

**THE THIRTIETH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES**

Type of Grant Request:

Operating Capital

Legal Name of Requesting Organization or Individual: Db a:

Pearl Harbor Aviation Museum

Amount of State Funds Requested: \$ 1,200,000

Brief Description of Request (Please attach word document to back of page if extra space is needed):

Our request is for funding to help complete the restoration of the historic Ford Island Control Tower complex. All that remains is the restoration of the interior of the second floor of the Operations Building. It served as the administration center, fire house, and meteorological source for Control Tower operations. The floor and ceilings were gutted during asbestos removal. Electrical service and restrooms were dismantled when facility was decommissioned, and windows, subjected to the harsh conditions of weather, are now inoperable, rusted-in-place.

Amount of Other Funds Available:

State: \$ 0
Federal: \$ 0
County: \$ 0
Private/Other: \$ 1,500,000

Total amount of State Grants Received in the Past 5 Fiscal Years:

\$ 830,000

Unrestricted Assets:

\$ 1,754,171

New Service (Presently Does Not Exist): Existing Service (Presently in Operation):

Type of Business Entity:

501(C)(3) Non Profit Corporation
 Other Non Profit
 Other

Mailing Address:

319 Lexington Blvd
City: Honolulu State: HI Zip: 96818

Contact Person for Matters Involving this Application

Name: Elissa Lines	Title: Executive Director
Email: elissa.lines@pearlharboraviationmuseum.org	Phone: (808) 441-1017

Federal Tax ID#:

██████████

State Tax ID#

██████████

Elissa Lines

Authorized Signature

Elissa Lines, Executive Director

Name and Title

January 16, 2019

Date Signed

received
1/17/19 9:51am JF

Application Submittal Checklist

The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 1) Certificate of Good Standing (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
 - a. Budget request by source of funds ([Link](#))
 - b. Personnel salaries and wages ([Link](#))
 - c. Equipment and motor vehicles ([Link](#))
 - d. Capital project details ([Link](#))
 - e. Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing

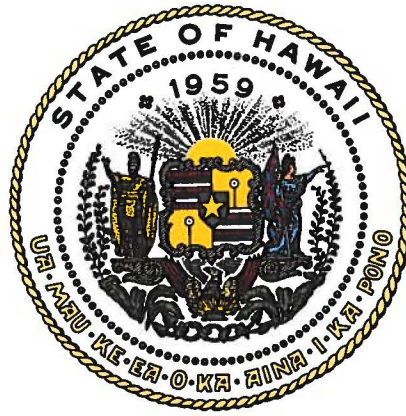

AUTHORIZED SIGNATURE

Eussa Lires, EXECUTIVE DIRECTOR
PRINT NAME AND TITLE

1-16-19
DATE

TABLE OF CONTENTS

I.	Certification – Please attach immediately after cover page	
1.	Certificate of Good Standing	
2.	Declaration Statement	
3.	Public Purpose Statement	
II.	Background and Summary.....	1
1.	Applicant's Background.....	1
2.	Goals and Objectives.....	2
3.	Public Purpose/Need To Be Served.....	3
4.	Target Population.....	5
5.	Geographic Coverage.....	5
III.	Service Summary and Outcomes.....	6
1.	Scope of Work, Tasks, Responsibilities.....	6
2.	Annual Timeline.....	7
3.	Quality Assurance and Evaluation Plans.....	7
4.	Effectiveness Measures.....	8
IV.	Financial.....	8
1.	Budget Forms.....	8
	In Attachments below	
2.	Quarterly Funding Requests.....	8
3.	Other Funding Sources.....	8
4.	State and Federal Tax Credits.....	9
5.	Federal, State, and County Government Contracts and Grants.....	9
6.	Unrestricted Current Assets.....	9
V.	Experience and Capability.....	10
1.	Necessary Skills and Experience.....	10
2.	Facilities.....	10
VI.	Personnel: Project Organization and Staffing.....	11
1.	Proposed Staffing, Staff Qualifications, Supervision and Training.....	11
2.	Organization Chart.....	12
3.	Compensation.....	12
VII.	Other.....	13
1.	Litigation.....	13
2.	Licensure or Accreditation.....	13
3.	Private Educational Institutions.....	13
4.	Future Sustainability Plan.....	13
VIII.	Attachments:	
	GIA Page 1 – 4: Background and Summary	
	GIA Page 5: Declaration Statement	
	GIA Page 6: Budget Request By Source	
	GIA Page 7: Personnel Salaries and Wages	
	GIA Page 8: Equipment and Motor Vehicles	
	GIA Page 9: Capital Project Details	
	GIA Page 10: Government Contracts and/or Grants	
	Organization Chart	



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

PEARL HARBOR AVIATION MUSEUM

was incorporated under the laws of Hawaii on 08/11/1998 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: January 15, 2019

Director of Commerce and Consumer Affairs



**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAI'I REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) 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 is awarded;
 - b) Complies 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;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.

- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.

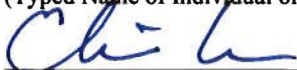
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawai'i Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

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

Pearl Harbor Aviation Museum

(Typed Name of Individual or Organization)



(Signature)

1-16-19

(Date)

Elissa Lines
(Typed Name)

Executive Director
(Title)



FORD ISLAND, HAWAII

HONORARY CHAIRMAN

President George H. W. Bush

CHAIRMAN EMERITUS

ADM Ronald J. Hays, USN (Ret.)

BOARD OF DIRECTORS

CHAIRMAN

Clinton R. Churchill

VICE CHAIRMAN

Peter Stam

VICE PRESIDENTS

Charles K. Cotton

RADM Alma M. Grocki, USN (Ret.)

Lt. Gen. Jeffrey A. Remington, USAF (Ret.)

Maj. Gen. Edward V. Richardson, USAF (Ret.)

ADM R. J. "Zap" Zlatoper, USN (Ret.)

SECRETARY

Richard M. May, Jr.

TREASURER

Darrell G. Welch, Jr.

DIRECTORS

Kenneth R. Bailey

Brad Ball

Aileen B. Blanc

Rick Blangiardi

David P. Brostrom

Henry "Hank" P. Bruckner

Maria Carl

Anthony DeSanctis

Robert A. Dunn

Michael Fetyko

Alexander "Sandy" Gaston

Jim Hickerson

Gary Hogan

Gen. Raymond E. Johns, Jr. USAF (Ret.)

Walter K. Kaneakua

Lt. Gen. Daniel P. Leaf, USAF (Ret.)

Ruth Limitaco

Robert P. Moore

Donn Parent

James K. Schuler

Michael Shealy

John T. Sterling

Ryan Yanagihara

EXECUTIVE DIRECTOR

Elissa Lines

ADVISORY BOARD

ADM Stanley R. Arthur, USN (Ret.)

Superintendent Jacqueline Ashwell, NPS

VADM Michael Bowman, USN (Ret.)

Senator Thad Cochran

Gerald Coffee

LtGen Thomas L. Conant, USMC (Ret.)

Gen John K. Davis, USMC (Ret.)

Donald W. Fenton

RADM Ken Fisher, USN (Ret.)

BGen Jerome Hagen, USMC (Ret.)

ADM Thomas B. Hayward, USN (Ret.)

Gen. John Lorber, USAF (Ret.)

Gen. Merrill A. McPeak, USAF (Ret.)

Gen. Gary North, USAF (Ret.)

William C. Oberlin

LtGen Duane Thiessen, USMC (Ret.)

BrigGen Chuck Yeager, USAF (Ret.)

January 14, 2019

Senate Committee on Ways And Means
House Committee on Finance
415 South Beretania St.
Honolulu, HI 96813

RE: 2019 GIA Public Purpose

Dear Honorable Legislators:

I, hereby, certify that our Pearl Harbor Aviation Museum 2019 GIA proposal will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

Sincerely,

Elissa Lines
Executive Director

Application for Grants

If any item is not applicable to the request, the applicant should enter "not applicable".

I. Certification – Please attach immediately after cover page

1. Certificate of Good Standing (If the Applicant is an Organization)

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2018.

2. Declaration Statement

The applicant shall submit a declaration statement affirming its compliance with Section 42F-103, Hawaii Revised Statutes. ([Link](#))

3. Public Purpose

The applicant shall specify whether the grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes. ([Link](#))

II. Background and Summary

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

1. A brief description of the applicant's background;

Pearl Harbor Aviation Museum (formerly: Pacific Aviation Museum Pearl Harbor) is an IRS 501(c)(3) tax-exempt nonprofit organization created in 1999. The museum and education center is located on one of America's only aviation battlefields, preserving and interpreting Hawaii's pivotal role in WWII and sharing this story with more than 275,000 annual visitors. It is located on Ford Island using Historic Landmark structures that survived the December 7, 1941 attack on Pearl Harbor.

The *mission* of Pearl Harbor Aviation Museum is: "To steward America's first aviation battlefield of World War II sharing the artifacts, personal stories, the impact and response to December 7, 1941 attack and the Pacific region battles that followed, honoring those who have defended our freedom so we might educate and inspire future generations."

Pearl Harbor Aviation Museum, the *Arizona* Memorial, the USS Battleship *Missouri* Memorial, and Pacific Fleet Submarine Museum at Pearl Harbor (the USS *Bowfin*) combine as the Pearl Harbor Historic Sites, attracting more than 3 million visitors annually and serving as a major

tourist destination for the state of Hawaii; 25% of all visitors to our state make the pilgrimage to Pearl Harbor to remember and honor our past. Our Museum has welcomed over 2,000,000 visitors from all over the world since opening in December 2006.

To meet the evolving needs of our community, and our state, Pearl Harbor Aviation Museum provides programs and exhibits that honor the past, while inspiring our participants to imagine a future of innovation and opportunity. Historians, veterans, aviation enthusiasts, school and tour groups describe the Museum as a “must-see destination.” TripAdvisor, one of the world’s largest travel sites, ranks the Museum as one of the top ten aviation museums in America (out of 250 aviation museums).

2. The goals and objectives related to the request;

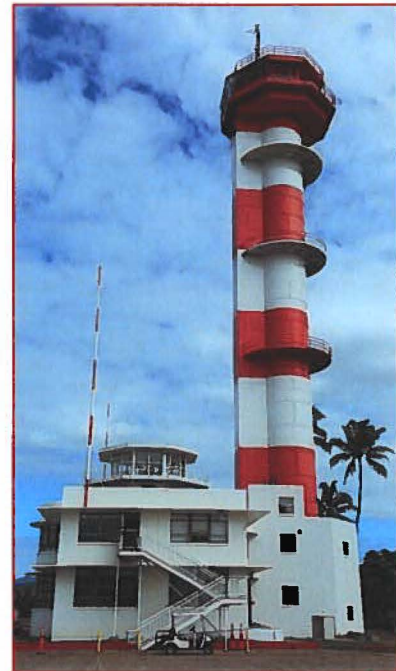
As a National Historic Landmark site, Pearl Harbor Aviation Museum presents a rare opportunity for the public to stand on the hallowed grounds of an aviation battle ground on American soil. Located on Ford Island, the islet within Pearl Harbor, the hangars, Control Tower, and walkways are reminders of not only the opening days of WWII, but the emergent culture and American character that led our nation to victory.

Each day, hundreds of Americans visit our Museum. Most come hoping to climb to the top of the iconic Control Tower - the orange-and-white structure visible in nearly every photo or video of that infamous day. But the Tower, Operations Building, library, and collections area are all closed to public viewing.

Our request is for funding to help complete the restoration of this historic complex. All that remains is the restoration of the interior of the second floor of the Operations Building that served as the administration center, fire house, and meteorological source for the Control Tower operations. That floor and ceilings were gutted during asbestos removal, electrical service and restrooms were dismantled when the facility was decommissioned, and windows, subjected to the harsh conditions of weather, are now inoperable, rusted-in-place.

This project would complete the restoration begun in 2010, stabilizing the second story of the Operations Building, replacing and repairing all utilities, plumbing, and infrastructure improvements, such as flooring, walls, ceilings, windows, and other improvements.

Once completed, the Control Tower will house our library and education areas, and provide archival storage as needed for museum and Pearl Harbor memorabilia. This resource will also support the preservation, sharing and recording of oral histories. As our WWII veterans pass, it is critical that every effort be made to record their stories, filling in



the gaps of history that only personal remembrance can highlight. This is particularly important in Hawaii where the impact of WWII beyond Pearl Harbor is often forgotten.

Additionally, the space will house expanded education and public areas, helping us expand experiences for 10,000 students. Educator feedback and the anecdotal comments of our volunteers demonstrate that programming inside these historic structures immediately enhances learning by elevating interest and engagement.

Goal 1: Renovate/Restore second floor of Control Tower Operations Building.

Objective 1.1: Preserve and protect a valuable Hawaii historical resource.

Objective 1.2: Enable safe public access by: completing extensive structural repair to include replacement of windows; hazardous materials removal; and replacing nonfunctional utilities.

Goal 2: Open national treasures -- Operations Building and Control Tower -- to general public.

Objective 2.1: Expand educational opportunities for students, parents, educators, researchers, and general public.

Goal 3: Develop accessible library to house Pearl Harbor Aviation Museum and National Park Service collections.

Objective 3.1: Create library, archives, public reading room, and exhibit areas.

Objective 3.2: By linking history, aviation, and new technologies, Pearl Harbor Aviation Museum will expand educational experience of 10,000 students annually.

3. The public purpose and need to be served;

The passage of time often dims our recall of powerful events and people that combined to alter our history. As our WWII veterans pass, it becomes our responsibility to share their story and pass on their legacy. The story of Hawaii's involvement in WWII extends beyond the boundaries of Pearl Harbor yet, we are quickly losing the valued input of those who had first-hand recollection of this history.

Pearl Harbor Aviation Museum strives to recall and interpret the events of WWII, from the 7 December 1941 attack through the end of conflict in 1945. It also showcases the emerging innovation and technological advancement in aviation that followed, establishing the role of aviation in our national defense.

The passage of the 1966 Historic Preservation Act established our national commitment to preserving the buildings and stories of our past, but the means by which we do this comes from state and private sources. This public/private partnership ensures that our collective memory of our past continues to inspire those destined to lead our future.

The state of Hawaii has provided incentive funding to the Ford Island Control Tower over the past several years, funding that the Pearl Harbor Aviation Museum has been able to double and -- in some cases -- triple with private resources from around the nation to ensure that these historic structures left in our charge are preserved, stewarded, and shared with all who visit.

Our buildings, artifacts, and grounds combine to provide visitors an emotionally-charged experience that cannot be achieved anywhere else in our country. Pearl Harbor is unique, the “Gettysburg” of the 20th century, the only American WWII battlefield that the public can visit and learn from – it is the pilgrimage that triggers nearly 25% of all Hawaii tourism. Visitors are immersed in history and the advancement of technology that changed our world. Our location provides an excellent venue for preserving the story of Hawaii’s role during WWII and for supporting the educational needs of students, parents, educators, and researchers. *Last year alone, over 25,000 visitors were engaged through on-site visits.*

Pearl Harbor Aviation Museum provides visitors from across the nation – and from around the globe – the opportunity to learn about courage, unity, sacrifice, and the powerful driving *force – a desire for personal freedom* – that continues to underpin relationships at all levels. In many ways, our national commitment to freedom still drives our domestic and our international struggles.

Understanding history -- both the events and the impact generated -- inspires reverence and a continued commitment to seeking peaceful solutions to conflict. It is only through understanding these events that we can teach tomorrow’s leaders how to build a future in which purposeful decision-making thwarts the advent of fateful outcomes.

Throughout the years, PHAM has focused on honoring and remembering the past, while inspiring our youth who will lead us into the future. Completing the renovation of the Control Tower and Operations Building -- enabling visitors to reach the very top of the iconic structure -- will be a major milestone for Hawaii, and for our effort to preserve and steward the historic Pearl Harbor/Ford Island structures that survived World War II.

Our tax contributions and total economic impact to the State of Hawaii in the 12 years since opening in December 2006 have amounted to \$ 2,716,992.

PHAM - ECONOMIC IMPACT SINCE 2006	2019
General Excise Taxes paid to State by Museum	953,581
Indirect Vendor GET Taxes paid to the State	1,947,701
Employee income taxes paid to the state	459,104
Total Economic Impact benefiting Hawaii	2,716,992

4. Describe the target population to be served;

Pearl Harbor Aviation Museum has worked incessantly to open the Ford Island Control Tower and Operations Building to visitors. This not only offers a unique opportunity to access historic buildings but also to view Ford Island from the vantage point at the top of the structure. The Museum welcomes 275,000 visitors annually from all over the world. Since opening in 2006, more than 200,000 students -- most from Hawaii, but including youth from mainland USA, Canada, Australia, Japan, New Zealand, Denmark, Indonesia, and China -- have benefited from our educational programs. The Tower is among the most visible symbols of World War II and Pearl Harbor's battle years.

Working with the USS Missouri Memorial Association, we hope to open the Ford Island Control Tower to the public as part of the 2020 global commemoration of the 75th anniversary of the end of WWII. The bookends of WWII can only be experienced here in Hawaii – the December 7 1941 attack and the signing of the document of surrender that ended the war on deck of the USS Missouri.

Completing the stewardship of all key historic sites under our stewardship is critical as we work to drive worldwide visitation to Hawaii to commemorate this pivotal anniversary, seen as the last opportunity to honor the events of the past with those who were part of the conflict present. It would provide visitors of all ages a chance to gain a more complete historical perspective of the events that unfolded in December 1941, and those that concluded this global conflict, ushering in the peace and friendship that followed, from this very spot. The target population to be served: visitors from all over the world.

5. Describe the geographic coverage.

Though we place strong emphasis in serving school youth in Oahu and neighboring islands, last year alone, over 41,000 students were engaged through our on-site and outreach programs, our geographic impact is global. School groups, historians, veterans, aviation enthusiasts, and tourists visit the Museum from all over the world, including distant countries such as China, Denmark and Indonesia, the geographic coverage is virtually unlimited. Aside from the mainland U.S., our core visitor market comes from Japan, China, Korea, and Australia.

III. Service Summary and Outcomes

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;

The Ford Island Control is a historic structure. Work began in 2010 to stabilize the building and pave the way for restoration and repairs that would enable opening the facility to the public. Two major projects have been completed; stabilization of the tower itself which required replacement of 53 tons of steel and restoration of the Aerological Tower (made possible by a State GIA) to save the portion of the tower that served as the flight line control center and meteorological room. **State GIA funding of \$250,000 was provided to support repair of the elevator – Pearl Harbor Aviation Museum raised \$500,000 in private support to complete this effort. In total, the State of Hawaii has provided \$750,000 towards these efforts and the Pearl Harbor Aviation Museum has raised another \$5 million in federal and private funding to address the restoration of this historic structure in an effort to provide visitors and students with access to the building.**

The final phase is restoration of the historic operations building. This phase, completing restoration of the two-story structure, is an estimated \$3.7 million project. Pearl Harbor Aviation Museum has raised \$1.5 million in private support and has begun work on the first floor to complete a library and archival storage area.

The north side of the second floor of the historic Operations Building on Ford Island (Facility S-84) is currently partially uninhabitable due to the severity of the window damage. The south side of the second floor is partially occupied but has no data service, very substandard power, no lighting and no air conditioning. There are no usable toilet rooms and the no current handicap accessibility.

The proposed work will accomplish the following:

- Replace windows at the mauka (north) side which are so deteriorated they cannot be repaired.
- Repair remaining steel windows, at least to the point of being able to close them.
- Install new electrical and data service
- Install lighting
- Adjust the fire alarm system to fit new layout
- Construct walls for offices and conference room.
- Construct new accessible toilet rooms
- Install new flooring; ceramic tile in toilet rooms and carpet in the office/administration areas.
- Lead paint abatement and painting the interior.

2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;

Elissa Lines, Executive Director, will oversee, manage, and coordinate this entire project:

a. June 2019 – September 2019

Prepare construction documents for review by PHAM and the Navy

- i. Architectural, mechanical engineering (plumbing and air conditioning), electrical plans
- ii. Submit to NAVFAC for review. Answer and respond to comments.

b. September 2019 – October 2019

Bid the project

- i. Schedule a site visit for the contractors
- ii. A minimum of three bids will be received
- iii. Negotiate and sign a contract for the construction

c. November 2019

- i. Review submittals
- ii. Contractor to order steel windows

d. December 2019 – June 2020

- i. Construction of the contract
- ii. Final Inspection and punch list
- iii. Furnishing and occupancy of the second floor

3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and

The Museum's Executive Director *Elissa Lines* ensures adherence to the budget, quality assurance, and project accountability. Director of Operations *Rafael Reyes* will oversee all other aspects of the project, including the bidding solicitation and tenders, cost estimate from blueprints and take offs, whether it be via traditional procurement, digital procurement, design-bid-build, or design-build methods. Mr. Reyes will work with contractors and vendors to compile a detailed work plan. Project progress will be monitored on a weekly or monthly basis, depending on the project components. Procurement policies will be obtained and reviewed by qualified staff. Should unforeseen developments surface, the problem(s) will be identified and corrective action be pursued and implemented concurrently with a careful budget review. From inception to completion, records will be kept on file, including the bill of quantities and any discrepancies in contract documents. The Lines-Reyes team successfully implemented and completed earlier construction/renovation projects.

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

Effectiveness will be measured by tracking progress towards the established goals and objectives. Calendar Benchmarks have been projected in the area of renovation and build-out. These will be actively tracked and used to measure impact and success. The ultimate effectiveness measure will be the completion of the restoration/renovation project and provision of safe access for the public to the Control Tower and Operations Building.

All invoices, payment receipts, and lists of project-related construction work carried out will be kept on file for evaluation. “Before” and “After” photos will also be provided to gauge the impact. If desired, the number of total visitors provided access to the Control Tower and Operations Building for one year after project completion can also be provided as a measure of effectiveness.

IV. Financial

Budget

- 1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.**
 - a. Budget request by source of funds ([Link](#))**
 - b. Personnel salaries and wages ([Link](#))**
 - c. Equipment and motor vehicles ([Link](#))**
 - d. Capital project details ([Link](#))**
 - e. Government contracts, grants, and grants in aid ([Link](#))**

Forms are in the Attachment section

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2020.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
300,000	300,000	300,000	300,000	1,200,000

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2020.

Honolulu City & County GIA	\$ 125,000 (pending)
McInerny Foundation:	\$ 50,000 (awarded, not received)
Freeman Foundation:	\$ 50,000 (received)

4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

Pearl Harbor Aviation Museum has not applied – nor anticipates applying – for federal or state tax credits for any capital project.

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2020 for program funding.

Received: These grants are restricted for the projects indicated and will not be used for this 2019 project.

2017 Hawaii State GIA:	\$ 400,000	Creating Youth STEM Education Learning Lab
2016 Hawaii State GIA:	\$ 250,000	Ford Island Control Tower Elevator

Applied, But Not Awarded:

2020 Honolulu C & C GIA:	\$ 125,000	Hawaii Youth STEM Education Center
--------------------------	------------	------------------------------------

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2018.

\$1,754,171: (NOTE: Unaudited amount from the Statement of Financial Position. Does not account for balance transfer to continue museum operations into the new fiscal year and other liabilities.)

V. Experience and Capability

1. Necessary Skills and Experience

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

Pearl Harbor Aviation Museum opened its doors to the public in December 2006. In 12 years, we have welcomed 2,275,000 visitors from all over the world. It took the coming together of community leaders, military, business, and national officials to salvage the historic Ford Island Control Tower and the hangars that survived the 1941 Pearl Harbor attack from decay and oblivion.

With widespread support, the Museum has not only grown into one of Hawaii's premier tourist destinations, it also provides an exceptional educational experience linking history with aviation science and technology and a reason for all Hawaii residents to be proud of our State history.

The monumental work to stabilize the Ford Island Control Tower and renovate its exterior began in January 2011. The project was successfully completed 12 months later with a dedication ceremony on December 7, 2011, in time for the Pearl Harbor 70th Anniversary Ceremonies. The Control Tower now stands as a symbol of peace, ensuring that the historic events that occurred on Ford Island are honored and cherished.

We are uniquely positioned to draw from our well-established partnerships with the Pearl Harbor Historic Sites, local educational, state, community, cultural, military and business organizations to make our resources accessible to provide further learning opportunities for all generations.

Pearl Harbor Aviation Museum: The Museum's Executive Director *Elissa Lines* will ensure adherence to the budget, quality assurance, and project accountability.

2. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.

Hangar 37: is a 42,000 sq. ft. former seaplane hangar that survived the December 7, 1941 attack. It is the first stop for Museum visitors and features world-class aircraft exhibits, including: a Japanese Zero; a B-25B Mitchell similar to one used in the Doolittle Raid (April 1942); and a Stearman N2S-3 in which former President George H.W. Bush soloed. The Hangar provides over 7,000 square feet of functional space against a backdrop of vintage 1940s décor.

Education Center/Flight Lab: A 2,300 sq. ft. multi-functional space ideal for meetings, lectures, workshops, and social events. The adjacent Flight Simulator Lab provides a perfect backdrop for team-building, entertainment or simply a break from long meetings and/or conferences.

Museum Theater: A multi-functional 200-seat theater is also part of Hangar 37. It features integrated sound, lighting, and projection systems; and can be used for lectures, presentations, meetings, and screening films. There is also a 250 sq. ft. semi-private mini-theater, with a video screen and DVD player, for small group presentations of up to 15 people.

Hangar 79: This 86,000 sq. ft. facility reflects the latter years of WWII, and subsequent years. It includes an exhibit on the Korean War's MiG Alley, showcasing the Soviet MiG-15 and the U.S. F-86 Sabre aircraft. It also displays many other aircraft that played vital roles during the Vietnam War. The huge hangar, with bullet holes from the 1941 Pearl Harbor attack still intact, provides 32,000 sq. ft. of event space.

Ford Island Control Tower: The complex is the Museum's centerpiece. The Aerological Tower was the control cab prior to -- and during -- the Pearl Harbor attack. This was the location of the first broadcast warning of the attack on December 7, 1941.

All facilities meet ADA requirements, with the exception of the Control Tower complex which is still under restoration.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

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

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

Pearl Harbor Aviation Museum has 48 full-time and 28 part-time employees and over 350 dedicated active volunteers, ranging from docent tour guides to aircraft restoration specialists.

Pearl Harbor Aviation Museum's contacts and partnerships extend across a wide spectrum of community, national, and international relationships that have been forged over the years.

Our governance, strategic planning, and oversight are provided by: an enthusiastic 35-member Board of Directors; an Advisory Board of 21 members, comprised of senators, highly-successful businessmen and businesswomen; and many distinguished individuals from the United States Air Force, Navy, Marine Corps and Army.

The Museum's Board of Directors is chaired by **Clinton R. Churchill**, Trustee of the Estate of James Campbell, and former Commander of the Hawaii Air National Guard, serves as the President of the Museum. Mr. Churchill has more than 45 years of business experience in addition to having chaired six other non-profit organizations.

The Museum is led by Executive Director **Elissa Lines**. Before coming to Pearl Harbor Aviation Museum, Ms. Lines served as the V.P. for Donor and Business Relations for EAA (Experimental Aircraft Association) in Oshkosh, Wisconsin. She was responsible for philanthropy, advertising, exhibitor revenue, and sponsorship, a combined \$14 million annual revenue stream. Revenue doubled under her leadership and a signature fundraising event that grew national recognition was launched. The Gathering of Eagles became a \$2.5 million annual event designed to support youth education. She achieved her private pilot's license while working for the EAA and joined the Pearl Harbor Aviation Museum team in 2014 to assist the organization in completing its master plan.

2. Organization Chart

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

In Attachments section.

3. Compensation

The applicant shall provide an annual salary range paid by the applicant to the three highest paid officers, directors, or employees of the organization by position title, not employee name.

Executive Director:	\$ 203,000
Director Exhibits, Restoration, & Curatorial	\$ 95,000
Director of Education & Visitor Experience	\$ 90,200

VII. Other

1. Litigation

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

Pearl Harbor Aviation Museum has no pending litigation nor outstanding judgments.

2. Licensure or Accreditation

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that the applicant possesses relevant to this request.

Pearl Harbor Aviation Museum completes the Pearl Harbor Historic Sites along with the USS *Arizona* Memorial, the Battleship *Missouri* Memorial, and the USS *Bowfin*. In June 2012, our Museum was recognized as a Smithsonian affiliate, and continues to be one of the 200 partners within the family of the world's largest museum and research complex. The Museum is also: an affiliate with the Naval Aviation Museum in Pensacola, Florida, and USAF Museum in Dayton, Ohio; and partners with the U.S. Naval Academy STEM Center.

3. Private Educational Institutions

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see Article X, Section 1, of the State Constitution for the relevance of this question.

Not applicable

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2019-20 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2019-20, but
- (b) Not received by the applicant thereafter.

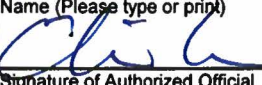
Through various fundraising activities since 2007, our Museum's programs have grown continuously with support from private foundations, charities, government grants, and individuals. Increasing access to our programs for visitors from diverse global communities is a vital part of our mission. We will continue to pursue this goal after the funding period ends. This GIA grant will increase access to more of our historical facilities for many of these visitors. Long-term plans/efforts are in place to continue reaching more individuals, families, educators, and researchers with our programs to enrich their historical interests.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2019 to June 30, 2020

App

Pearl Harbor Aviation Museum

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	0	0	0	0
2. Payroll Taxes & Assessments	0	0	0	0
3. Fringe Benefits	0	0	0	0
TOTAL PERSONNEL COST	0	0	0	0
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	0	0	0	0
2. Insurance	0	0	0	0
3. Lease/Rental of Equipment	0	0	0	0
4. Lease/Rental of Space	0	0	0	0
5. Staff Training	0	0	0	0
6. Supplies	0	0	0	0
7. Telecommunication	0	0	0	0
8. Utilities	0	0	0	0
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	0	0	0	0
C. EQUIPMENT PURCHASES	0	0	0	0
D. MOTOR VEHICLE PURCHASES	0	0	0	0
E. CAPITAL	\$ 1,200,000	\$ -	\$ -	\$ 1,500,000
TOTAL (A+B+C+D+E)	\$ 1,200,000	\$ -	\$ -	\$ 1,500,000
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	\$ 1,200,000	Jose Villa (808) 800-2431		
(b) Total Federal Funds Requested	\$ -	Name (Please type or print) Phone		
(c) Total County Funds Requested	\$ -			
(d) Total Private/Other Funds Requested	\$ 1,500,000	Signature of Authorized Official Date		
TOTAL BUDGET	\$ 2,700,000	Elissa Lines, Executive Director		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2019 to June 30, 2020

Applicant: Pearl Harbor Aviation Musuem_

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2019 to June 30, 2020

Applicant: Pearl Harbor Aviation Museum

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2017-2018	FY: 2018-2019	FY:2019-2020	FY:2019-2020	FY:2020-2021	FY:2021-2022
PLANS	0	0	\$ 41,000	0	0	0
LAND ACQUISITION	0	0	0	0	0	0
DESIGN	0	0	\$ 104,100			
CONSTRUCTION	\$ 1,500,000		\$ 1,054,900			
EQUIPMENT	0	0	0	0	0	0
TOTAL:	\$ 1,500,000		\$ 1,200,000		0	0
JUSTIFICATION/COMMENTS:						

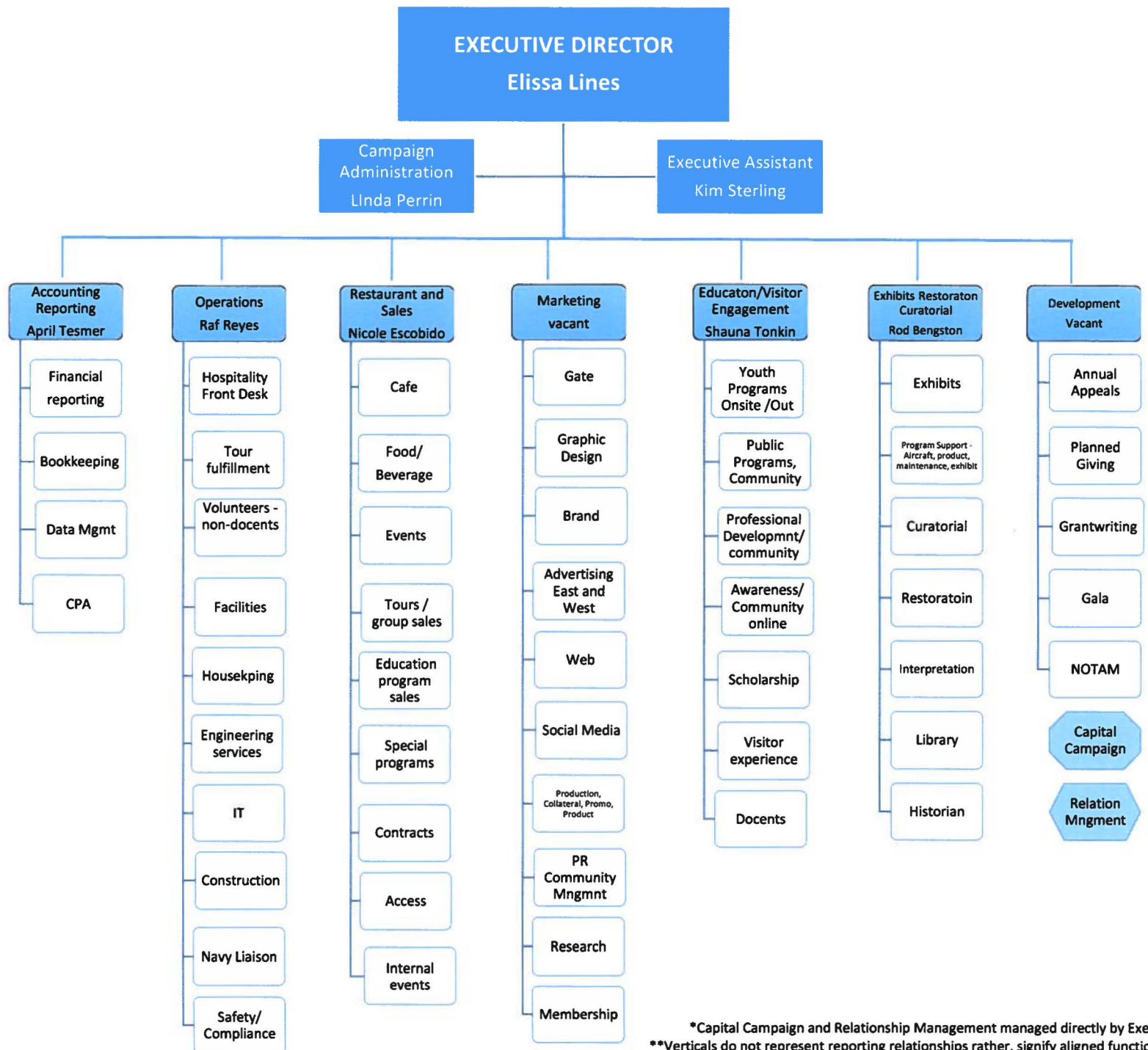
GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Pearl Harbor Aviation Museum

Contracts Total:

980,000

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	2018 GIA	<i>Not Funded</i>	State Legislature	Hawaii State	0
2	2017 GIA	10/17 - 12/19	State Legislature	Hawaii State	400,000
3	2016 GIA	10/16 - 6/19	State Legislature	Hawaii State	250,000
4	2015 GIA	Completed	State Legislature	Hawaii State	180,000
5	2014 GIA	Completed	State Legislature	Hawaii State	150,000
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					



*Capital Campaign and Relationship Management managed directly by Executive Director
 **Verticals do not represent reporting relationships rather, signify aligned functions by category