September 30, 2006
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT					
Direct Program:					
Rural Housing and Economic Development Grant	14.250	10/14/04-10/13/07	150,000.00	RH-04-HI-0353	31,509
Pass Through Programs:					
Community Development Block Grant, County of Maui - COM - CDBG The Best House	14.219	12/17/04-06/30/07	292,029.00	G1923(CDBG Project 04-3	26,981
Corporation for National and Community Service					
AmeriCorps*VISTA (volunteers in Service to America)	93.569	11/01/05-10/31/06	99,011.00	03AFHH0010002	123,857
Program Grant Hawaii Commission for National & Community Services, University of Hawaii - Corporation for National Service/AmeriCorps	93.569	10/01/04-10/31/05	99,063.00	03AFHH001	9,203
DEPARTMENT OF ENERGY					
Pass Through Programs:					
Dept. of Labor and Industrial Relations, State of Hawaii	81.042	05/02/05-03/31/06	87,928.00	OCS-POS-05-53	53,986
Office of Community Services - Weatherization Assistance Program	81.042	05/17/06-03/31/07	63,519.00	OCS-POS-06-53	8,077
OTHER FEDERAL ASSISTANCE PROGRAMS					
Pass Through Programs:					
Dept of Labor and Industrial Relations, State of Hawaii	10.568	10/01/04-09/30/05		OCS	1,179
Office of Community Services - Temporary Emergency Food Assistance Program(2)					
University of Hawaii, State of Hawaii -					
The Research Corp of Univ. of Hawaii	WIA-02-YP-M	01/01/04-12/31/05	80,000.00		432
The Research Corp of Univ. of Hawaii	WIA-04-YP-M	01/01/05-12/31/05	80,000.00		21,434
The Research Corp of Univ. of Hawaii	WIA-04-YP-M	01/01/06-08/31/06	52,000.00		55,920

See Independent Auditors' Report.

MAUI ECONOMIC OPPORTUNITY, INC.

Schedule of Expenditures of Federal Awards
for the year ended September 30, 2006

Federal Grantor/Pass-Through Grantor/Program title	Federal CFDA Number	Grant Period	Grant award Amount	Grant Number	Expenditure October 1, 2005 - September 30, 2006
DEPARTMENT OF JUSTICE					
Pass through Programs:					
Department of Public Safety, State of Hawaii -					
Hawaii State Dept of Public Safety	16.202	07/01/02-06/30/06	2,373,978.00	50353(PSD 03-MCCC-17	409,809
Hawaii State Dept of Public Safety	16.202	7/1/2006-06/30/07		50353(PSD 03-MCCC-17	99,263
Hawaii Community Foundation - Protect Program	16.71	07/01/05-05/31/07	140,000.00		35,121
Department of Health, State of Hawaii					
CRP, INC.- SAMSHA Underage Drinking Prevention	93.243	1/25/2002	1,000.00		
TOTAL					<u>45</u>
					<u>\$ 4,000,007</u>

MAUI ECONOMIC OPPORTUNITY, INC.

**Single Audit Report
September 30, 2006**

MAUI ECONOMIC OPPORTUNITY, INC.

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PART I

**Report On Compliance And Internal Control Over
Financial Reporting Based On An Audit Of Financial
Statements Performed In Accordance With
*Government Auditing Standards***

**Report On Compliance And Internal Control Over
Financial Reporting Based On An Audit Of Financial
Statements Performed In Accordance With
*Government Auditing Standards***

To the Board of Directors
Maui Economic Opportunity, Inc.

We have audited the financial statements of Maui Economic Opportunity, Inc. (MEO) as of and for the year ended September 30, 2006, and have issued our report thereon dated June 1, 2007. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Compliance

As part of obtaining reasonable assurance about whether MEO's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered MEO's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control over financial reporting that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level; the risk that misstatements in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses.

This report is intended for the information of management, the United States Department of Health and Human Services and other federal awarding agencies and passthrough entities. However, this report is a matter of public record and its distribution is not limited.

[REDACTED] E.A. [REDACTED] [REDACTED]

Wailuku, Hawaii
June 1, 2007

PART II

**Report On Compliance With Requirements
Applicable To Each Major Program And On Internal
Control Over Compliance In Accordance With
*OMB Circular A-133***

**Report On Compliance With Requirements Applicable
To Each Major Program And On Internal Control
Over Compliance In Accordance With
*OMB Circular A-133***

To the Board of Directors
Maui Economic Opportunity, Inc.

Compliance

We have audited the compliance of Maui Economic Opportunity, Inc. (MEO) with the types of compliance requirements described in the *U.S. Office of Management and Budget (OMB) Circular A-133 Compliance Supplement* that are applicable to its major federal program for the year ended September 30, 2006. MEO's major federal program is identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to its major federal program is the responsibility of MEO's management. Our responsibility is to express an opinion on MEO's compliance based on our audit.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and *OMB Circular A-133, Audits of States, Local Governments and Non-Profit Organizations*. Those standards and *OMB Circular A-133* require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about MEO's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination on MEO's compliance with those requirements.



In our opinion, MEO complied, in all material respects, with the requirements referred to above that are applicable to its major federal program for the year ended September 30, 2006.

Internal Control Over Compliance

The management of MEO is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts and grants applicable to federal programs. In planning and performing our audit, we considered MEO's internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with *OMB Circular A-133*.

Our consideration of the internal control over compliance would not necessarily disclose all matters in the internal control that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that noncompliance with applicable requirements of laws, regulations, contracts and grants that would be material in relation to a major federal program being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over compliance and its operation that we consider to be material weaknesses.

This report is intended for the information of management, the United States Department of Health and Human Services and other federal awarding agencies and pass-through entities. However, this report is a matter of public record and its distribution is not limited.

 
Wailuku, Hawaii
June 1, 2007

PART III

Schedule Of Findings And Questioned Costs

MAUI ECONOMIC OPPORTUNITY, INC.

Schedule of Findings and Questioned Costs For the Year Ended September 30, 2006

Summary of Auditors' Results

Financial Statements-

- Unqualified opinion issued on the financial statements.
- No material weaknesses in internal control were disclosed.
- No material noncompliance to the financial statements was disclosed.

Federal Programs-

- No material weaknesses in internal control over major programs were disclosed.
- Unqualified opinion issued on compliance for major programs.
- No audit finding required to be reported under *OMB Section 510(a)*.
- The major programs were:

CFDA Number	Federal Program	Expenditure
93.600	Head Start	\$ 2,025,431
16.202	Serious and Violent Offenders Program (Being Empowered and Safe Together - B.E.S.T)	\$ 544,193
17.235	Senior Community Service Employment Program	\$ 254,804

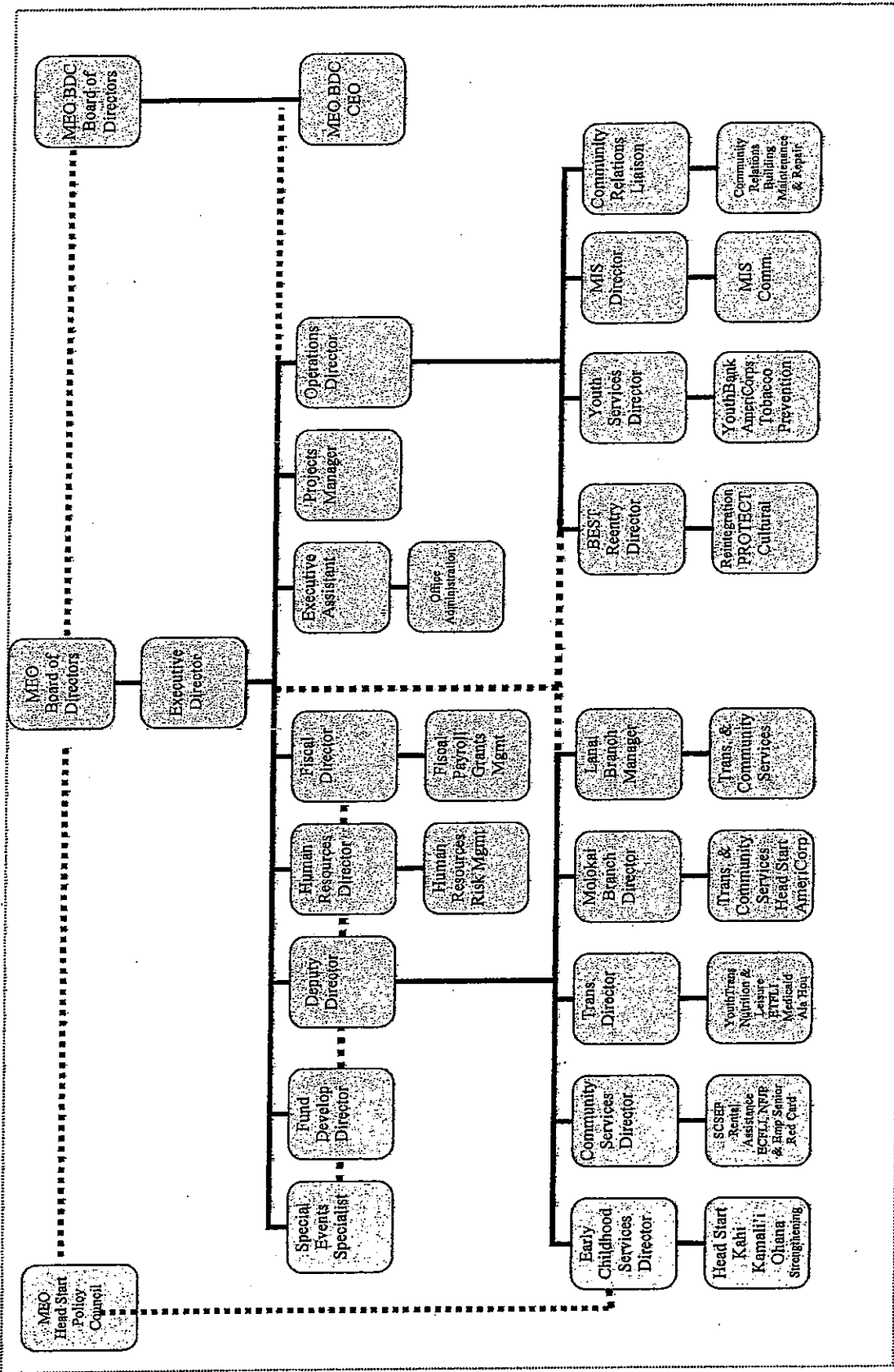
The threshold used to distinguish between Type A and Type B programs was \$300,000. MEO qualified as a low-risk auditee.

Findings-

- There were no findings relating to the financial statements, which were required to be reported in accordance with Generally Accepted Government Accounting Standards.
- There were no findings or questioned costs noted in the current year or prior year for follow up.



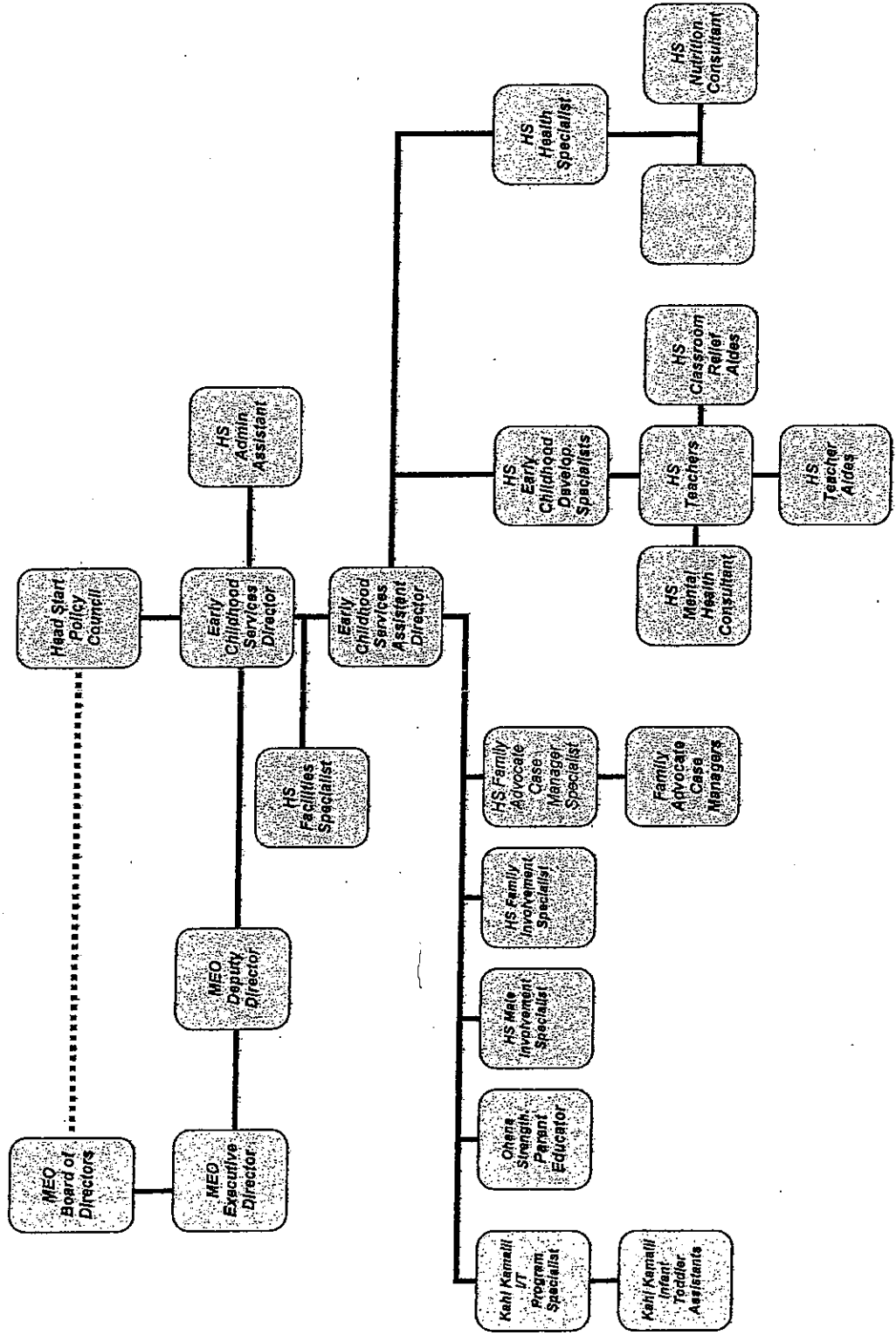
Maui Economic Opportunity, Inc. Organizational Chart





Maui Economic Opportunity, Inc.

Early Childhood Services Organizational Chart



Maui Economic Opportunity, Inc. Job Description

Job Title: Executive Director
Department: Administration
Reports To: Board of Directors
FLSA Status: Executive Exempt

SUMMARY

Provides leadership and overall management while administering a delivery system of comprehensive services in accordance with the agency's mission and stated purpose as established by the board of directors.

SUPERVISORY RESPONSIBILITIES:

Responsible for the overall direction, coordination, and evaluation of the agency.
Directly supervises: Deputy Director, Community Programs Director, Fiscal Director, Human Resources Director, Special Projects Director, Head Start Director, Planner/Grant Writer and Executive Assistant.
Carries out supervisory responsibilities in accordance with the agency's established policies, procedures and applicable laws.
Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Demonstrated skills and abilities in a management capacity relevant to non-profit Program Management. Experience with preparing, submitting, and successfully obtaining government funding.

Experience with identifying local community needs and community organizing.

Excellent interpersonal skills, which include, written, verbal and listening.

Ability to instruct and motivate others.

Ability to provide training and work direction.

Organized, detail and tasks oriented.

Working knowledge of management and planning, causes and effects of poverty, community resources and needs, employment service operations; and functions of other related agencies and programs.

Working knowledge of the political process and its relationship to non-profit management.

Working knowledge of management reporting, financial planning and reporting and grant writing.

Working knowledge of budget preparation, audit procedures, nonprofit accounting and auditing practices and procedures.

Working knowledge of computer applications including desktop applications.

General understanding of computerized accounting systems and general knowledge of government accounting policies, procedures and guidelines for nonprofit fund accounting.

General knowledge of health and safety regulations.

Ability to work varied shifts, which may include nights, weekends and holidays.

Ability to travel off island on occasion.

EDUCATION and/or EXPERIENCE:

Bachelor's degree from four-year college or university in Business Administration, Sociology or a related field and (5) five years working experience and/or training in a similar program, or equivalent combination of education and experience.

Maul Economic Opportunity, Inc.
Job Description

Job Title: Deputy Director
Department: Administration
Reports To: Executive Director
FLSA Status: Exempt

SUMMARY

Assists the executive director with the day- to- day management and oversight of the agency. In the absence of the executive director assumes responsibility for the overall direction, coordination, and evaluation of the agency.

SUPERVISORY RESPONSIBILITIES:

In the absence of the executive director, is responsible for the overall direction, coordination, and evaluation of the agency.

Carries out supervisory responsibilities in accordance with the agency's established policies, procedures and applicable laws.

Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Demonstrated skills and abilities in a management capacity relevant to nonprofit Program Management.

Working knowledge of management and planning, causes and effects of poverty, community resources and needs, employment service operations, and functions of other related agencies and programs.

Excellent interpersonal skills, which include, written, verbal and listening.

Ability to instruct and motivate others.

Ability to provide training and work direction.

Organized, detail and tasks oriented.

Basic understanding of financial reporting, management reporting, financial planning and grant writing.

General knowledge of budget preparation, audit procedures, nonprofit accounting and auditing experience with systems designs.

General knowledge of computerized accounting systems and general knowledge of government accounting policies, procedures and guidelines for nonprofit fund accounting.

Working knowledge of computer applications including desktop applications.

General knowledge of the political process and its relationship to nonprofit management.

General knowledge of health and safety regulations.

Ability to work varied shifts, which may include nights, weekends and holidays.

Ability to travel off island on occasion.

EDUCATION and/or EXPERIENCE:

Bachelor's degree (B. A.) from an accredited four-year college or university and (3) three years working experience and/or training in a related field, or equivalent combination of education and experience.

Maui Economic Opportunity, Inc.
Job Description

Job Title: Assistant Fiscal Director
Department: Fiscal
Reports To: Fiscal Director
FLSA Status: Exempt

SUMMARY:

Assists with the planning, direction, coordination and implementation of all fiscal activities and functions. Assists with budget planning, development and management. Ensures that proper accounting procedures are maintained in accordance with federal, state and local regulations.

SUPERVISORY RESPONSIBILITIES:

Responsible for assisting with the overall direction, coordination, and control of all financial reports and statements.

Directly Fiscal staff.

Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Demonstrated skills and abilities in a management capacity relevant to nonprofit fiscal management.

Knowledge of federal, state and local regulations governing accounting practices and procedures.

Working knowledge of computerized systems and government accounting policies, procedures and guidelines.

Excellent interpersonal skills, which include, written, verbal and listening.

Ability to instruct and motivate others.

Ability to provide training and work direction.

Organized, detail and tasks oriented.

Ability to handle many projects at a given time.

Maintains a high level of confidentiality.

Basic knowledge of health and safety regulations.

Ability to work varied shifts, which may include nights, weekends and holidays.

Ability to travel off island for seminars, conventions, training, etc.

Working knowledge of computer applications including desktop applications and data entry.

Regular attendance.

EDUCATION and/or EXPERIENCE:

Bachelor's degree from four-year college or university in accounting and (3) three years related experience and/or training with one year in a supervisory capacity, or equivalent combination of education and experience.

Maui Economic Opportunity, Inc.
Job Description

Job Title: Human Resources Director
Department: Human Resources
Reports To: Executive Director
FLSA Status: Exempt

SUMMARY:

Responsible for the overall management and administration of all human resource matters assuring all areas are in compliance with Federal and State laws, DOT and program regulations.

SUPERVISORY RESPONSIBILITIES:

Responsible for the overall direction, coordination, and evaluation of the human resources department. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Demonstrated skills and knowledge of general management practices and principals in human resource management issues.

Working knowledge of recruitment and staffing, compensation and benefits and employee relations.

Working knowledge of Department of Labor rules and regulations, OSHA regulations, and Department of Transportation rules and regulations related to record keeping.

Strong leadership ability and strong consultive and collaborative skills.

Demonstrated leadership and flexibility in interpersonal style, and the ability to influence and persuade various groups or individuals.

Ability to deal with sensitive, difficult or confrontational issues.

Innovative and creative problem solving skills and ability to solve difficult problems with effective solutions.

Excellent interpersonal skills, which include, written, verbal and listening.

Cooperative team player and a desire to help others.

Knowledge and application of proper telephone etiquette.

Organized, detail and tasks oriented.

Ability to manage many projects at a given time and meet deadlines and prioritize workload.

Working knowledge of basic computer applications including desktop applications and data entry.

Ability to work varied shifts, which may occasionally include nights and weekends.

Ability to travel on occasion for seminars, conventions, training, meetings, etc.

EDUCATION and/or EXPERIENCE:

Bachelor's degree from four-year college or university and four years related experience and/or training; or equivalent combination of education and experience.

Maui Economic Opportunity, Inc. Job Description

Job Title: Early Childhood Services Director
Department: Head Start
Reports To: Deputy Director
FLSA Status: Exempt

SUMMARY:

Plans, directs, and coordinates activities for Head Start and various early childhood programs in Maui County. Responsible for program planning, development, and management, plus self-evaluation and on-going community relations. Ensures that goals and objectives of projects and programs are accomplished within prescribed time frame and funding parameters.

SUPERVISORY RESPONSIBILITIES:

Directly supervises the Assistant Director, Facilities and Quality Assurance Specialist, Community Advocate Specialist, Administrative Assistant, and Kahi Kamali'i Specialists. Responsible for the overall supervision and management of program staff and consultants.

Carries out supervisory responsibilities in accordance with the agency's policies and applicable laws.

Interviews, hires, trains and develops employees; plans, assigns, and directs work; appraises performance; rewards and disciplines employees; addresses complaints and resolves problems.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Demonstrated skills and abilities in a management capacity relevant to Human Services Program Management.

Exercises the highest degree of professionalism toward the Board, Staff, Parents, Policy Council and the General Public.

Knowledgeable in all types of financial reporting, management reporting, financial planning and grant writing and working knowledge of budget preparation and audit procedures.

Working knowledge of management and planning, community resources and needs, employment service operations; and functions of other related employment agencies and programs.

Excellent interpersonal skills, which include, verbal, written, listening and the ability to give and receive feedback on the quality of services.

Ability to delegate tasks to subordinates effectively and efficiently.

Ability to instruct, motivate, and supervise others.

Organized, tasks and detail oriented, and the ability to prioritize workload.

Cooperative, polite, and team player.

General knowledge of available community resources.

General knowledge of community history, traditions and beliefs.

Ability to establish working relationships with appropriate community agencies.

Ability to interact with and support a cultural and ethnic diverse community.

Working knowledge of basic computer applications including desktop applications and data entry.

Available to work flexible days and hours, which may include, evenings and weekends.

Ability to travel off island on occasion.

EDUCATION and/or EXPERIENCE:

Bachelor's degree (B.A) from four-year college or university in management, administrative education, human services, early childhood or elementary education and (5) five years related experience in early childhood to include (3) three years experience managing personnel in a similar type of program; or; equivalent combination of education and experience.

Maui Economic Opportunity, Inc.

Job Description

Job Title: Assistant Early Childhood Services Director
Department: Head Start
Reports To: Early Childhood Services Director
FLSA Status: Exempt

SUMMARY:

Exercises a high degree of independence, initiative and professional expertise while assisting the Director in meeting the administrative objectives of the program. Performs a variety of highly responsible, complex work and administrative duties associated with the program.

SUPERVISORY RESPONSIBILITIES:

Directly supervises the program specialists who supervise various employees in the specialized program areas.

Responsible for the overall direction, coordination, and evaluation of these programs.

Carries out supervisory responsibilities in accordance with the agency's policies and applicable laws.

Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Working knowledge of Early childhood education programs and practices.

Knowledge and experience in collecting, analyzing, and interpreting data, and resources.

Knowledge in all types of financial and management reporting, financial and management planning and grant writing.

Exercises the highest degree of professionalism toward the Board, staff, parents, Policy Council and the general public.

Excellent interpersonal skills, which include, verbal, written, and listening.

Detail and tasks oriented and the ability to prioritize work, meet deadlines and manage many projects at a given time.

Ability to delegate tasks to subordinates effectively and efficiently.

Ability to instruct, motivate, and supervise others.

Ability to establish working relationships with appropriate community agencies.

General knowledge of community history, traditions and beliefs.

Ability to interact with and support a cultural and ethnic diverse community.

Cooperative, polite, and team player.

Working knowledge of basic computer applications including desktop applications and data entry.

Available to work flexible days and hours, which may include evenings and weekends.

Ability to travel off island on occasion.

EDUCATION and/or EXPERIENCE:

Bachelor's degree (B.A.) from four-year college or university in management, administrative education, human services, early childhood education, or elementary education and (3) three years related experience to include (2) two years managing personnel; or equivalent combination of education and experience.

Maui Economic Opportunity, Inc.
Job Description

Job Title: Administrative Assistant
Department: Head Start
Reports To: Head Start Director
FLSA Status: Nonexempt

SUMMARY:

Provides administrative services to the Director, Assistant Director, program staff and Policy Council as directed. Performs a variety of high-level clerical duties and acts as a receptionist for the Head Start offices.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

General knowledge in the administration of an early childhood program or similar type program.

Organized, detail and tasks oriented.

Ability to use good judgment.

Excellent interpersonal skills, which include, verbal, written and listening.

General understanding of budget development, financial management, grant writing, insurance, and report writing.

Maintains confidentiality at the highest level.

Knowledge and application of proper telephone etiquette.

Working knowledge of computer applications including word processing, e-mail, Internet access, mail merge, spreadsheets and desktop programs.

Working knowledge of basic office machines.

General knowledge of early childhood education, local and community programs and resources.

Ability to travel on occasions for seminars, conventions, training, meetings, etc.

EDUCATION and/or EXPERIENCE:

Associates degree from two-year college or university, and (2) two years related experience and/or training; or equivalent combination of education and experience.

Maui Economic Opportunity, Inc.
Job Description

Job Title: Education Specialist
Department: Head Start
Reports To: Assistant Head Start Director
FLSA Status: Exempt

SUMMARY:

Responsible for planning, directing and monitoring the Head Start educational program services in accordance with Head Start Performance Standards, and state, county and federal regulations. Provides supervision, coaching and training to the classroom staff and Education Assistant.

SUPERVISORY RESPONSIBILITIES:

Directly supervises Education Assistant and teaching staff.
Carries out supervisory responsibilities in accordance with the agency's policies, Head Start Performance Standards and applicable laws.
Responsibilities include interviewing, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Ability to regularly exercise discretion and independent thinking.

Maintains a high level of confidentiality concerning information about children, families and staff.

Working knowledge of early childhood education, community programs and available community resources.

Working knowledge of management and planning and functions and resources of other related agencies and programs.

Ability to train, direct, instruct, motivate and supervise others.

Organized, detail and tasks oriented.

Excellent interpersonal skills, which include, verbal, written and listening.

Possesses imagination and ideas to promote an age appropriate learning environment.

Ability to promote social, physical, and intellectual growth for program children.

Basic understanding of community history, traditions and beliefs.

Understands of the causes and effects of poverty and knowledge of community resources.

Understands and relates to diverse cultural backgrounds and various social and economical levels.

Working knowledge of computer applications including desktop applications and data entry.

Ability to use standard business machines.

Ability to work varied shifts, which may include, nights and weekends.

Ability to travel off island on occasion.

EDUCATION and/or EXPERIENCE:

Bachelor's degree (B.A) in early childhood education or elementary education or child development and (2) two years related experience with (1) one year supervisory experience; or equivalent combination of education and experience.

**Maui Economic Opportunity, Inc.
Job Description**

Job Title: Family Case Manager Specialist
Department: Head Start
Reports To: Assistant Head Start Director
FLSA Status: Exempt

SUMMARY:

Coordinates the Family Advocacy Program area, which includes, meeting funded enrollment in every Head Start Center. Monitors family partnership agreements ensuring all parents in need receive services. Educates parents on the existence and use of various community resources.

SUPERVISORY RESPONSIBILITIES:

Directly supervises the Family Case Managers on Maui and Molokai.
Carries out supervisory responsibilities in accordance with the agency's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Working knowledge of human services program management, including program planning, special needs programs, and community resources.

Understands the assigned community area and the causes and effects of poverty as they apply to early growth and family relations.

Understands and relates to diverse cultural backgrounds and various social and economical levels.

Excellent interpersonal skills, which include, verbal, written, and listening.

Cooperative, polite team player.

Ability to establish and maintain relationships with Head Start families, their children and program staff.

Desire and commitment to help others.

Ability to instruct, motivate, and supervise others.

Organized, detail and tasks oriented.

Ability to manage many projects at a given time, meet deadlines and prioritize workload.

General knowledge of computer applications including desktop applications and data entry.

Ability to use standard office machines.

Ability to work flexible days and hours, which may include evenings and weekends.

Ability to travel off island on occasion.

EDUCATION and/or EXPERIENCE:

Bachelor's degree related field from four-year college or university in human services or a related field and (2) two years related experience with (1) one year supervisory experience and/or training, or equivalent combination of education and experience.

Maui Economic Opportunity, Inc.
Job Description

Job Title: Family Case Manager I
Department: Head Start
Reports To: Family Case Manager Specialist
FLSA Status: Nonexempt

SUMMARY:

Performs comprehensive case management activities for families in accordance with Head Start Performance Standards. Advises and aids individuals and families with a variety of issues and/or

SUPERVISORY RESPONSIBILITIES:

None

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Understands the assigned community area and the causes and effects of poverty as they apply to early growth and family relations.

General understanding of community history, traditions and beliefs.

Understands and relates to diverse cultural backgrounds and various social and economical levels.

Excellent interpersonal skills, which include, verbal, written, and listening.

Ability to establish and maintain relationships with Head Start families and their children.

Desire and commitment to help others.

Cooperative and polite team player.

Organized, detail and tasks oriented.

Ability to manage many projects at a given time, meet deadlines and prioritize workload.

General knowledge of computer applications including desktop applications and data entry.

Ability to use standard office machines.

Ability to work flexible days and hours, which may include evenings and weekends.

Ability to travel off-island on occasion.

EDUCATION and/or EXPERIENCE:

High school diploma or general education degree (GED) and up to (4) four years related experience and/or training working with disadvantaged families, or working in a Head Start center or similar type of program, or equivalent combination of education and experience.

Maui Economic Opportunity, Inc.
Job Description

Job Title: Head Start Teacher I
Department: Head Start
Reports To: Education Specialist
FLSA Status: Nonexempt

SUMMARY:

Provides effective and efficient administration and operation of the Head Start classroom; directs staff, plans, organizes, supervises and implements all classroom activities.

SUPERVISORY RESPONSIBILITIES:

Directly supervises the Teacher Aide and Childcare Assistant.

Carries out supervisory responsibilities in accordance with the agency's policies, Head Start Performance Standards and applicable laws.

Responsibilities include: coaching employees; planning, assigning, and directing work; appraising performance; works with supervisor in rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Possesses imagination and ideas to promote an age appropriate learning environment.

Excellent interpersonal skills, which include, verbal, written and listening.

Ability to promote social, physical, and intellectual growth for program children.

Ability to promote and facilitate an age appropriate learning environment.

Basic understanding of community history, traditions and beliefs.

Understands of the causes and effects of poverty and knowledge of community resources.

Understands and relates to diverse cultural backgrounds and various social and economical levels.

Maintains a high level of confidentiality concerning information about children, families and staff.

Ability to instruct and motivate others.

Basic knowledge of computer applications including word processing.

Ability to use basic office machines.

Ability to worked varied shifts, which may include, nights and weekends.

Ability to travel off island on occasion.

EDUCATION and/or EXPERIENCE:

Post-secondary Child Development Associates (CDA) with a minimum of (1) one year experience working in an early childhood program or organized two-year (sixty credits) college program and certificate in early childhood education; or equivalent combination of education, training and experience.

Maui Economic Opportunity, Inc.
Job Description

Job Title: Teacher Aide
Department: Head Start
Reports To: Teacher
FLSA Status: Nonexempt

SUMMARY:

Assist classroom teacher and staff in the planning, organization, supervision and implementation of all classroom activities.

SUPERVISORY RESPONSIBILITIES:

May assume supervisory duties in the absence of the teacher. Ensures classroom activities and practices are in compliance with state, federal and Head Start regulations.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Possesses imagination and ideas to promote an age appropriate learning environment.

Ability to promote social, physical, and intellectual growth for program children.

Understands and relates to diverse cultural backgrounds and various social and economical levels.

Basic understanding of community history, traditions and beliefs.

General knowledge and understanding of available community resources.

Excellent interpersonal skills, which include, verbal, written and listening.

Maintains a high level of confidentiality concerning information about children, families and staff.

Ability to be a self directed leader.

Basic knowledge of computer applications including desktop applications and data entry.

Ability to use basic office machines.

Ability to worked varied shifts, which may include, nights and weekends.

Ability to travel off island on occasion.

EDUCATION and/or EXPERIENCE:

High school diploma or general education degree (GED) and (1) one year experience working in a Head Start classroom or preschool, or equivalent combination of education and experience.

**Maui Economic Opportunity, Inc.
Job Description**

Job Title: Childcare Assistant
Department: Head Start
Reports To: Teacher
FLSA Status: Nonexempt
Prepared By: April 1998
Prepared Date: July 2001
Updated: March 2004

SUMMARY:

Assist classroom teacher and teacher aide in the administration and operations of all classroom activities.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Possesses imagination and ideas to promote an age appropriate learning environment.
- Ability to learn to promote social, physical, and intellectual growth for program children.
- Ability to understand and relate to diverse cultural backgrounds and various social and economical levels.
- Basic knowledge and understanding of available community resources.
- Excellent interpersonal skills, which include, verbal, written and listening.
- Maintains a high level of confidentiality concerning information about children, families and staff.
- Basic knowledge of computer applications including word processing.
- Ability to use basic office machines.
- Ability to worked varied shifts, which may include, nights and weekends.
- Ability to travel off-island on occasion.
- Regular attendance.

EDUCATION and/or EXPERIENCE:

High school diploma or general education degree (GED) and prefer (6) six months experience working in a Head Start classroom, preschool or licensed early childhood setting, or equivalent combination of education and experience.

**Maui Economic Opportunity, Inc.
Job Description**

Job Title: Parent Educator
Department: Early Childhood Services
Reports to: Assistant Early Childhood Services Director
FLSA Status: Exempt
Prepared Date: November 2007

SUMMARY:

Creates, develops and provides comprehensive parent and parent& child education opportunities and activities. Assists with early childhood classroom management and activities.

SUPERVISORY RESPONSIBILITIES:

Provides supervision and direction to parents.

QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

- Working knowledge of training techniques, strategies, methods, materials and program development.
- Working knowledge of community relations.
- Ability to train, instruct and motivate others.
- Ability to observe, plan and assess children and parents.
- Ability to facilitate a culturally relevant, strength-based environment for parents.
- Possesses knowledge of theory-based family strengthening practices
- Possesses knowledge of theory-based parent education.
- Excellent interpersonal skills, which include verbal, written and listening.
- Basic understanding of community history, traditions and beliefs.
- Working knowledge of community resources.
- Understands and relates to diverse cultural backgrounds and various social and economical levels.
- Maintains a high level of confidentiality concerning information about children and families.
- Ability to work independently and instruct and motivate others.
- Basic knowledge of computer applications including desktop applications and data entry.
- Ability to use basic office machines.
- Ability to work varied shifts, which may include nights and weekends.
- Ability to travel off island on occasion for training.

EDUCATION and/or EXPERIENCE:

Bachelor's degree from four-year college or university in a related field or equivalent combination of education, training and experience.

