

**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:

Pearl Harbor Aviation Museum

Amount of State Funds Requested: \$ 440,900

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

PHAM requests funding to complete the restoration of historic Building S-84, the Ford Island Control Tower. Plans include replacement of all remaining Building S-84 windows, repair of the roof surface and installation of decking, repair the access stairs that lead to the Aerological Tower, and installation of a flagpole. Project will provide substantial weather-proofing, halt the on-going process of rust and corrosion, prevent rusted window frames and surfaces from falling and eliminate structural damage that is both dangerous to people and an eyesore within an historic area.

Amount of Other Funds Available:

State: \$ _____
Federal: \$ _____
County: \$ _____
Private/Other: \$ _____

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

\$ 800,000
Unrestricted Assets:
\$ 7,859,000

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. Bldg. 37
City: State: Zip:
Honolulu HI 96818

Contact Person for Matters Involving this Application

Name: Elissa Lines	Title: Executive Director
Email: Elissa.Lines@PearlHarborAviationMuseum.org	Phone: 808-1017

Federal Tax ID#: [REDACTED]	State Tax ID# [REDACTED]
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Authorized Signature

Gen Raymond Johns, Jr., USAF (Ret.), Board Chair

Name and Title

1/20/2022

Date Signed

State GIA Fiscal Year 2023 Grant Application
Applicant: Pearl Harbor Aviation Museum

TABLE OF CONTENTS

Application Submittal Checklist	3
I. Certifications	4
Certificate of Good Standing	6
Declaration Statement	7
II. Background and Summary	8
III. Service Summary and Outcomes	15
IV. Financial	21
Budget Request by Source of Funds.....	24
Budget Justification – Personnel Salaries and Wages	25
Budget Justification – Equipment and Motor Vehicles.....	26
Budget Justification – Capital Project Details.....	27
Government Contracts, Grants and/or Grants in Aid	28
V. Experience and Capability	29
VI. Personnel: Project Organization and Staffing	33
Organization Chart.....	36
VII. Other	37

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

Gen Raymond E. Johns, Jr., USAF (Ret.)
Board of Directors, Chairman
PRINT NAME AND TITLE

1/20/2022
DATE

I. CERTIFICATIONS

- 1. Certificate of Good Standing**
- 2. Declaration Statement**
- 3. Public Purpose**

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, 2021.

Certificate is attached.

2. Declaration Statement

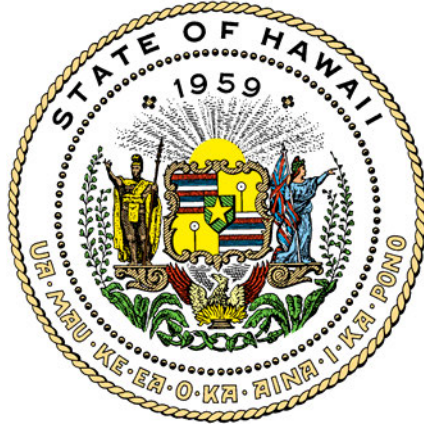
The applicant shall submit a declaration statement affirming its compliance with [Section 42F-103, Hawaii Revised Statutes](#).

Declaration Statement is attached.

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](#).

Pearl Harbor Aviation Musuem certifies that this project will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statues, as detailed below in the narrative.



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 19, 2022

Director of Commerce and Consumer Affairs



**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISIED 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, Hawaii 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, Hawaii 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.

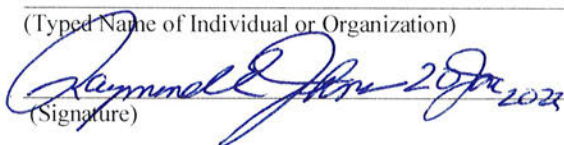
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material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

Pursuant to Section 42F-103, Hawaii 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)

1/20/2022

(Date)

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

Board of Directors, Chairman

(Typed Name)

(Title)

II. BACKGROUND AND SUMMARY

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 known as the Pacific Aviation Museum Pearl Harbor) is a 501(c)(3) nonprofit organization established in 1999. Pearl Harbor Aviation Museum is the steward of key historic structures that withstood the December 7, 1941 attack on Pearl Harbor. As part of its charge to maintain these historic buildings, the organization operates a museum and education center to preserve the impact and response to the devastating attack on Oahu that launched the United States into World War II, while also preserving and sharing Hawaii's pivotal role and its strategic importance in the Pacific since that time.

Pearl Harbor Aviation Museum's programs and exhibits honor the past, while inspiring participants to imagine a future of innovation and opportunity. Historians, veterans, aviation enthusiasts, school and tour groups, and the public describe the Museum as a "must-see destination." As the only aviation museum where visitors can stand on the battlefield that withstood the historic Pearl Harbor attack, the story of how the actions and sacrifices of those who rose out of the ashes to inspire hope and galvanize a nation engages visitors and students in a unique and emotional perspective. PHAM hosts a variety of aviation exhibits relating to the attack on Pearl Harbor, World War II, and the conflicts that followed. Each display helps all who visit experience these achievements through the historical accounts of the people and the aircraft involved.

Since opening the Museum in December 2006, PHAM has reached more than 2.5 million visitors from all around the world. Within that number, PHAM also served 40,000 school youth each year pre-pandemic, a large percentage from the State of Hawaii, delivering both a formal STEM curriculum and informal educational programs and experiences that immerse students in the fields of history, math, science and technology. In response to challenges brought forth by COVID-19, PHAM launched its Virtual Classroom Visit (VCV) program to bring Museum learnings digitally to schools and families, providing stimulating educational experiences to youth learning at home.

To date, Pearl Harbor Aviation Museum has invested more than \$25 million dollars raised from private and public sources for the purpose of stewarding the buildings and artifacts of this historic American World War II aviation battlefield. The State of Hawaii has provided nearly \$1.4 million in grant funding to support several of PHAM's capital projects, including the recently completed Aviation Learning Center, a youth

education resource, and several phases in PHAM's master plan to restore the Ford Island Control Tower (formally known as Building S-84). PHAM has been able to double and—in some cases—triple State of Hawaii funding with private resources from around the nation to ensure that these historic structures are preserved, stewarded, and shared with all who visit.

2. The goals and objectives related to the request;

The goal of the proposed project is to complete the restoration of the historic Ford Island Control Tower at Pearl Harbor Aviation Museum (PHAM). The Ford Island Control Tower is historically referred to as Building S-84, and as such, this designation will be used throughout this grant application.

Historic Building S-84

The iconic Building S-84 consists of a two-story Operations Building, historic firehouse, the Aerological Tower that sits on the roof of the Operations Building, and the Upper Flight Line Control Cab that sits on top of the 158-foot tall cylindrical steel structure. In 2010, concern over the Tower's rapid decay prompted Pearl Harbor Aviation Museum, called Pacific Aviation Museum at the time, to fund a *Preliminary Analysis of Work Required to Stabilize Building S-84* by Mason Architects, Inc.. This study was the catalyst to launch a multi-year project to restore this historic structure. The exterior and support beams of the tower itself were restored and painted in 2012, making this iconic red and white structure visible in nearly every visitor photo or video that shares a view of Pearl Harbor. Additional projects have continued on a phased basis since then.

To date, \$7.2 million has been raised and expended to complete the following Building S-84 projects, with nearly \$950,000 of the total being funded through State support:

- Replacement of damaged support steel;
- Restoration of the lower Aerological Tower and first and second floor of the Operations Building;
- Restoration/repair of windows on the south and west sides of the building; and
- Repair of building elevator.

While PHAM has made significant strides in the restoration and repair of several key areas of Building S-84, this historic building is currently closed to the public as several safety hazards are addressed.

Current Condition of Building S-84

Rusted and corroded windows make it impossible to protect the interior from rain and other natural elements, advancing the deterioration, while the remaining

windows are permanently rusted open. The rust continues to progress beyond the frames, compromising interior steel rebar and jeopardizing the integrity of the walls of the building. As the deterioration continues, the separation of entire window frames and compromised steel rebar could send pieces of window and chunks of steel plummeting to the ground, creating a serious safety hazard. The once regal, historic structure is now in disarray.

Damage to the unique membrane that serves as the roof of the Operations Building allows water to seep through to all areas inside the building. As rain and other natural elements break through, more than 7,000 archival artifacts books, maps, photos, magazines and other items currently stored in the recently restored library are at risk.

The current condition of the roof also prohibits visitor/ public access to the historic Aerological Tower. Located on the roof of the Operations Building, the Aerological Tower is an 8-sided structure that served as the Flight Line Control Cab prior to the completion of the Upper Control Cab in April, 1942. It was from this Tower that service members watched the 1942 Pearl Harbor attack unfold. The Aerological Tower can only be accessed by walking across the roof; however, as the roof was not originally designed to support pedestrian traffic, new decking and safety railings need to be built over the roof's historic membrane to allow visitors to reach the historic structure. Stairs that lead into the Aerological Tower must also be repaired, including concrete refurbishment, railings, and other improvements to ensure safe access.

Project Goals and Objectives

Restoration of Building S-84 must be completed to facilitate opening this historic structure to the public. To achieve this, the following steps must be taken:

- I. Repair/restore steel window frames and replace broken glass, and stabilize wall mounts of the windows on the north and east side of Building S-84, including the firehouse garage;
- II. Repair/restore/replace windows within the Tower itself and entry way that adjoins the Tower to the Operations Building;
- III. Design/ build a roof deck and safety railing and repair stairway to facilitate public/visitor access to the historical Aerological Tower and;
- IV. Install a flagpole to display the American Flag that has flown for decades from the top of the Building S-84 – current flagpole was removed for safety considerations.

Once these repairs are complete, Building S-84 can again be open to the public. Crowd control measures will manage the flow of visitors in compliance with Navy guidelines and requirements, enabling visitors to:

- Stand in the historic Aerological Tower, the location from which early reports of the attack on Pearl Harbor were issued;
- “Step back in time” in the historic firehouse to imagine World War II military aviation flight line operations;
- Visit the research library to peruse more than 7,000 archival artifacts, books, maps, photos, magazine and other ephemera relating to Pearl Harbor and the Pacific Theater; and
- Ascend to the top of the tower into the Upper Flight Line Control Cab to get a 360 view of all of Pearl Harbor, the only elevated point in the area showcasing the aerial attack and harbor destruction.

These final repairs will address all remaining safety and stewardship issues that currently threaten the interior and exterior of the structure. As noted, completion of these repairs will facilitate opening the historic structure to the public.

Ultimately, Building S-84 is an integral part of the only historical American World War II military aviation battlefield on United States soil – the public and our veterans await the opportunity to “re-imagine” this historical event so etched into the American consciousness.

3. The public purpose and need to be served;

Visiting historic sites, especially designated battlefields, serves to educate and inspire visitors and students. Additionally, these experiences provide for intergenerational learning as families tour together, triggering memories often long forgotten and typically not shared. The passage of time often dims recall of powerful events and key figures that have altered history. As our World War II veterans pass, it becomes our responsibility to share their story and pass on their legacy. Hawaii’s involvement in World War II extends beyond the boundaries of Pearl Harbor yet it seems as though many are quickly losing the valued input of those who had first-hand recollection of this history. Protecting this aviation battlefield is critical; the attack and the response form the foundation of the American character that emerged following World War II.

As noted previously, the proposed project is the final stage of a larger multi-year renovation project of Building S-84. Completion of this final phase will fully restore Building S-84, allowing PHAM to open Building S-84 to the public and provide visitors another way to connect, recall and interpret the events of World War II, from the December 7th, 1941 attack, through the end of conflict in 1945, and beyond.

PHAM’s buildings, artifacts, and grounds combine to provide visitors an emotionally-charged, memorable experience that is unlike anywhere else in our country. Pearl Harbor is unique; it is the only American World War II aviation battlefield that the public can visit. PHAM focuses on honoring and remembering the past, while inspiring our youth who will lead us into the future. Completing the renovation of Building S-84 will be a major milestone for Hawaii, and for PHAM’s effort to preserve

and steward the historic Pearl Harbor/Ford Island structures that survived World War II.

PHAM’s tax contributions and total economic impact to the State of Hawaii in the 15 years since opening in December 2006 have amounted to \$4,555,618.

PHAM - ECONOMIC IMPACT SINCE 2006	
General Excise Taxes paid to State by Museum	\$1,112,512
Indirect Vendor GET Taxes paid to the State	\$2,634,497
Employee income taxes paid to the state	\$808,608
Total Economic Impact benefiting Hawaii	\$4,555,618

4. Describe the target population to be served; and

Pearl Harbor Aviation Museum serves visitors of all ages from across the nation – and from around the globe. We are projecting that PHAM’s 2022 visitation will reach 80% of its 2019 total, the last full year of operation prior to the COVID-19 pandemic. Based on past data, it is expected that national visitation will account for 70% of annual visitation numbers; 20% local, and 10% international. The envisioned "Tower Tour" will increase Museum visitation by 100 people daily during this first year. With an opening projected for March of 2022, this could result in 30,000 additional visitors. It is believed that the percentage of local visitors seeking access to this unique Tower Tour will be higher than general Museum visitation.

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.

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.

5. Describe the geographic coverage.

Typically, the Museum welcomes 275,000 visitors annually from around the world. Since opening in 2006, more than 200,000 students—most from Hawaii, but also 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. Though the demographics have skewed more to local and national audiences due to the COVID pandemic, it is projected that museum visitation will follow State tourism patterns. Until safe international travel resumes, it is projected that 70% of visitors will be national, 20% local and 10% international. This does not include school youth, projected to reach 10,000 in the coming year. In non-pandemic years, PHAM has reached 40,000 students across the State. School youth participation is predominantly local.

III. SERVICE SUMMARY AND OUTCOMES

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;

Scope of Work

The proposed project completes the restoration of historic Building S-84, returning it to its 1940s-era configuration. Licensed contractors who worked on Building S-84 during previous restoration projects have provided bids including cost and timeline estimates, justifying the timeline as provided in the following section. The most substantial, remaining task with a significant lead-time is the window repair and restoration in the Aerological Tower and firehouse equipment bay, which will be completed within the 19-month timeline. This project allows:

- Four (4) months to complete design work for pedestrian accesses across the roof, the bid/ contracting process, which includes getting contractors access to Ford Island, an active naval base;
- Three (3) months has been allotted for shipping;
- Ten (10) months has been allotted for construction, with a two (2) month window added to address any unforeseen delays.
- Two (2) months to complete flagpole installation, with majority of time allotted to time required to ship necessary materials from the continental United States.

Timeframe	Description
July 2022 – Nov. 2022	<ul style="list-style-type: none"> - Design work for roof decking, railings and pedestrian access for Operations Building rooftop - Contractor selection - Navy clearance
Dec. 2022 – Mar. 2023	<ul style="list-style-type: none"> - Ordering/ shipping of materials
Mar. 2023 – Dec. 2023	<ul style="list-style-type: none"> - Repair/restore windows at the north and east side of Building S-84, including the firehouse garage; - Repair/restore/replace windows within the Tower itself and structure that adjoins the Tower to the Operations Building; - Repair roof and design appropriate deck and stairway to facilitate public/visitor access and; - Install a flagpole to display the American Flag on top of Building S-84

The proposed scope of work provides substantial weather-proofing for the structure, halting the continued rust and corrosion working its way through window frames and walls, preventing rusted window frames and surfaces from falling from the building and eliminate structural damage that is both dangerous to people and an eyesore within an historic area.

Tasks and Responsibilities

The proposed project will begin with a bid/selection process to identify the contractors that will support the completion of this project. Contractors will be selected by the Museum's Facility Committee based on their ability to complete the scope of work indicated with pricing that is aligned with the proposed project budget, based on preliminary analysis. As all work will be performed on an active base, every employee of the construction team will require Navy clearance, which includes background checks and drug-tests for all workers. In light of the current COVID situation, all employees must also show proof of vaccination or submit weekly testing.

Upon selection of the contractors, work to repair and replace the remaining original building windows throughout Building S-84, including the lower Control Tower structure as well as in the fire station apparatus bay, will begin. These windows are not only historic, but also provide a weather barrier that prevents further (or new) damage to the structure. Assessment will be made on which window frames must be completely replaced/ fabricated and which can be repaired based on their current condition. Fabrication and repair will comply with Historic Hawaii and Navy preservation protocols. Window frames and associated steel structures will be rust-proofed, painted, and treated to protect against corrosion. Concrete walls with advanced corrosion will be repaired.

Collateral work on the project also involves designing and adding protective decking and stairs to the roof of Building S-84 to allow the public access to the Aerological Tower, which served as the Flight Line Control Cab on December 7, 1941. The decking, a protective walkway built on top of the original roof, will allow the public to access the structure without damaging the roof, which was not designed to accommodate foot traffic. The new stairs will replace the weathered and damaged stairs, permitting safe public access to the Aerological Tower area. Without the deck and stair repair, this portion of the historic site will have to remain closed to the public for both safety and preservation considerations.

A new flagpole assembly—replacing a damaged one on the roof of Building S-84—will be installed to permit display of the American flag over the American aviation battlefield. The upper most point of Building S-84 stands 168 feet above the ground, visible from all areas within Pearl Harbor.

Overseeing the project will be PHAM's Capital Project Manager, who will work in close cooperation with the Museum's Facilities Committee, the selected contractors

(including architects and construction teams), and Navy personnel as needed to validate procedural compliance with historic preservation and Navy construction guidelines, ensuring timeliness of all activities. Included in the construction plan is the engagement of the architectural services of Mason Architects, Inc. as project designers/overseers, again, to ensure historic preservation compliance in all areas. Glenn Mason, owner of Mason Architects Inc., is the premier expert on historic preservation and restoration and has documented the condition of Ford Island and other naval properties. In this case, the work is complex, but relatively quick to execute so completion within two years, allowing for any unforeseen complications, is not expected to be a concern.

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

The Pearl Harbor Aviation Museum (PHAM) began the restoration project in 2010, and since that time, the Museum has completed exterior restoration, replacement of steel structural beams, renovated the first-floor library and other smaller projects.

Current Repair Efforts

Currently, work is underway to repair and operationalize Building S-84's original, 1941-vintage elevator, including Navy certification to meet passenger-carrying requirements. The elevator project will allow the public to view all aspects of this historic treasure. At the top of the Upper Flight Line Control Cab, interpretive exhibits will be installed showcasing the Japanese attack on December 7th as well as the American response to enable the public's understanding and appreciation of this momentous point in history.

Proposed Repair Efforts

The proposed repair and restoration of this historic structure will be completed over 19 months, following the timeline as indicated:

July 2022 –November 2022

Following completion of design work, a competitive bid process will be initiated to secure three (3) potential contractors to support the completion of this project. Following contractor selection, Museum legal support will oversee contract execution. Additionally, the Museum's Capital Project Manager will work with selected contractors to secure all required military access/clearance to work on Ford Island. In addition, clearance for all work performed on this active military base will be required.

December 2022 – March 2023

Materials ordered and shipped: Materials to execute the proposed restoration and repair project are anticipated to be identified, ordered, and received in 12-weeks. During this time period, timeline anticipates substantial delays due to shipping and

manufacturer availability of required materials. All preparation required prior to the launch of construction will take place. Safety signage, scaffolding, window frame treatment and other steps may occur.

March 2023 – December 2023*

- Window repair and restoration in the control tower lower level, and fire engine bay; work to include rust removal, zinc glazing, fabricating, glass replacement, painting, etc.
- Roof deck and stair repair; work to include deck construction, membrane protection, concrete repair, etc.
- Flagpole installation; fabrication of custom base, install, safety inspection, etc.
**Additional 2 months have been factored into projected construction timeline to address potential unforeseen delays.*

The U.S. Navy has approved the complete restoration of Building S-84, ensuring the proposed work will begin promptly. The timeline includes the possibility of a 12-week delay in shipping of materials to Hawaii, as the shipping times from the continental US to Hawaii has been exacerbated by the ongoing pandemic. The construction timeline has been estimated based on feedback from contractors who have previously supported similar projects completed on Building S-84. The 19-month project window provides adequate time to complete all elements of this project.

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

Restoration work will be monitored by the members of the Pearl Harbor Aviation Museum Facilities Committee. Composed of an engineer, architect and local business leader, this team is knowledgeable of historic preservation requirements and contractual procedures to appropriately supervise. Staff liaison to this volunteer committee, the museum's Capital Projects Manager, works closely with Navy and historic preservation personnel to ensure compliance. Materials, work plans, and outcomes will be monitored and evaluated to meet all specifications.

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.

“Before” and “After” photos will also gauge the effectiveness of restoration efforts. The total number of individuals who visit Building S-84 in the year following project completion can also be provided as a measure of effectiveness.

IV. FINANCIAL

- 1. Budget**
- 2. Budget Request by Source of Funds**
- 3. Personnel Salaries and Wages**
- 4. Equipment and Motor Vehicles**
- 5. Capital Project Details**
- 6. Government Contracts, Grants, and Grants in Aid**

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** (Attached)
 - b. **Personnel salaries and wages** (Attached)
 - c. **Equipment and motor vehicles** (Attached)
 - d. **Capital project details** (Attached)
 - e. **Government contracts, grants, and grants in aid** (Attached)

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2023.**

The proposed request of \$440,900 supports the total estimated project budget of \$881,800.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$44,090	\$132,270	\$132,270	\$132,270	\$440,900

- 3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2023.**

The remaining 50% of the full project budget has been sought from the National Park Service, Save America's Treasures grant. No other funding applications have been submitted, though other sources of funding through private donors are being evaluated.

Source	Amount	Use	Status
Save America's Treasures Grant	\$440,900	Building S-84 Restoration/Repair	Submitted, not yet confirmed

- 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 for federal or state tax credits for any capital project within the prior three years, nor does it anticipate applying for any pertaining to 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 2023 for program funding.**

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

Grant	Amount	Description	Status
2019 State of Hawaii GIA	\$150,000	Control Tower 2 nd Floor	Complete
2019 C&C GIA	\$125,000	Youth STEM Education Gallery (Above & Beyond)	Complete
75 th Commemoration	\$408,450	Funding for the 75 th commemoration of the end of WWII, including veteran tributes and events, oral history projects and exhibits	In process

Funding that was received to support economic injury caused by the COVID-19 pandemic is listed on the attached “Government Contracts, Grants, and/or Grants in Aid” document. COVID relief funding was pivotal for the Museum to sustain operations, after being forced to close its doors for nine months. These funds could not be used for any capital projects.

Applied, but pending/ not awarded:

Grant	Amount	Description	Status
2021 C&C GIA	\$125,000	Aviation Learning Center STEM Education	Not awarded
2023 C&C GIA	\$183,039	Aviation Learning Center STEM Education	Submitted, not yet confirmed
2022 Save America’s Treasures	\$440,900	Building S-84 Restoration/Repair	Submitted, not yet confirmed

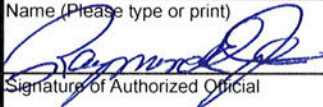
6. **The applicant shall provide the balance of its unrestricted current assets as of December 31, 2021.**

The unrestricted current assets as of 12/31/2021 is approximately \$7,859,000.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2022 to June 30, 2023

Applicant: **Pearl Harbor Aviation Musuem**

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	20,000	20,000		
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST	20,000	20,000		
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	420,900	420,900		
TOTAL (A+B+C+D+E)	440,900	440,900		
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	440,900	Woo Ri Kim	808-824-3505	
(b) Total Federal Funds Requested	440,900	Name (Please type or print)	Phone	
(c) Total County Funds Requested				
(d) Total Private/Other Funds Requested		Signature of Authorized Official	Date	
TOTAL BUDGET	881,800	Gen Raymond E. Johns, Jr. USAF (Ret.), Board of Directors, Chairman Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2022 to June 30, 2023

Applicant: Pearl Harbor Aviation Musuem

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Capital Project Manager - CAPT David Mark Houff, Usn (Ret.)	0.5 FTE	\$40,000.00	50.00%	\$ 20,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				20,000.00
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2022 to June 30, 2023

Applicant: Pearl Harbor Aviation Musuem

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Not applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Not applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2022 to June 30, 2023

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: 2020-2021	FY: 2021-2022	FY:2022-2023	FY:2022-2023	FY:2023-2024	FY:2024-2025
PLANS	\$ -	\$ -	\$ 1,900.00	\$ 1,900.00	\$ -	\$ -
LAND ACQUISITION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DESIGN	\$ -	\$ -	\$ 13,375.00	\$ 13,375.00	\$ -	\$ -
CONSTRUCTION	\$ -	\$ -	\$ 405,625.00	\$ 405,625.00	\$ -	\$ -
EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ -	\$ -	\$ 420,900.00	\$ 420,900.00	\$ -	\$ -
JUSTIFICATION/COMMENTS:						
Fifty percent of the full project budget has been sought from the National Park Service, Save America's Treasures grant. No other funding applications have been submitted, though other sources of funding through private donors are being evaluated.						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: **Pearl Harbor Aviation Museum**

Contracts Total: 2,063,450

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE	
Capital and Programmatic Funding						
1	75th Commemoration Grant: Funding for the 75th commemoration of the end of WWII, including veteran tributes and events, oral history projects and exhibits	Nov. 2021 - Dec. 2021	Department of Defense	U.S.	408,450	
2	Restoring Tower Second Floor Interior (ACT 39, SLH 2019)	Feb. 2020 - June 2021	Department of Defense	State of Hawaii	150,000	
3	Youth STEM Education Gallery (CT-DCS-2000069)	Oct. 2019- Sept. 2020	Department of Community Services	City and County of Honolulu	125,000	
4	Learning Lab (ACT 49, SLH 2017)	Feb. 2018 - June 2021	Department of Defense	State of Hawaii	400,000	
5	Control Tower Elevator (ACT 124, SLH 2016)	Apr. 2017 - Dec. 2019	Department of Defense	State of Hawaii	250,000	
6	Control Tower Restoration - Phase 1 (ACT 122, ALH 2014)	July 2016 - Dec. 2016	Department of Defense	State of Hawaii	550,000	
7	Education Program (ACT 119, SLH 2015)	Jan. 2016 - Dec. 2016	Department of Defense	State of Hawaii	180,000	
COVID-Relief Related Funding					COVID Relief Funding Total:	5,683,207
8	Shuttered Venues Operators Grant - COVID Relief Funds to sustain operations	N/A	Small Business Administration	U.S.	4,400,000	
	Payment Protection Program (2021) - COVID Relief Funds to sustain operations	N/A	Small Business Administration	U.S.	619,957	
9	Payment Protection Program (2020) - COVID Relief Funds to sustain operations	N/A	Small Business Administration	U.S.	613,250	
10	CARES Act/ Coronavirus Relief Act Funding - COVID Relief Funds to sustain operations	N/A	N/A	City and County of Honolulu	50,000	
11						

V. EXPERIENCE AND CAPABILITY

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.

During the past decade, PHAM has successfully completed major restoration projects addressing historical preservation and visitor access, including the recent restoration of Building 97 (the Aviation Learning Center) and several phases in PHAM's master plan to restore Building S-84 (the Ford Island Control Tower).

Included in the proposed construction plan is the engagement of the architectural services of Mason Architects Inc. as project designers/overseers, again, to ensure historic preservation compliance in all areas. Mason Architects Inc. is a respected leader in this field, collaborating closely with both Navy historical team members and Historic Hawaii Foundation preservationists. Work on Building S-84 has moved forward in stages as funds became available and has both addressed Navy requirements and all regulations cited to manage safe access. The team has remained consistent, gaining expertise and insights on Building S-84 from historical perspectives, visitor safety, planning, financial control/budgets, construction project management and adherence to U.S. Navy and Historical Building design/ restoration guidelines and compliance.

Project estimates and timelines are validated based on prior completed restoration and repair efforts. Licensed contractors who worked on past Building S-84 restoration projects, have provided estimate costs and anticipated time frames, further corroborating the proposed costs and timeframe.

The Museum's Board-appointed Facilities Committee, chaired by a licensed architect, will oversee the bid and contracting process with staff support. Facilities Committee members include professional engineers and leading local businessmen.

Architectural services will support historic preservation compliance in all areas, providing design and oversight. While the contracts will be put to bid, PHAM has previously worked with Mason Architects Inc. and owner Glenn Mason, who is the premier expert on historic preservation and restoration and has documented the condition of Ford Island and other naval properties. The work is complex and only bids from experienced contractors will be accepted.

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.

PHAM's continuing mission and mandate is to steward and preserve this historic aviation battlefield, and all the structures on it. Stewardship of all structures currently within PHAM's footprint is a requirement of the no-fee lease agreement with the Navy. PHAM's facilities include:

Building S-84 (Ford Island Control Tower): Made famous by the movie Tora! Tora! Tora!, this iconic structure rises 150 feet high. Originally designed as a water tower, it was under construction on the day of the attack and was the location of the first broadcast warning of the attack on December 7, 1941. It was soon converted to an air traffic control tower and used for decades. After falling into disrepair at the end of the century, PHAM revitalized the entire structure, preserving the two-story Operations Building and historic Aerological Tower, as well as installing an elevator in the shaft to allow access to the upper control cab. Building S-84 is currently closed to the public, pending completion of the final phase of restoration.

Building 97 (Aviation Learning Center): This 4,000 square foot facility, which once served as the World War II Link Training Facility for the Navy, opened in January 2022. This new education center introduces a new generation of youth to the math, sciences, engineering and excitement of aviation, providing a hands-on experience that includes pre-flying an actual aircraft, charting a course, navigating and responding to operational and mechanical emergencies as they prepare to "fly a mission."

Hangar 37: A 42,000 square foot 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 fighter plane commonly known to the U.S. and Allies as the "Zero Fighter; a B-25B Mitchell, an American medium bomber, similar to one used in the Doolittle Raid in April 1942; and a US Navy N2S-3 Stearman bi-plane 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.

- **Museum Theater:** A multi-functional 200-seat theater features integrated sound, lighting, and projection systems. It is used for lectures, presentations, meetings, and screening films. Adjacent is a 250 square foot semi-private, mini-theater with a video screen and DVD player for small group presentations of up to 15 people. The Theater is located in Hangar 37.

Hangar 79: This large 86,000 square foot facility reflects the latter years of World War II, 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 square foot of event space. Plans to repair the roof of this historic hangar are currently underway.

VI. PERSONNEL: PROJECT ORGANIZATION AND STAFFING

- 1. Proposed Staffing, Staff Qualifications, Supervision and Training**
- 2. Organization Chart**
- 3. Compensation**

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.

To complete the proposed project, a number of key project personnel will be involved:

- The Museum's Capital Project Manager, ***CAPT David Mark Houff, USN (Ret.)***, will work in close cooperation with the Museum's Facilities Committee, the selected contractors, to include architects and construction teams, and Navy personnel as needed to ensure compliance with historic preservation, Navy construction guidelines, and timeliness of all activities.
- The Museum's Board-appointed Facilities Committee, chaired by a licensed architect, will oversee the bid and contracting process with staff support. Facilities Committee members include professional engineers and leading local businessmen.
- Overseeing the project is Executive Director ***Elissa Lines***, who joined the Pearl Harbor Aviation Museum team in 2013 to assist the organization in completing its master plan. Over the past nine years, she has successfully stewarded fundraising and operational growth and has been instrumental in strategically developing and expanding the Museum's programs, exhibits and capital projects. Prior to joining PHAM, Ms. Lines served as the Vice President for Donor and Business Relations for Experimental Aircraft Association (EAA) in Oshkosh, Wisconsin. She was responsible for a combined \$14 million annual revenue stream including philanthropy, advertising, exhibitor revenue, and sponsorship. Under her leadership, revenue doubled and a signature fundraising event was launched that resulted in national recognition. The event, the Gathering of Eagles, became a \$2.5 million annual event designed to support youth education. Ms. Lines additionally achieved her private pilot's license while working for the EAA, bringing robust nonprofit experience and a love of aviation to the Museum.

Organizational

Pearl Harbor Aviation Museum presently has 41 employees and over 80 dedicated active volunteers, ranging from docent tour guides to aircraft restoration specialists.

PHAM's governance, strategic planning, and oversight are provided by: an enthusiastic 36-member Board of Directors; an Advisory Board of 16 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 **Gen. Raymond E. Johns Jr.**, a retired United States Air Force four-star general who served as Commander, Air Mobility Command. His aviation career spans over four decades and includes C-141, KC-10, N/K/C-135, T-38 instructor pilot, as well as the chief test pilot and test program manager for the VC-25 Air Force One Replacement Program. He is a command pilot and experimental test pilot with over 5,000 flying hours in over 80 different aircraft.

2. Organization Chart

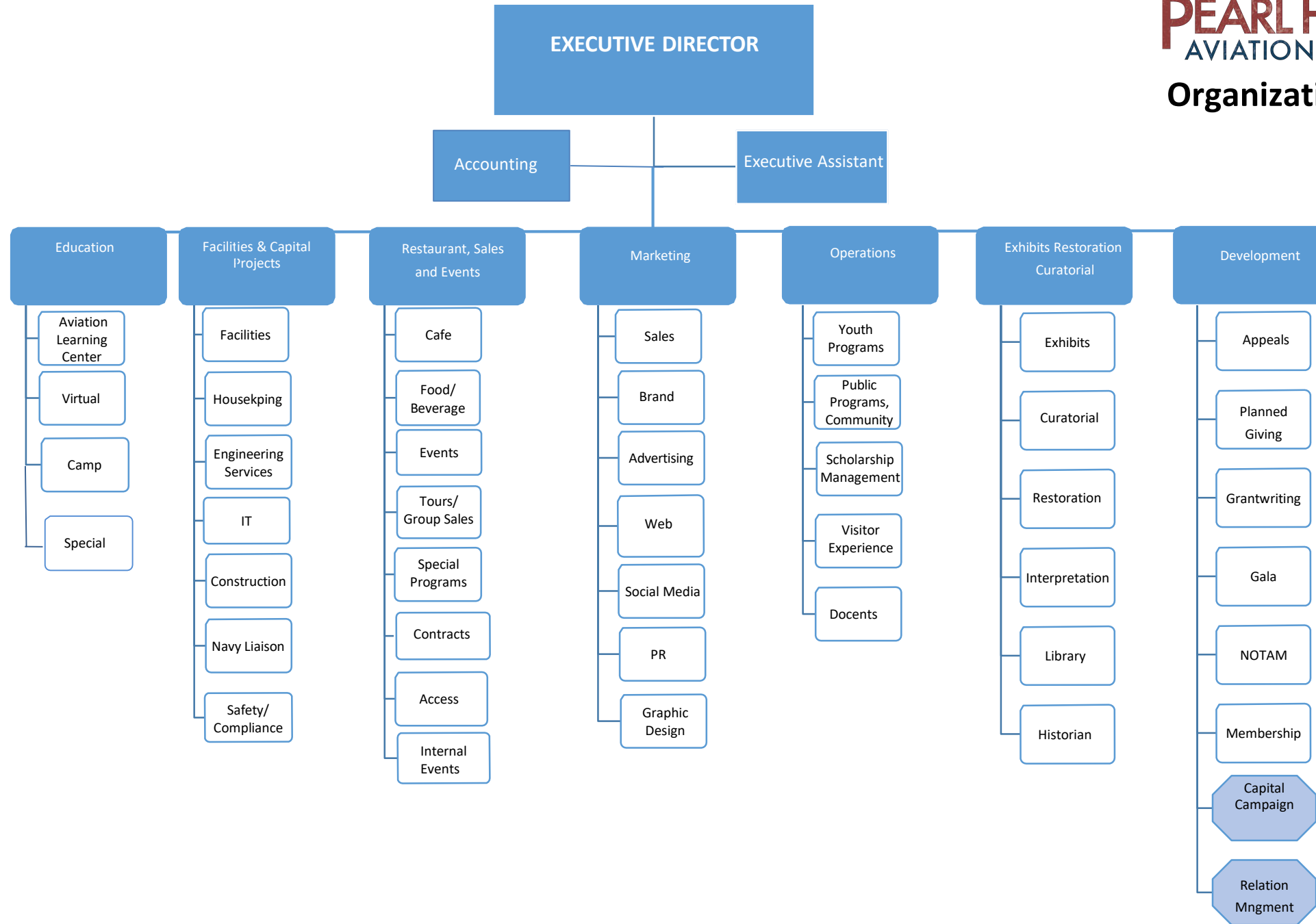
The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organization chart that illustrates the placement of this request.

Please see attached.

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.

Position Title	Annual Salary
Executive Director	\$221,922
Director of Exhibits, Restoration, & Curatorial	\$102,752
Director of Marketing & Sales	\$88,000



VII. OTHER

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 is located within and contributes to the United States Naval Base, Pearl Harbor National Historic Landmark District (NHLD). The historic structures that PHAM stewards, including Building S-84, are classified as a Category 1 structure in the Pearl Harbor Naval Base Historic Preservation Plan as cited in the Pacific Division, Naval Facilities Engineering Command, 1978. Category 1 is applied to prominent elements of the NHDL that played a major role in the operation of the naval air station and the naval base during the Japanese surprise attack.

Building S-84 is also significant under National Register of Historic Places (NRHP) Criterion A for its “association with broad patterns of our history”. The two-story concrete base structure with the steel framed Aerological Tower on its roof and the 158-foot tall steel water tank was in operation on December 7, 1941. It was part of the buildup of U.S. naval activity on Ford Island initiated prior to World War II.

PHAM is part of the Pearl Harbor Historic Sites along with the USS *Arizona* Memorial, the Battleship *Missouri* Memorial, and the USS *Bowfin*. In June 2012, Pearl Harbor Aviation 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.

The grant will not support or benefit a secretarian or non-secretarian private educational institution.

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2022-23 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2022-23, but
- (b) Not received by the applicant thereafter.

This proposed project is a one-time capital improvement project, which when completed, will allow the opening of the structure to visitation. It is anticipated that the repairs outlined in this proposal will provide for the long-term viability of the historic structure. The repair process itself will help establish a regiment for on-going rust abatement and additional exterior maintenance.

Ongoing stewardship of the historic site will come from philanthropic support and proceeds from visitor admission. The Museum staff supports all current and future maintenance, capital projects, and operating expenses through a combination of museum revenue and fundraising/philanthropy. Mail and online appeals, special events, quarterly newsletters keep donors and Museum members informed of progress and needs. Signage throughout the Museum invite visitors to help support historic preservation.