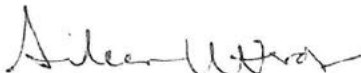


Application Submittal Checklist

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



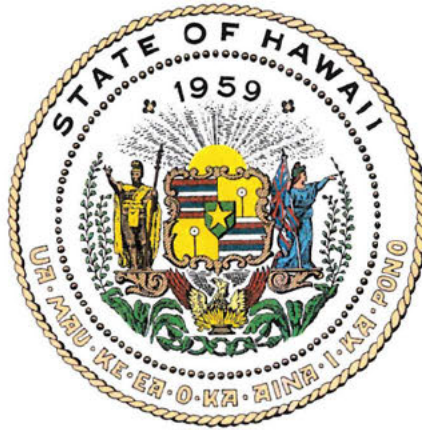
AILEEN UTTERDYKE

1/20/2023

AUTHORIZED SIGNATURE

PRINT NAME AND TITLE

DATE



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

PACIFIC HISTORIC PARKS

was incorporated under the laws of Hawaii on 09/21/1979 ; 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 18, 2023

Director of Commerce and Consumer Affairs



**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISSED STATUTES**

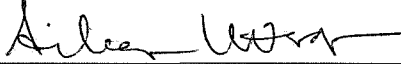
The undersigned authorized representative of the applicant certifies the following:

- 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; and
- 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.
- 4) The use of grant-in-aid funding complies with all provisions of the Constitution of the State of Hawaii (for example, pursuant to Article X, section 1, of the Constitution, the State cannot provide "... public funds ... for the support or benefit of any sectarian or nonsectarian private educational institution...").

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.

Pacific Historic Parks
(Typed Name of Individual or Organization)

 1/20/2023
(Signature) (Date)

Aileen Utterdyke President and CEO
(Typed Name) (Title)

**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:

Pacific Historic Parks

Amount of State Funds Requested: \$ 302,422

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

Pacific Historic Parks (PHP) seeks GIA funding for the technology procurement to complete our state-of-the-art Digital/Technology Multipurpose Rooms for Hawaii community schools

Amount of Other Funds Available:

State: \$ _____

Federal: \$ _____

County: \$ _____

Private/Other: \$ _____

Total amount of State Grants Received in the Past 5

Fiscal Years:

\$ 256,000

Unrestricted Assets:

\$ 4,134,210

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:

94-1187 Ka Uka Blvd.

City: State: Zip:

Waipahu HI 96797

Contact Person for Matters Involving this Application

Name:
Aileen Utterdyke

Title:
President & CEO

Email:
autterdyke@pacifichistoricparks.org

Phone:
(808) 354-2075

Federal Tax ID#:

██████████

State Tax ID#

██████████



Authorized Signature

Aileen Utterdyke, President & CEO

Name and Title

1/20/2023

Date Signed

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, 2022.

2. Declaration Statement

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

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](#).

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;

Pacific Historic Parks (PHP) is a non-profit organization established in 1979 with a mission to support the USS *Arizona* Memorial and other Pacific historic locations through education and interpretative programs, research, preservation, and restoration to perpetuate the memory of the events and honor those involved at these sites.

PHP is a non-profit cooperating association that supports the National Park Service and State Park sites at the following locations:

- o Pearl Harbor National Memorial on Oahu, Hawaii
- o Diamond Head State Monument on Oahu, Hawaii
- o Kalaupapa National Historical Park on Molokai, Hawaii
- o War in the Pacific National Historical Park on Guam
- o American Memorial Park on Saipan, CNMI

- Honouliuli National Historic Site

PHP's unique hybrid business model consists of traditional nonprofit fundraising along with a strong retail component. This has provided stable income and has enabled the organization to successfully cover its operational and administrative costs so that private donations can be fully applied to program services.

As part of our mission, PHP has utilized its successes from our operations and fundraising activities to reach out to school aged children and adults to educate and interpret the history of our island during the time of World War II. Prior to Covid, our focus of impacting as many school children and visitors allowed us to reach over 40,000 students a year.

In 2010, PHP purchased and a 2-story building and extended the warehouse that is used as our corporate office. The property allowed PHP to effectively and efficiently build and maintain its unique business operations. Due to the age of the building, it has become necessary to repair and upgrade the interior of the building to better suit our current and future needs.

In 2020, PHP embarked on a capital project to redesign our building with the focus on building a more suitable environment for our increase programmatic direction and to upgrade our building and facility for efficiency and effectiveness. PHP had planned on redesigning the floor plan, upgrading our facility with a focus on energy efficiency, higher quality digital equipment and technology and ensuring ADA compliancy. It was our intention to redesign and upgrade our facility to allow us to expand the types of programs PHP offers and to incorporate schools in our community to assist them with digital projects for learning opportunities.

2. The goals and objectives related to the request;

PHP's goal with this GIA funding is to create a Digital/Technology Multipurpose Rooms at our Waipio Corporate Office. Our focus is to utilize this room for local and central Oahu schools and to allow students to use various multimedia equipment to design, build and produce a wide range of multimedia products for educational learning experiences.

Our Objectives are as follows:

Objective 1: Purchase high end studio and broadcast cameras to be used for creating high quality video/sound products.

Objective 2: Install a high end lighting system designed for enhancing video recordings for media productions.

Objective 3: Install studio grade sound digital mixer and recording system to be used for live recordings.

Objective 4: Purchase up to 4 high end graphic capable multi-media work stations and applicable software to be used for video/sound editing.

Objective 5: Install a humidity/temperature-controlled room to house historical artifacts to include historic pictures, letters and many other WWII relics etc. owned by Pacific Historic Parks. These items will be used in the creation of digital productions in the multi-media room.

Objective 6: Install soundproof walls and doors to reduce any outside sound from entering the multi-media room.

Objective 7: Specialized training to operate and maintain all equipment that is listed in the above objectives.

3. The public purpose and need to be served;

Pacific Historic Parks (PHP) seeks to fill the need for a clean, safe, friendly, professional, and state-of-the-art multipurpose space that can be used to conduct meetings, training, video/audio productions and educational/interpretive lectures, etc. by the Hawaii Community schools. This multipurpose rooms will be available during select weekdays, weekends or after working hours for use by the public and managed by PHP.

There are a limited number of locations that the community can use to gather around the Central Oahu area. This limitation causes a constraint on those organizations that have limited space available to them to gather for education and professional meetings without having to drive to town. Further, with Covid, we have learned that there is a strong need for schools and students to have access to digital media that will help them in their learning process. By creating a state-of-the-art multipurpose space and providing access to our equipment and space to schools and other organizations, we hope to empower a learning opportunity and make available a learning space that can be used by many in our local community. Our new facility will also provide a safe environment for this type of engagement.

In addition, we will have a state-of-the-art communications and digital space available to the community that will allow for, schools and nonprofits to have access to high end digital equipment that will facilitate the creation of material that can be used in schools and other, non-revenue generating purposes. It is our intent to open up this communication room for educational purposes for students and teachers to use to create material for educational purposes.

4. Describe the target population to be served; and

The Digital/Technology Multipurpose Rooms will be made available to the Waipio community as well as organizations in the Central Oahu area. This would include schools, nonprofit organizations, and/ or charitable groups with an priority to teaching and educational usage.

5. Describe the geographic coverage.

Pacific Historic Parks (PHP) is the owner of a parcel of land located at 94-1187 Ka Uka Blvd, Waipahu, HI 96797 that is situated in the Gentry-Waipio Industrial area. This building serves as the Corporate Office for PHP and is where the equipment will be included in the Multipurpose Rooms that will serve as a facility to the community such as schools, nonprofit organizations, churches, clubs, etc. The space will serve 30-45 people per event.

In addition, we will have a state-of-the-art communications and digital space available to the community that will allow for example, schools and non-profits to have access to high end digital equipment that will facilitate the creation of material that can be used in schools and for other non-revenue generating purposes. It is our intent to open up this communication room for educational purposes for students and teachers to use to create material for educational purposes.

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:** PHP is in the process of remodeling its facility located at 94-1187 Ka Uka Blvd, Waipahu Hawaii. Included in the remodeling effort will be the creation of a high-tech conference and video/audio production rooms that will be available for use for community needs such as youth programs, training, business meetings, etc. Phase I of this project included the design, contractor selection, facility demolition, buildout, furniture which we are currently completing. Phase II of this project is the technology procurement. This grant covers Phase II of the entire project.
- **Responsibilities:** Project Management will be performed by Pacific Historic Parks to insure project completion on time and within budget.

2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;
 - **September 1, 2023:** Purchase all sound, video, broadcast cameras, multimedia workstations and applicable software.
 - **October 1, 2023:** Receive all equipment noted above, configure and test.
 - **November 1, 2023 – January 31, 2023:**
 - Develop and conduct operational training program in the use and administration of the multimedia room.
 - Purchase climate controlled archival storage unit.
 - **January 1, 2024 – February 28, 2024:** Receive and erect climate control archival storage room.
 - **March 1, 2024:** Develop market program for the use of the multimedia room.
 - **April 1, 2024:** Soft opening of Multimedia room.
3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and
 - Monitor: Document the usage of the facility to ensure frequency of use is meeting our goals.
 - Evaluate: Surveys from guests using the facility
 - Improve results: Engage in various marketing programs to increase usage of the facility. In addition, continuously improve IT equipment when newer technologies are available in the market.
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.
 - PHP will provide reports on a regular basis indicating the agencies who use the facility and the frequencies as required.

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)

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2024.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$100,800	\$100,800	\$100,822		\$302,422

- 3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2024.
- 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.
- 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 2024 for program funding.
- 6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2022.

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.

- PHP’s Educational & Communications teams will oversee the usage of its multipurpose and video/audio productions rooms utilized by the community. Our team members have over 40 years combined experience in the audio/video production and training fields. Our educational team members have provided training to thousands of kids/adults using technologies such as Virtual Reality and remote learning at Pearl Harbor National Memorial.

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.

Pacific Historic Parks (PHP) is the owner of a parcel of land located at 94-1187 Ka Uka Blvd, Waipahu, HI 96797 that is situated in the Gentry-Waipio Industrial area. Data on the land and building are as follows:

- The commercial property is approximately 20,025 sq. ft. and purchased 10 years ago in 2010.
- The 11,217 sq. ft. structure was constructed in 1998 and includes a warehouse adjoined to a 2-story office building.
- The office building includes a conference room, reception area, employee lounge and approximately 12 offices on Oahu.

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.

As of January 1, 2023, Pacific Historic Parks has 44 full and part time employees. Our staffing is supplemented with 5 outside service providers who hold specialty skills. Our 13-member Board of Directors provide governance, strategic planning and oversight.

The project will be managed by PHP's Director of IT and Facilities working with the Equipment Contractor. This individual has years of project management experience. He has 30 years of IT experience aligning technology with business requirements.

PHP's Executive Assistant, who was a key administrative oversight during our 2010 purchase and build-out of our current facility will also assist with the details of the project. Her understanding of our original purchase of the building and the upgrades made at that time, were instrumental in our Phase I construction project. She has over 30 years of experience in Executive Administrative management. She will be instrumental in coordinating and scheduling the usage of the facilities once project is complete.

Our Director of Communications will oversee the operation of the Digital/Technology Multipurpose Rooms. Our Communication Director has over 30 years of experience in print and broadcast media that includes six years managing a news department as its

news director. He also has 10 years of experience in public relations and consulting. He specialized in media training for executives in the public and private sector. And he was a journalism instructor at the University of Hawaii, his alma mater.

PHP's Education Specialists consist of a group of 4 staff. All have extensive experience in teaching, interpretation and creation of curriculum and non-curriculum programs. Their connections with our community schools and teachers will help ensure the information regarding this opportunity gets out into the schools and they will also be available to help teachers and students use the equipment and to build programs for their classrooms.

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.

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.

President & CEO: \$184,000
 Director of IT & Facilities: \$129,000
 Director of Communications: \$113,400

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.

Pacific Historic Parks is not a part to any ongoing or pending litigation. Further, there are no outstanding liens or judgements against Pacific Historic Parks.

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.

Our Director of IT and Facilities will be overseeing the building of the state-of-the-art digital technology multipurpose room. The Director of IT and Facilities has worked on

several high-level projects such as a new virtual reality program with Pacific Historic Parks and a new Student Information system while working at the Department of Education in Hawaii. As a member of the National Guard and USAF, he managed several construction projects such as new construction of pedestal and ground water storage tanks, new sewer system supporting thousands of service members and several roadway projects.

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 be used to support or benefit a sectarian or non-sectarian private educational institution.

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2023-24 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2023-24, but
- (b) Not received by the applicant thereafter.

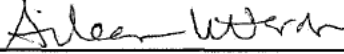
The funds we are requesting are for a one-time funding request associated with costs to develop our state-of-the-art digital technology multipurpose room. Once completed, the cost of operating and maintaining this specialty room will be covered by the normal annual revenue of Pacific Historic Parks.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2023 to June 30, 2024

App

Pacific Historic Parks

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	74,940			
2. Payroll Taxes & Assessments	6,745			
3. Fringe Benefits	15,737			
TOTAL PERSONNEL COST	97,422			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training	15,000			
6. Supplies	15,000			
7. Telecommunication				
8. Utilities				
9 Admin	25,000			
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	55,000			
C. EQUIPMENT PURCHASES	150,000			
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	302,422			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	302,422	Tom Gerrish (808) 983-9583		
(b) Total Federal Funds Requested		Name (Please type or print) Phone		
(c) Total County Funds Requested				
(d) Total Private/Other Funds Requested		Signature of Authorized Official Date		
TOTAL BUDGET	302,422	Aileen Utterdyke, President & CEO Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2023 to June 30, 2024

Applicant: Pacific Historic Parks

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Director of IT & Facilities	1	\$129,000.00	20.00%	\$ 25,800.00
Director of Communications	1	\$113,400.00	20.00%	\$ 22,680.00
Executive Assistant	1	\$64,800.00	20.00%	\$ 12,960.00
Education Specialist	1	\$54,000.00	25.00%	\$ 13,500.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				74,940.00
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2023 to June 30, 2024

Applicant: Pacific Historic Parks

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Archival Storage Unit	1.00	\$75,000.00	\$ 75,000.00	75000
Multi-media Work Station	4	\$6,000.00	\$ 24,000.00	24000
Commercial Grade Camera for Broadcasting	1	\$20,000.00	\$ 20,000.00	20000
Sound System	1	\$20,000.00	\$ 20,000.00	20000
Software	N/A	\$11,000.00	\$ 11,000.00	11000
TOTAL:	7		\$ 150,000.00	150,000

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, 2023 to June 30, 2024

Applicant: Pacific Historic Parks

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: 2021-2022	FY: 2022-2023	FY:2023-2024	FY:2023-2024	FY:2024-2025	FY:2025-2026
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION		* \$100,000				
EQUIPMENT						
TOTAL:		* \$100,000	302,422			
JUSTIFICATION/COMMENTS: * Awarded but not received.						

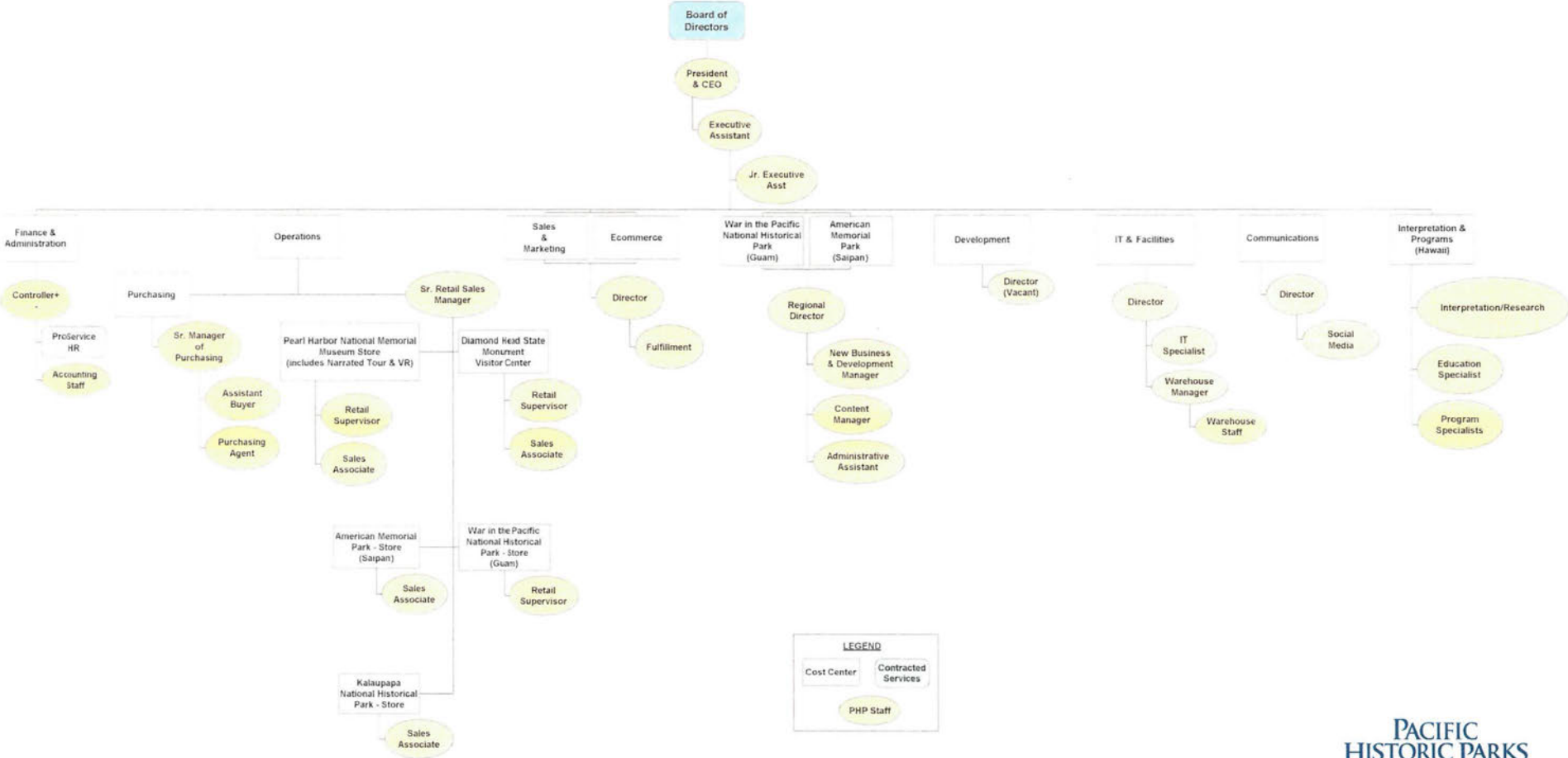
GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: _____ Pacific Historic Parks

Contracts Total: _____ -

CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1 N/A				
2				
3				
4				
5				
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				

PHP ORGANIZATION CHART



LEGEND

- Cost Center
- Contracted Services
- PHP Staff