

**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: \$ 300,000

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

Pearl Harbor Aviation Museum seeks Grant-in-Aid funding to provide the upfront investment needed to launch its "Discover Your Future in Aviation" education initiative, a program designed to provide students in Hawaii greater access to targeted aviation and aerospace learning and training experiences that lead to future employment opportunities in these lucrative fields. Hawaii has a growing aviation and aerospace industry projecting an inability to fill their employee needs.

Amount of Other Funds Available:

State:                      \$ \_\_\_\_\_

Federal:                      \$ \_\_\_\_\_

County:                      \$ \_\_\_\_\_

Private/Other: \$ 95,000

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

\$ 650,000

Unrestricted Assets:

\$ 14,204,309

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#



Authorized Signature

Elissa Lines, Executive Director

Name and Title

1/18/2023

Date Signed

# State GIA Fiscal Year 2024 Grant Application

## Applicant: Pearl Harbor Aviation Museum

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## 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

Elissa Lines, Executive Director  
PRINT NAME AND TITLE

01/18/2023  
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, 2022.

Certificate is attached.

#### **2. Declaration Statement**

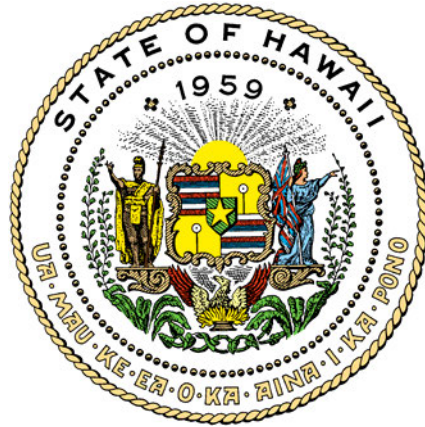
The applicant shall submit a declaration statement affirming its compliance with [Section 42F-103, Hawaii Revised Statutes](#).

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 Museum certifies that this project will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes, 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 12, 2023

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; and
- 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.
- 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, 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)

*Elissa Lines*

(Signature)

1/18/2023

(Date)

**Elissa Lines**

(Typed Name)

**Executive Director**

(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 (PHAM) 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 welcomed more than 3 million visitors from all around the world. Within that number, Education programs delivered by PHAM reach more than 15,000 young people of all ages each year. Whether students participate in programs delivered at the Museum campus through school field trips, or online through our Virtual Classroom Visit, Museum programs advance academic achievement in math and science through participation in aviation related experiences. Additionally, Museum programs promote understanding of the values and character associated with "Our Greatest Generation," values that grew out of our national response to the attack on Pearl Harbor. Combined, these programs prepare youth academically and socially for future employment in today's competitive marketplace.

The Museum's Aviation Learning Center (ALC) opened in January 2022 following several years of development and fund raising. In total, \$3.2 million was invested, \$400,000 provided by State Grant-in-Aid support. More than 50% was raised from out of state sources, dramatically leveraging State support. The ALC provides a

hands-on, immersive environment in which students experience aviation-focused Science Technology Engineering and Math (STEM) challenges in addition to the exploration of broadly applicable learning concepts. The Navy provided PHAM with long-term leasing rights to a 4,000 square foot facility with historic significance – called Building 97, this structure served as the WWII Link Training facility for the Navy. Within this building, PHAM installed the physical requirements – learning lab, simulator room, hangar/aircraft - designed by the Museum of Flight following years of research and curriculum development work. This nationally endorsed aviation curriculum introduces students to aviation and aerospace fields, engineering and mechanics, problem solving and team building, and delivers a strong correlation with career opportunities as they exist today. Delivered by aviation, aerospace, history, and math experts, these programs enrich classroom learning, enhance critical-thinking, communication, decision-making, and leadership skills.

PHAM helps students envision their own future by introducing them not only to the myriad of technology field careers open to them, especially in aviation and aerospace fields, but also to professionals employed in those fields. Bridging the gap between classroom learning and future career opportunities can be eye-opening for young learners. This is especially true when role models, and accomplished professionals, are available to deepen the programming impact.

## 2. The goals and objectives related to the request;

As a non-formal education organization, Pearl Harbor Aviation Museum (PHAM) can augment Science Technology Engineering and Math (STEM) education initiatives, and provide all students greater access to targeted aviation and aerospace learning experiences that lead to employment opportunities. Museum-based education programs can accommodate a greater diversity of student needs and interests, promote aviation and aerospace careers, and help participants connect classroom work to real-world applications. PHAM educators currently collaborate with schools and educators to provide authentic and relevant activities that align with DOE STEM goals.

PHAM's goals include:

- (1) Purposefully integrate STEM to provide students with engaging, real-world, and rigorous experiences in STEM;
- (2) Provide students with a solid foundation in the content, practices, and organizing principles of STEM; and
- (3) Strengthen awareness of career pathways in the STEM fields.

The Aviation Learning Center (ALC) is currently part of the catalog of educational programs offered by PHAM, but there is much more that can be done to maximize the impact of this educational resource. Using the ALC, PHAM will achieve the above

stated goals using a three-pronged approach to establish the “Discover Your Future in Aviation” (DYFA) education initiative:

- (1) Introduction to Aviation Through Heroes of the Field – *Discovering Flight*
- (2) AOPA High School Aviation Program/ Aviation Club – High School pathway to credit and career readiness
- (3) Collaborations – Pathway to an Aviation/Aerospace Career

Details for each of these objectives are detailed below.

Grant-in-Aid funding would provide the upfront investment needed to launch these objectives in Year 1, allowing PHAM to (1) develop procedures and implementation plans; (2) hire and train effective staff leaders and educators; and (3) negotiate the relationships required to perpetuate program growth. Participation numbers are anticipated to grow in Years 2 and 3.

**1) Introduction to Aviation Through Heroes of the Field – *Discovering Flight***

*Discovering Flight* is a three-part program that includes the Junior Collier Award, *Why I Fly* films, and a full STEAM-based curriculum of standards-aligned media, interactives, lesson plans, and more. It was developed by the following partners: The National Aviation Hall of Fame, Emmy Award-winning aviation documentarian filmmakers, Hemlock Films, the National Air & Space Museum, the National Aeronautic Association, and PBS, the nation’s leader in early childhood education. The curriculum portion of *Discovering Flight* is activity-driven. Our goal is that students and educators achieve not only essential STEAM concepts, but also a better understanding of the practical wonders of flight and encouragement to imagine themselves discovering America’s remaining air and space frontiers.

PHAM proposes introducing this curriculum to elementary schools across Hawaii, targeting students in 1<sup>st</sup> – 4<sup>th</sup> grade as one of the Outreach Programs available through the Museum.

**2) AOPA High School Aviation Program/ Aviation Club – High School pathway to credit and career readiness**

Using the ALC as the foundational resource, PHAM proposes adopting the Aircraft Owners and Pilots Association (AOPA) High School Aviation Program. The Museum will work to forge relationships within the Department of Education (DOE) for delivery of this program as part of SKILLS USA and will also initiate an Aviation Club program, collaborating with such groups at Civil Air Patrol (CAP) and US Army Junior Reserve Officer Training Corps (JROTC). This path will introduce students to the courses available through AOPA. The programs follow very strict

learning standards and address a number of critical learning pathways that introduce students to a variety of fields in aviation and aerospace. The coursework can lead to high school and college credit through appropriate affiliation with the student's school.

Traditionally, the AOPA program has been delivered within schools as part of the coursework offering. The vast majority of the 400 schools that used the Curriculum last year began with implementing the first or second course as a STEM or general elective with a small number of students. That single course then acts as a force multiplier. When aviation students spread the word about the engaging, hands-on engineering design projects that form the foundation of classroom activities, many schools find that their biggest problem becomes managing the program's growth to meet student demand. PHAM proposes launching the program as a Museum offering – making it available both within schools or at the Museum as part of an Aviation Club or camp experience. Note: students participating in the course work at the Museum would still be required to complete all work to the standards specified as arrangements would be made to ensure the extension of high school credit.

### **3) Collaborations – Pathway to an Aviation/Aerospace Career**

In addition to the above programs, PHAM will provide use of its ALC resource for outsourced Ground School and mentor programs that introduce youth to aviation careers including piloting and mechanics tracks. Partnerships with the following groups will be explored to both diversify the pathway options and to ensure the long-term sustainability of the project. Development of an apprenticeship concept – a 3-month training cycle – in collaboration with other providers will be sought:

- Air Traffic Control (ATC) preparation and readiness
- Airframe and Powerplant (A&P) training and apprenticeship with Hawaiian Airlines
- University of Hawaii at Hilo pilot training program
- Embry Riddle
- National Guard
- University of Hawaii ROTC program
- Honolulu Community College Aviation Mechanic program

**Ground School** – working with Civil Air Patrol (CAP) and other aviation-focused programs, PHAM will host Ground School inside the ALC.

Although there are many ways to participate in ground school programming on-line, most students are not successful in the pursuit of these skills without a mentor or other coach available to help deepen and clarify their understanding of aviation concepts.

**Mechanics training** – a collaboration with PHAM restoration shop employees (and volunteers), private sector certified A&P mechanics, CAP

and HCC's A&P program will be formed to provide interested students with awareness programming, career readiness, and an A&P mentor program.

3. The public purpose and need to be served;

HAWAII IMPACT: Lack of STEM training aired by Hawaii News Now: (Jim Mendoza, November 7, 2018):

*In Hawaii, a shortage of highly trained pilots is surfacing in the cockpits of charter companies. That shortage could eventually reach the big passenger airlines." Further, "We just cannot generate the number of pilots we need," said Pat McNamee, president of the General Aviation Council of Hawaii. He said: "Hawaii's pilot shortfall became more pronounced when the University of Hawaii closed its flight program in 2015."*

The FAA reported in 2017 that there were 609,000 pilots in the US, down 30% from 30 years ago (827,000 pilots). In 2018, the FAA reported new record highs for passenger movement. In the same year, Hawaii News Now reported a shortage of highly trained pilots in Hawaii is surfacing in the cockpits of charter companies. That shortage could eventually reach the big passenger airlines. Local airline expert Peter Forman also said, "Hawaii faces a greater potential for harm from the pilot shortage than the mainland because there is fewer pilots being trained here than other places, and because we depend so heavily on air travel". Although there remains a shortage of pilot training programs in Hawaii, filling the pipeline with candidates is also challenging.

There is also a shortage of aircraft mechanics, Federal Aviation Administration (FAA) Certified Airframe & Powerplant (A&P) or FAA Certified Repairmen. According to the *Boeing Technician Outlook*: "The need for maintenance personnel is largest in the Asia Pacific region, which will require 257,000 new technicians. Airlines in North America will require 189,000, Europe 132,000, the Middle East 66,000, Latin America 55,000, Africa 28,000, and Russia/Central Asia 27,000."

Boeing said that the industry will need 754,000 new mechanics in the next 20 years. Currently, 30% of today's mechanic workforce is at or nearing retirement. Here in Hawaii, locally Certificated Air Carriers include Hawaiian Airlines, Aloha Air Cargo, Transair, Ohana by Hawaiian, Mokulele, Makani Kai / Resort Air, Georges Aviation, Royal Pacific Air, Pacific Air Charters, Pacific Air Cargo, and Big Island Air. Locally Certificated Repair Stations include Eastwest Avionics and Dunning Aviation. Military and emergency service providers add to this list. Research and conversations with these companies that conduct business as FAA certified Air Carriers, Repair Stations, and Flight Training Centers suggest the shortages in manpower are even more severe than Nationally and Internationally reported numbers.

For example, Hawaiian Airlines presently employs over 1,170 Professional Commercial Pilots, operating over 125 commercial aircraft every day. For the foreseeable future, Hawaiian Airlines will be retiring over 60 pilots per year. For every pilot that earns a Private Pilot Certificate, only 15% goes on to making a career as a professional pilot. Hawaii needs a minimum of 1,000 Student Pilot starts per year just to maintain the current number of Professional Commercial Pilots entering the work force. In addition, Hawaiian Airlines employs over 670 Airframe & Powerplant Mechanics and Repairmen. For the foreseeable future, Hawaiian Airlines will be retiring over 50 mechanics per year.

Faced with these statistics, Pearl Harbor Aviation Museum (PHAM) facilitated a meeting in 2019 and 2020 with group of stakeholders in the community, including Work Force Development, the Department of Education (DOE), Aircraft Owners and Pilots Association (AOPA), the Federal Aviation Administration (FAA), Civil Air Patrol (CAP), Hawaii Community College (HCC), Hawaiian Airlines, and more, to discuss how to address these declining numbers. Together, the group identified issues contributing to the declining numbers, including (1) the lack of programs to guide youth toward careers in aviation/aerospace fields; (2) constraints on education and training opportunities stemming from a decline in vocational training in high schools and the shortage of A&P Instructors and CFIs; and (3) the high cost of schooling/training. Possible solutions and follow-up action items were also discussed and assigned. Although the COVID pandemic derailed most plans, with the help of grants and philanthropic support, the Museum was able accomplish some of its goals, including construction and opening of the Aviation Learning Center and expansion of PHAM scholarship program. These achievements help lay the foundation for planning of PHAM's "Discover Your Future in Aviation" (DYFA) educational initiative.

Sixty-five percent of Hawaii's 284 public schools are Title I schools and have large concentrations of low-income students, many of whom graduate inadequately prepared for and in many cases unaware of STEM career paths, threatening their ultimate economic health and well-being. Research indicates K-12 STEM education contributes to higher levels of student interest in STEM fields, especially after participating in hands-on, relevant activities. Effective STEM education is a vital part of the solution.

*In an increasingly complex world, it's more important than ever for our youth to be equipped with the knowledge and skills to solve tough problems, gather and evaluate evidence, and make sense of information. These are the types of skills that students learn by studying STEM. (SOURCE: U.S. Department of Education - <https://www.ed.gov/Stem>)\*

PHAM's education programs augment STEM education initiatives and provide all students greater access to targeted aviation and aerospace learning experiences that lead to employment opportunities. The three-pronged approach laid out in the DYFA initiative addresses a greater diversity of student needs and interests,

promotes aviation and aerospace careers, and helps participants connect classroom work to real-world applications.

4. Describe the target population to be served; and

**1) Introduction to Aviation Through Heroes of the Field – *Discovering Flight: Grades 1 - 4***

PHAM proposes introducing this curriculum to elementary schools across Hawaii, starting with students in 1<sup>st</sup> – 4<sup>th</sup> grade as one of the Outreach Programs available through the Museum, with a goal of reaching 200 students in its first year.

Teachers who register to participate may elect any combination of in-class experiences and off-campus museum visits, using up to the full 5 hours of digital programming and potential 4 hours of museum-based programming. PHAM currently has a virtual classroom program offering that is utilized by schools across the state and beyond.

**2) AOPA High School Aviation Program/ Aviation Club – High School pathway to credit and career readiness: Grades 7 - 12**

The AOPA program provides many opportunities to link with aviation and aerospace providers throughout the community through field trips and other immersive opportunities. PHAM's main target for this program will be students in grades 7 – 12. Extending the learning environment outside traditional classroom walls to the airport and beyond makes aviation tangible to students and opens students' eyes to aerospace STEM careers. Using the resources provided through AOPA, the Museum will connect directly with aviation community resources, an integral element to recruiting. Engaging local aviation providers and experts, the Museum can develop partnerships with local Experimental Aircraft Association (EAA), Women in Aviation International (WAI), Ninety-Nines International Organization of Women Pilot chapters, flight training centers, airport authorities, and other local aviation organizations to deepen the educational impact. Relationships with collegiate aviation programs, including articulation and dual enrollment agreements will also be explored. The Museum will actively collaborate with organizations like CAP, Boy Scout Explorers, JRRUTC and others.

**3) Collaborations – Pathway to an Aviation/Aerospace Career: Grades 7-12, Ground School** – working with Civil Air Patrol (CAP) and other aviation-focused programs, PHAM will host Ground School inside the Aviation Learning Center, focusing its efforts on students in grades 7 - 12. Although there are many ways to participate in ground school programming on-line, most students are not successful in the pursuit of these skills without a mentor or other coach available to help deepen and clarify their understanding of aviation concepts.

**Mechanics training** – a collaboration with PHAM restoration shop employees (and volunteers), private sector certified A&P mechanics, CAP and HCC's A&P program will be formed to provide interested students with awareness programming, career readiness, and an A&P mentor program.

5. Describe the geographic coverage.

The three programs will mainly focus on serving youth in the State of Hawaii. Although the Aviation Learning Center is located on Oahu, PHAM is committed to finding ways to expand our reach to students on the neighbor islands so that they have the opportunity to experience this educational resource. With support from grants, donors and Museum resources, PHAM has been able to welcome over 400 students from the neighbor islands in the last year.



### **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;

Grant-in-Aid funding would provide the upfront investment needed to launch the following objectives in Year 1, allowing Pearl Harbor Aviation Museum (PHAM) to (1) develop procedures and implementation plans; (2) hire and train effective staff leaders and educators; and (3) negotiate the relationships required to perpetuate program growth. These objectives will be overseen by Executive Director, Elissa Lines. Participation numbers are anticipated to grow in Years 2 and 3.

#### **1) Introduction to Aviation Through Heroes of the Field – *Discovering Flight***

Teachers who register to participate may elect any combination of in-class experiences and off-campus museum visits, using up to the full 5 hours of digital programming and potential 4 hours of museum-based programming.

In the classroom, students will watch *Why I Fly*, joining Will and Orv as they transcend time to interact with other famous aviation and space leaders from history to deliver fun, educational experiences for the classroom. The curriculum folds in components that foster an appreciation of the nation's extraordinary aviation legacy by honoring the exceptional individuals who led the way.

The program is \$12/student and offers 5 hours of educational experiences and content. Following completion of the series, students/classrooms will be encouraged to visit PHAM as the culmination of their learning. Though this is the optimum schedule, *Discovering Flight* provides flexibility to the educator. Modules can be changed, shortened, and delivered in conjunction with the museum visit as needed depending upon the time constraints of the educator.

#### **2) AOPA High School Aviation Program/Aviation Club – Pathway to credit and career readiness: Grades 7 – 12**

Using the Aviation Learning Center (ALC) as the foundational resource, PHAM proposes adopting the Aircraft Owners and Pilots Association (AOPA) High School Aviation Program. By formalizing an Aviation Club or Camp program, the Museum will introduce students to the courses available through the AOPA.

The AOPA Foundation offers a six-course, two-pathway (pilot and unmanned pilot) high school aviation STEM Curriculum. The curriculum, written by former high school teachers, administrators, and curriculum development specialists, is a [STEM.org](https://www.stem.org/)-reviewed educational media. Key attributes include:

- Teaching STEM through the lens of aviation by engaging students in project-based learning, engineering design challenges, and engineering experiments,
- Preparing students to earn Career Technical Education (CTE) stackable credentials such as the FAA Private Pilot Knowledge Test, FAA Remote (Drone) Pilot Knowledge Test, and FAA Remote Pilot Certificate,
- Guiding students through CTE-related experiences, career portfolio development, business plan writing, and semester-long CTE capstone projects.

The programs follow very strict learning standards and address a number of critical learning pathways that introduce students to a variety of fields in aviation and aerospace. The coursework can lead to high school and college credit through appropriate affiliation with the student's school. Several considerations will add to the sustainability of this initiative:

- In-kind support in the "loan" of professionally employed aviation mechanics, pilots, engineers and other involved in aviation careers will be developed. Airline personnel as volunteers or as loaned personnel will be part of this vision. Engaging military personnel support (active duty, reserve and retired) will augment evening and weekend scheduling.
- The current Sr. Manager of Education Programs at PHAM is a State of Hawaii certified teacher – this credential opens several opportunities within DOE, especially within the SKILLS USA programming concept. PHAM has a commitment to ensuring that at least one or more members of our full-time education team has the DOE teaching certification to allow for "shadowing" in core skills areas that might lead towards certificate programs
- Identification of partners who can support the matriculation or next step pathway for students involved in the Museum's initiative will be important. HCC's aviation mechanics program now has capacity for such enrollment. A similar path for piloting will be explored.

National data points for this program are impressive. Nationally, the AOPA High School Program curriculum) has demonstrated impact on the aviation workforce. While the curriculum is provided to participating schools and organizations at no charge, these organizations must provide the staffing to execute the program. Last year's first-ever graduation cohort recorded several major achievements: nearly 1,600 students reached an aviation milestone. About 1,100 students started flight training, 134 completed their FAA Private Pilot Written Exam, 50 earned their FAA Private Pilot Certificate, and 305 passed their FAA Part 107 (drone pilot) Written Exam. Of 1,152 students who graduated last year, 75% intend to pursue postsecondary education. Nearly 60% of graduates intend to pursue an aerospace-related STEM career, including 21% of graduates who plan to pursue a career as a pilot.

### 3) Collaborations – Pathway to an Aviation/Aerospace Career

Partnerships with the following groups will be explored to both diversify the pathway options and to ensure the long-term sustainability of the project. Development of an apprenticeship concept – a 3-month training cycle – in collaboration with other providers will be sought:

- Air Traffic Control (ATC) preparation and readiness
- Airframe and Powerplant (A&P) training and apprenticeship with Hawaiian Airlines
- University of Hawaii at Hilo pilot training program
- Embry Riddle
- National Guard
- University of Hawaii ROTC program
- Honolulu Community College Aviation Mechanic program

**Ground School** – working with Civil Air Patrol (CAP) and other aviation-focused programs, PHAM will host Ground School inside the ALC. Although there are many ways to participate in ground school programming on-line, most students are not successful in the pursuit of these skills without a mentor or other coach available to help deepen and clarify their understanding of aviation concepts. PHAM staff will support student achievement as coaches.

- Awareness programming
- Formal Ground School registration
- Preparation for FAA written exam
- Mentor support to ensure student success
- Academic credentials – working to detail pathway to achieve academic credit for achievement of skills levels

**Mechanics training** – a collaboration with PHAM restoration shop employees (and volunteers), private sector certified A&P mechanics, CAP and HCC's A&P program) will be formed to provide interested students with the following:

- Awareness programming – opportunity to learn about the skill trade and participate in hands-on activities
- Career readiness – provision of orientation type activities that provide high level understands of the skills and abilities required to work aircraft maintenance; hands-on engagement in some basic aircraft repair work – historic aircraft restoration and maintenance of museum display aircraft. Collaborations with local airlines, airports, and professionals in engineering, piloting, maintenance, technology fields that align
- A&P mentor program – working with a licensed A&P mechanic within the museum restoration area to gain transferable skills that could lead to an A&P certificate

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

April – September 2023 – Planning period

- Hire a Program Director
- Actively recruit and forge relationships with program providers, including educators and aviation experts
- Identify at least one DOE partner school to soft-launch the AOPA curricula as a SkillsUSA after school program
- Lay foundation for launch of PHAM Aviation Club and/or Camp Program
- Work with Civil Air Patrol and other stakeholders to establish Ground School and Mechanics training program
- Ongoing staff/ educator training

September – December 2023

- Ongoing staff/ educator training
- Soft-launch of *Discovering Flight* program to classrooms
- Soft-launch of PHAM Aviation Club, based in the Aviation Learning Center

January – June 2024

- Soft-launch of AOPA curricula in identified school and/or at the ALC
- Work with DOE Superintendent to demo *Discovering Flight* program to schools to offer for 2024-25 School Year

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

Both the *Discovering Flight* and the Aircraft Owners and Pilots Association (AOPA) High School Aviation Program are nationally delivered and monitored programs. PHAM envisions continuing its work with stakeholders, forming a “Discover Your Future in Aviation” (DYFA) advisory committee to continually assess and track impact. As this is a start-up initiative, extensive work will take place for PHAM to augment and edit the assessment tools already in use at the national level so that is more reflective of our local community.

In all cases, the partnerships envisioned are with organizations that actively manage and track evaluation and quality assurance, including Civil Air Patrol, Department of Education, and the US Army Junior Reserve Officer Training Corps (JROTC). During our formation period, we will follow a best- practice approach, developing tools to evaluate success. These partnerships are foundational to the success we are projecting – in all cases, we are drawing upon the procedures and materials already validated through years of practice and execution.

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.

Pearl Harbor Aviation Museum will report these measures of effectiveness:

- Student participation
  - Number of students in in the *Discovering Flight* program (Goal of 400 in Year 1)
  - Number of students enrolled in the soft-launch of the Aviation Club, with subsequent meeting attendance sheets (Goal of 20 students in Year 1)
  - Number of students in the soft-launch of the AOPA High School Aviation Program (Goal of 20 students in Year 1)
- School participation
  - Number of schools that participate in the *Discovering Flight* program
  - Number of schools that participate in soft-launch of AOPA High School Aviation Program
- Student, Parent and Educator Feedback
  - Survey tools will be developed to track pre and post learning impacts as well as assess attitudinal considerations

## **IV. FINANCIAL**

- 1. Budget**
- 2. Personnel Salaries 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 (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
\$75,000	\$75,000	\$75,000	\$75,000	\$300,000

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2024.

**Ray Foundation** – PHAM has secured a 3-year commitment from the Ray Foundation that will total \$475,000 to provide scholarship support to Hawaii youth interested in pilot training. A portion of this grant will provide preliminary staffing to jump start the program planning.

**Donor Endowment** – PHAM has an education endowment that yields between \$15,000 - \$20,000 in interest annually. These funds will be allocated to support the “Discover Your Future in Aviation” program.

**WorkForce Development** – PHAM is seeking programmatic support from WorkForce Development to invest in the delivery of this multi-pronged initiative

**Airline In-Kind support** – PHAM is seeking aviation mechanics mentors, loaned to the museum by active airlines partnering to increase the number of potential mechanics joining the market place.

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 within the prior three years, nor does it anticipate applying for any pertaining to any 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 2024 for program funding.

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

Grant	Amount Awarded	PHAM Match	Description
75 <sup>th</sup> Commemoration	\$408,450	\$1,500,000	Funding for the 75 <sup>th</sup> commemoration of the end of WWII, including veteran tributes and events, oral history projects and exhibits
2019 State of Hawaii GIA	\$150,000	\$250,000	Control Tower 2 <sup>nd</sup> Floor Windows
FY2019 C&C GIA	\$125,000	\$100,000	Youth STEM Education Gallery (Above & Beyond)
2021 NPS Save America's Treasures	\$440,900	\$756,650	Completion of Control Tower Restoration
2023 State of Hawaii GIA	\$100,000	\$756,650	Completion of Control Tower Restoration

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 Requested	Description	Status
2020 State of Hawaii GIA	\$260,000	Exhibit support (oral histories, artifact preservation)	Not awarded
FY2021 C&C GIA	\$125,000	Aviation Learning Center STEM Education	Not awarded
FY2023 C&C GIA	\$183,039	Aviation Learning Center STEM Education	Not Awarded
2022 NPS Save America's Treasures	\$375,000	Hangar 37 Door Extensions and Preservation	Submitted, not confirmed
FY2024 C&C GIA	\$178,400	Youth Aviation STEM Program	Submitted, not confirmed

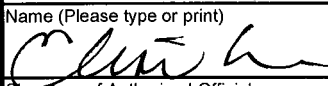
6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2022.

The Pearl Harbor Aviation Museum's unrestricted current assets as of 12/31/2022 is approximately \$14,204,309.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2023 to June 30, 2024

Applicant: 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)
<b>A. PERSONNEL COST</b>				
1. Salaries	200,000			55,000
2. Payroll Taxes & Assessments	16,000			4,400
3. Fringe Benefits	30,000			8,250
<b>TOTAL PERSONNEL COST</b>	<b>246,000</b>			<b>67,650</b>
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training	5,000			5,000
6. Supplies	25,000			7,350
7. Telecommunication				
8. Utilities				
9 Discovering Flight Curriculum	5,000			
10 Aviation Club Development and Delivery	4,000			5,000
11 Apprenticeship Training Program Development	10,000			5,000
12 Marketing/ Advertising	5,000			5,000
13				
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>54,000</b>			<b>27,350</b>
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>300,000</b>			<b>95,000</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	300,000	Woo Ri Kim, Director of Development      808-824-3505		
(b) Total Federal Funds Requested		Name (Please type or print)      Phone		
(c) Total County Funds Requested				
(d) Total Private/Other Funds Requested	95,000	Signature of Authorized Official      1/18/2023      Date		
<b>TOTAL BUDGET</b>	<b>395,000</b>	Elissa Lines Name and Title (Please type or print)		



## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2023 to June 30, 2024

Applicant: \_\_\_\_\_

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Not Applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Not Applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

# BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2023 to June 30, 2024

Applicant: Pearl Harbor Aviation Museum

FUNDING AMOUNT REQUESTED						
<b>NOT APPLICABLE</b>						
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						
EQUIPMENT						
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b>						

**GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID**

Applicant: **Pearl Harbor Aviation Museum**

Contracts Total: 2,484,350

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)</b>	<b>CONTRACT VALUE</b>
<b>Capital and Programmatic Funding</b>					
1	Completion of the Ford Island Control Tower Resortation (ACT 248, SLH 2022)	Jan. 2023 - Jan 2024	Department of Defense	State of Hawaii	100,000
2	Completion of the Ford Island Control Tower Resortation (Historic Preservation Fund- Save America's Treasures Preservation Grants, P22AP02290)	Sept. 2022 - project completion	National Park Service	U.S.	420,900
3	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
4	Restoring Tower Second Floor Interior (ACT 39, SLH 2019)	Feb. 2020 - June 2021	Department of Defense	State of Hawaii	150,000
5	Youth STEM Education Gallery (CT-DCS-2000069)	Oct. 2019- Sept. 2020	Department of Community Services	City and County of Honolulu	125,000
6	Learning Lab (ACT 49, SLH 2017)	Feb. 2018 - June 2021	Department of Defense	State of Hawaii	400,000
7	Control Tower Elevator (ACT 124, SLH 2016)	Apr. 2017 - Dec. 2019	Department of Defense	State of Hawaii	250,000
8	Control Tower Restoration - Phase 1 (ACT 122, ALH 2014)	July 2016 - Dec. 2016	Department of Defense	State of Hawaii	550,000
9	Education Program (ACT 119, SLH 2015)	Jan. 2016 - Dec. 2016	Department of Defense	State of Hawaii	180,000
<b>COVID-Relief Related Funding</b>					<b>COVID Relief Funding Total:</b>
10	Shuttered Venues Operators Grant - COVID Relief Funds to sustain operations	N/A	Small Business Administration	U.S.	4,400,000
11	Payment Protection Program (2021) - COVID Relief Funds to sustain operations	N/A	Small Business Administration	U.S.	619,957
12	Payment Protection Program (2020) - COVID Relief Funds to sustain operations	N/A	Small Business Administration	U.S.	613,250
13	CARES Act/ Coronavirus Relief Act Funding - COVID Relief Funds to sustain operations	N/A	N/A	City and County of Honolulu	50,000

## **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.

Since opening the Museum in December 2006, Pearl Harbor Aviation Museum (PHAM) has welcomed more than 3 million visitors from all around the world. Within that number, PHAM's aviation STEM programming reaches over 15,000 young people of all ages each year. Whether students participate in programs delivered at the Museum campus or online through our "Virtual Classroom Visit", the exploration of STEM through aviation advances academic achievement and preparedness. Additionally, the interjection of historical content and the very location of the museum promotes a deeper understanding of the values and character associated with "Our Greatest Generation," values that grew out of our national response to the attack on Pearl Harbor.

Pearl Harbor Aviation Museum currently offers the following youth education programs. These programs are the foundational elements to the "Discover Your Future in Aviation" (DYFA) education initiative.

- 1. Museum Field Trips** – more than 6,000 school students attending public, private, charter and home schools visit the museum annually during non-COVID years. PHAM provides free bus transportation to help schools get to the museum and once annually, a special program is planned to bring students from the neighbor islands to Oahu to experience the impact of Pearl Harbor. In addition to experiencing our unique curricula that combines lessons in Aviation Science with leadership development, visiting students will soon have an immersive and hands-on learning experience through the Aviation Learning Center (ALC).

The ALC allows PHAM to deliver a professionally developed, age-appropriate curriculum based on general aviation concepts presented through an integrated suite of computer technology and innovative hands-on devices. This nationally endorsed aviation curriculum introduces students to aviation and aerospace fields, engineering and mechanics, problem solving and team building, and delivers a strong correlation with career opportunities as they exist today. Delivered by aviation, aerospace, history, and math experts, these programs enrich classroom learning, enhance critical-thinking, communication, decision-making, and leadership skills and are fully aligned

with state and national STEM standards, which will allow teachers to integrate ALC programs seamlessly into their classroom curricula.

2. **Summer Flight School** – Pearl Harbor Aviation Museum conducts Summer STEM programs to engage students in the exciting world of aviation using hands-on engagement. The ALC is home to this program.

PHAM offers three different summer sessions: Explorers Club (grades 3-5, co-ed), Flight School for Boys (grades 6-8) and Flight School for girls (grades 6-8). Each session is a five-day summer aviation sciences camp for youth. Students are introduced to the challenges and opportunities of aviation science through immersive learning experiences that provide authentic lessons within our historic settings. They experiment with the forces of flight, cargo loading, weather and atmosphere, flight planning, and more. They complete their training by collaborating with other participants to solve a real-world aviation challenge. This multi-day program engages aviation subject matter experts and mentors representing several aviation specific careers in both the civilian and military sectors. The goal is to help students experience the excitement of flight and aviation sciences, opening their eyes to real life careers and opportunities available to them.

One of the most important elements of these Summer programs is the opportunity for campers to meet professionals in aviation science careers – pilots, engineers, mechanics, designers, meteorology, control tower operators, and certified flight instructors. We have seen this program lead to a continuum of interest; Flight School has often led to next steps such as glider lessons, flight training, ground school participation, Civil Air Patrol enrollment and ultimately, college pursuit of aviation sciences. PHAM supports this continuum or “aviation sciences pathway” by connecting program participants with resources available through local and national organizations and through our own Museum Scholarship Program.

Aviation Sciences explored during Flight School include:

- Air and Atmosphere
- Forces of Flight and exploring the forces of Drag
- Engines and Propulsion
- Types and parts of Aircraft
- Introduction to Flight instruments
- Riveting and other maintenance programs
- Weight and Balance
- Landing patterns and signals
- Cockpit and tower communications
- Flight simulation and emergency preparedness
- Pre-fighting an aircraft for flight – inspection protocols
- Weather and flight planning

3. **Virtual Classroom Visits** – Using Museum assets and programming, and supporting the participation of schools and organizations unable to travel due to health or other considerations, educators plan for an on-line experience that includes challenging initiatives in aviation STEM and leadership topics. This program was created in response to the COVID pandemic, but still continues to be a great resource to reach students and classrooms that are unable to travel to the Museum. Since its inception, nearly 3,000 students from all over the country have participated in this program

## 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 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. The 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.” There are three (3) different learning environments in the ALC:

1. Learning Lab, a simulated ground school (GS) environment, exploring aeronautical topics and concepts that pilots study in GS, such as flight dynamics, navigation, weight, balance, and weather
2. The Hangar, where students learn to chart a course, create a roundtrip flight plan, and perform pre-flight safety inspection of an actual full-scale Cessna 150 aircraft.
3. Simulator Bay, where students fly the route charted in the Hangar in one of ten flight simulators

The ALC also has a large classroom, equip with supplies and technology to host students both in-person and virtually, making it the ideal location to hold Aviation Club activities and/or hold classes and training.

**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.

**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 inside 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 launch the “Discover Your Future in Aviation” education initiative, a number of key project personnel will be involved:

- 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 decade, she has successfully stewarded fundraising and operational growth and has been instrumental in strategically developing and expanding the Museum’s programs, building of the Aviation Learning Center, 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.
- The Museum’s Sr. Manager of Education Programs, ***Lt.Col William “Spin” Spincola, USAF (Ret.)***, oversees a team of five (5) educators and is responsible for the execution of the Museum’s Education programs, developing and promoting educational programs that advance STEM concepts for students in grades K -12. Lt.Col Spincola has over 28 years of experience as a combat arms officer and command and staff officer, serving both in active duty and reserve US Army and US Air Force. He is also an accomplished pilot with Private Pilot and Sport Pilot ratings.
- The Museum’s Board-appointed Education Committee is a volunteer leadership group that includes liaisons from within the State education and corporate communities. The Committee will assist in creating the needed partnerships with program providers, including schools, corporations, and other community stakeholders.
- The “Discover Your Future in Aviation” Program Director’s main objective will be to initiate partnerships and forge relationships with the educators and key personnel at the Department of Education, Civil Air Patrol, and

JJROTC, finalize curriculum support from AOPA and the National Aviation Hall of Fame.

**Organizational**

Pearl Harbor Aviation Museum presently has 57 employees and over 75 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 10 members, comprised of 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.

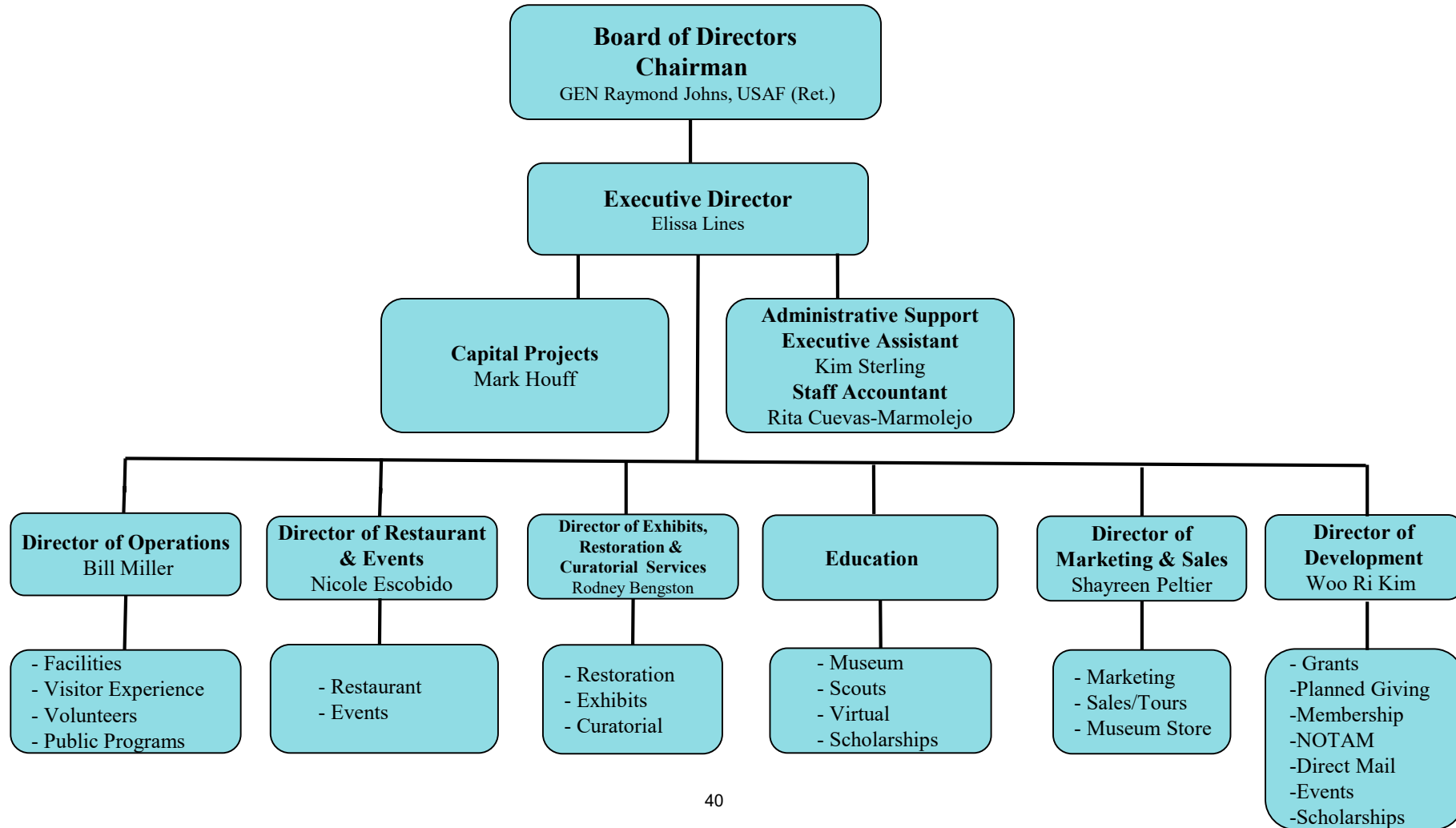
Organizational chart is attached.

**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.

<b>Position Title</b>	<b>Annual Salary</b>
Executive Director	\$251,458
Director of Exhibits, Restoration & Curatorial	\$115,411
Director of Development	\$102,740

# Organization Chart





## **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 is a party to the lawsuit *BA 1945 LLC et al. v. United States et al.*, Case No. 1:22-cv-00394 in the U.S. District Court for the District of Hawaii. The lawsuit is ongoing and arises from alleged property damages that occurred during an event in August 2020. PHAM has insurance which covers the claims and defense counsel (paid by the insurers) has been appointed, subject to a reservation of rights issued by the insurers.

### **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.

Not applicable.

### **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 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.

Additional and ongoing funding for the “Discover Your Future in Aviation” educational initiative will come through a combination of museum revenue (proceeds from visitor admission) and fundraising/philanthropy, with support from private foundations, charities, corporations, and individual donors. Mail and online appeals, special events, quarterly newsletters keep donors, Museum members, and

the public informed of the Museum's progress and needs. Signage throughout the Museum invite visitors to help support educational initiatives and historic preservation.

PHAM has secured a 3-year commitment from the Ray Foundation that will total \$475,000 to provide scholarship support to Hawaii youth interested in pilot training. PHAM also has an education endowment that yields between \$15,000 - \$20,000 in interest annually. These funds will be allocated to support the "Discover Your Future in Aviation" program. Additionally, funds through the Alexander Gaston Pearl Harbor Historical Sites Fund will become available over the next few years to support school visitation and programs.