



STATE OF HAWAII
STATE PROCUREMENT OFFICE

CERTIFICATE OF VENDOR COMPLIANCE

This document presents the compliance status of the vendor identified below on the issue date with respect to certificates required from the Hawaii Department of Taxation (DOTAX), the Internal Revenue Service, the Hawaii Department of Labor and Industrial Relations (DLIR), and the Hawaii Department of Commerce and Consumer Affairs (DCCA).

Vendor Name: HAWAII STATE SCIENCE OLYMPIAD

DBA/Trade Name: HSSO

Issue Date: 01/15/2025

Status: **Compliant**

Hawaii Tax#: W74099664-01

New Hawaii Tax#:

FEIN/SSN#: XX-XXX2229

UI#: No record

DCCA FILE#: 213578

Status of Compliance for this Vendor on issue date:

Form	Department(s)	Status
A-6	Hawaii Department of Taxation	Compliant
8821	Internal Revenue Service	Compliant
COGS	Hawaii Department of Commerce & Consumer Affairs	Exempt
LIR27	Hawaii Department of Labor & Industrial Relations	Compliant

Status Legend:

Status	Description
Exempt	The entity is exempt from this requirement
Compliant	The entity is compliant with this requirement or the entity is in agreement with agency and actively working towards compliance
Pending	A status determination has not yet been made
Submitted	The entity has applied for the certificate but it is awaiting approval
Not Compliant	The entity is not in compliance with the requirement and should contact the issuing agency for more information

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

(Typed Name of Individual or Organization)

Thomas M. Millard

(Signature)

(Date)

(Typed Name)

(Title)

Public Purpose

Hawaii State Science Olympiad (HSSO) seeks grant funding to continue its mission of enhancing K-12 science education by fostering student interest, diversity, and opportunities in the fields of Science, Technology, Engineering, and Math (STEM). Since 2004, HSSO has engaged thousands of students from nearly 100 schools across the state through hands-on, team-based science competitions and educational programs. These events cultivate critical skills such as teamwork, problem-solving, and collaboration, while preparing Hawaii's future workforce for the challenges of a rapidly evolving technological landscape.

The goals of HSSO align with the state's need to strengthen STEM education and workforce development. Through a variety of innovative tournaments and professional development workshops for students and teachers, HSSO creates educational opportunities that directly benefit the public by addressing the growing demand for skilled STEM professionals in Hawaii. By fostering diverse student participation and encouraging mentorship, HSSO contributes to building an inclusive and equitable pathway into STEM fields.

Serving students from a variety of backgrounds, including those in public, private, and homeschool settings, HSSO promotes accessibility to quality STEM education statewide. With programs reaching across Hawaii—on Oahu, Maui, Kauai, and the Big Island—HSSO ensures that students from every island have the opportunity to compete, collaborate, and represent Hawaii at both state and national levels.

This grant would directly support HSSO's ongoing efforts to enhance STEM education in Hawaii, creating lasting, positive impacts on both the student body and the broader community by helping develop the next generation of skilled STEM leaders and innovators in the state.

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;

Hawaii State Science Olympiad (HSSO), the local branch of the national Science Olympiad, is committed to enhancing K-12 science education by fostering interest, diversity, and opportunities in STEM fields. Since 2004, HSSO has engaged nearly 100 schools and thousands of students through competitive, team-based events that promote collaboration and problem-solving. These events, ranging from hands-on engineering tasks to theoretical science challenges, are designed to inspire excellence and prepare a technologically literate workforce. HSSO also integrates Science Olympiad into classroom curricula and offers teacher training, ensuring lasting educational impact and recognition for both students and educators.

2. The goals and objectives related to the request;

Our organization's vision is to increase K-12 student and teacher participation in Science, Technology, Engineering and Math (STEM), carried out by our mission to host exciting competitive tournaments and professional development workshops that showcase innovative STEM content to students and teachers throughout the state of Hawaii.

3. The public purpose and need to be served;

Our organization aims to develop hands-on, standards-aligned STEM content in collaboration with industry and education partners, providing a platform for volunteers and mentors to share expertise in relevant STEM fields. We create opportunities for student teamwork, problem-solving, and collaboration, while recognizing outstanding achievements by both students and teachers. Additionally, we encourage diverse student participation in STEM courses and strive to build a strong STEM workforce to meet Hawaii's growing needs.

4. Describe the target population to be served;

HSSO serves a diverse range of students from elementary through secondary levels, encompassing all schools and learning environments across Hawaii. Students from public, private, and homeschool settings are encouraged to participate in Science Olympiad competitions, providing broad access to STEM opportunities for all students.

5. Describe the geographic coverage.

HSSO operates statewide, with its headquarters on Oahu and regional directors on the neighboring islands of Hawaii, Maui, and Kauai. Students from schools across each island have

the opportunity to participate in island-local Science Olympiad competitions, culminating in a statewide event on Oahu, where top teams from each island compete to represent their regions and vie to represent Hawaii at the National Competition.

Service Summary and Outcomes

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

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

The Hawaii State Science Olympiad (HSSO) is dedicated to enhancing K-12 STEM education across the state by organizing and facilitating Science Olympiad tournaments. Our key tasks and responsibilities include:

- **Program Development:** Designing and implementing hands-on, standards-aligned STEM events in collaboration with industry and educational partners.
- **Event Coordination:** Organizing regional and state-level tournaments, ensuring equitable access for students from public, private, and homeschool backgrounds.
- **Volunteer Engagement:** Recruiting and training volunteers and mentors to share their expertise in various STEM fields.
- **Student Development:** Creating opportunities for teamwork, problem-solving, and collaboration among students.
- **Recognition:** Acknowledging outstanding achievements of students and educators to motivate continued excellence in STEM.
- **Diversity Promotion:** Encouraging participation from diverse student populations to foster inclusivity in STEM education.
- **Workforce Preparation:** Contributing to the development of a skilled STEM workforce to meet Hawaii's future needs.

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

August - September:

- Open registration for schools and teams.
- Initiate volunteer and mentor recruitment.

October - December:

- Conduct workshops and training sessions for coaches, volunteers, and participants.
- Develop and finalize event materials and logistics.
- Work with local delivery partners to coordinate and provide all-accessible "invitational" tournaments for registered teams to practice in.

January - February:

- Host regional tournaments across various islands; recognize and award outstanding achievements - top competing teams in Division B (Middle School) and Division C (High School) will be given the invitation to represent their region/island at the State Finals Tournament on Oahu.
- Evaluate regional performances, provide feedback, and implement short-term changes for the state finals tournament.

March - April:

- Organize and hold the state finals tournament on Oahu, bringing together top teams from each region.
- Recognize and award outstanding achievements - top competing teams in Division B (Middle School) and Division C (High School) will be given the invitation to represent Hawaii at the National Science Olympiad Tournament.

May - July:

- Assess program outcomes and gather stakeholder feedback.
- Plan for the upcoming season, incorporating improvements based on evaluations; includes management of financials and other resources.

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

To ensure the effectiveness and continuous improvement of our programs, HSSO will implement the following measures:

- **Monitoring:**
 - Collect participation data, including the number of schools, teams, and students involved.
 - Track volunteer and mentor engagement levels.
- **Evaluation:**
 - Distribute surveys to participants, coaches, volunteers, and parents to assess satisfaction and gather constructive feedback.
 - Analyze performance metrics to identify areas of success and opportunities for enhancement.
- **Improvement:**
 - Review feedback and performance data to inform strategic planning.
 - Implement targeted changes aimed at enhancing participant experience and educational impact.

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.

HSSO will report the following measures to objectively assess program effectiveness:

- **Participation Rates:**
 - Number of schools, teams, and students participating annually; year-on-year growth of participants.
- **Diversity Metrics:**
 - Demographic breakdown of participants to monitor inclusivity efforts (based on state tournament data only)
- **Achievement Levels:**
 - Number of teams advancing from regional to state competitions.
 - Awards and recognitions received by participants.
- **Satisfaction Scores:**
 - Feedback ratings from participants, coaches, and volunteers regarding their experience.
- **Volunteer Engagement:**
 - Number of volunteers and mentors involved, along with retention rates.
- **Educational Impact:**
 - Pre- and post-participation assessments to measure changes in STEM interest and knowledge among students.

Financial

See attached forms regarding the following:

- Budget request by source of funds
- Personnel salaries and wages
- Equipment and motor vehicles
- Capital project details
- Government contracts, grants, and grants in aid

Anticipated Quarterly Funding Requests for FY2026

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
Apr 25 - Jun 25 \$30,000.00	Jul 25 - Sept 25 \$5,000.00	Oct 25 - Dec 25 \$10,000.00	Jan 26 - Mar 26 \$15,000.00	\$60,000.00

Other sources of funding sought for FY2026

Private donations, Science Olympiad Grant

State/Federal Tax Credits - previous three years and sought in FY2026

N/A

Federal/State/Count Government Contracts, Grants, and Grants in aid for previous three years

FY 2022: Not applicable

FY 2023: Not applicable

FY 2024: State of Hawai'i Grant in Aid (From Hawai'i Academy of Science): \$24,564.26

Balance of Unrestricted Current Assets (as of December 31, 2024)

\$24,180.42

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2024 to June 30, 2025

Applicant: Hawaii State Science Olympiad

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	0	0	0	0
2. Payroll Taxes & Assessments	0	0	0	0
3. Fringe Benefits	0	0	0	0
TOTAL PERSONNEL COST	0	0	0	0
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	600	0	0	0
2. Airfare, Domestic	2,000	0	0	0
3. Airport Parking	150	0	0	0
4. Lease/Rental of Space	5,200	0	0	0
5. Coaches Clinics/Training	2,000	0	0	0
6. Supplies	4,500	0	0	2,000
7. Telecommunication	0	0	0	0
8. Utilities	0	0	0	0
9. Awards and Medals	0	0	0	2,500
10. Summer Institute Registration	4,800	0	0	0
11. WIX Website	300	0	0	0
12. Zoom Subscription	200	0	0	0
13. PO Box	250	0	0	0
14. Tournament Expenses	15,000	0	0	10,000
15. National Registration Fees	5,000	0	0	0
16 Airfare stipends for Neighbor Island teams	0	0	0	4,000
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	40,000			18,500
C. EQUIPMENT PURCHASES	0	0	0	0
D. MOTOR VEHICLE PURCHASES	0	0	0	0
E. CAPITAL	0	0	0	0
TOTAL (A+B+C+D+E)	40,000			18,500
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	40,000	Thomas M. Millard		619-889-4532
(b) Total Federal Funds Requested	0	Name (Please type or print)		Phone
(c) Total County Funds Requested	0	<i>Thomas M. Millard</i>		01/15/2025
(d) Total Private/Other Funds Requested	18,500	Signature of Authorized Official		Date
TOTAL BUDGET	58,500	Thomas M. Millard, HSSO President		
		Name and Title (Please type or print)		

Applicant: Hawaii State Science Olympiad

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	0

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	0

JUSTIFICATION/COMMENTS:

Applicant: Hawaii State Science Olympiad

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: 2022-2023	FY: 2023-2024	FY:2024-2025	FY:2024-2025	FY:2025-2026	FY:2026-2027
PLANS	0	0	0	0	0	0
LAND ACQUISITION	0	0	0	0	0	0
DESIGN	0	0	0	0	0	0
CONSTRUCTION	0	0	0	0	0	0
EQUIPMENT	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0
JUSTIFICATION/COMMENTS:						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Hawaii State Science Olympiad

Contracts Total: 24,180

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	Grant in Aid	Apr 23 - Mar 24	Hawaii Academy of Science	State of Hawaii	24,180
2					
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Experience and Capability

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.

Hawaii State Science Olympiad (HSSO) has over 20 years of experience in organizing and delivering high-quality STEM education through Science Olympiad competitions. Our organization has extensive knowledge and expertise in developing, coordinating, and executing hands-on STEM challenges, fostering collaboration, and ensuring that students, coaches, and volunteers are well-prepared and supported throughout the process.

HSSO has successfully managed a broad range of STEM-focused programs, including regional and state tournaments, workshops, and mentoring opportunities, all aimed at enhancing the educational experience for students from diverse backgrounds. We have a deep understanding of National Science Olympiad event standards and local demographics, which allows us to tailor our services to meet Hawaii's unique educational needs while maintaining alignment with national organization goals.

Our board and staff members include individuals with backgrounds in education, STEM industries, and nonprofit management. Many of our team members have experience as Science Olympiad alumni, event supervisors, mentors, and volunteers, giving them a strong understanding of the program's impact and the logistics involved in managing such events.

Verifiable Experience of Related Projects (Past Three Years)

- 1. State and Regional Tournaments (2022-2024)**
 - Successfully organized and executed statewide and regional tournaments across Hawaii, serving nearly 100 schools and hundreds of students over the 3-year span. This included logistical coordination, volunteer management, and real-time event supervision.
- 2. STEM Workshops and Training Programs (2022-2024)**
 - Delivered workshops for coaches, mentors, and volunteers to ensure effective participation and mentoring, enhancing the quality of the Science Olympiad experience.
- 3. Diversity and Inclusion Initiatives (2022-2024)**
 - Developed and implemented outreach efforts to increase participation from underrepresented groups in STEM, including targeted communications and workshops.
- 4. Mentorship and Volunteer Programs (2022-2024)**

- Managed volunteer recruitment and training, ensuring that mentors and event supervisors were well-equipped to support student teams, fostering a culture of collaborative learning and support.

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.

Hawaii State Science Olympiad does not have a permanent, physical office nor dedicated competition venue, from which it operates due to its non-profit and volunteer-run nature. Competitions are typically held at educational sites, such as local high schools, community colleges, or universities.

HSSO has no plans to acquire a permanent, physical headquarters nor competition venue.

Personnel: Project Organization and Staffing

Proposed Staffing, Staff Qualifications, Supervision and Training

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

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

HSSO is governed by a board of directors, each serving in various volunteer roles, appointed through nomination and voting by the board. While professional qualifications are not mandatory, board members typically have backgrounds in Hawaii's education and STEM sectors. Board officers are required to have experience with the HSSO program, either as alumni or through roles such as mentors or event supervisors.

Though no formal training program exists for officers, a collaborative support system is in place, where board members and officers assist each other across responsibilities. Onboarding of new members includes guidance and training from outgoing officers to ensure a smooth transition. Officers and board members are elected to serve three-year terms, while board members may continue their service indefinitely or until they are unable to fulfill their roles.

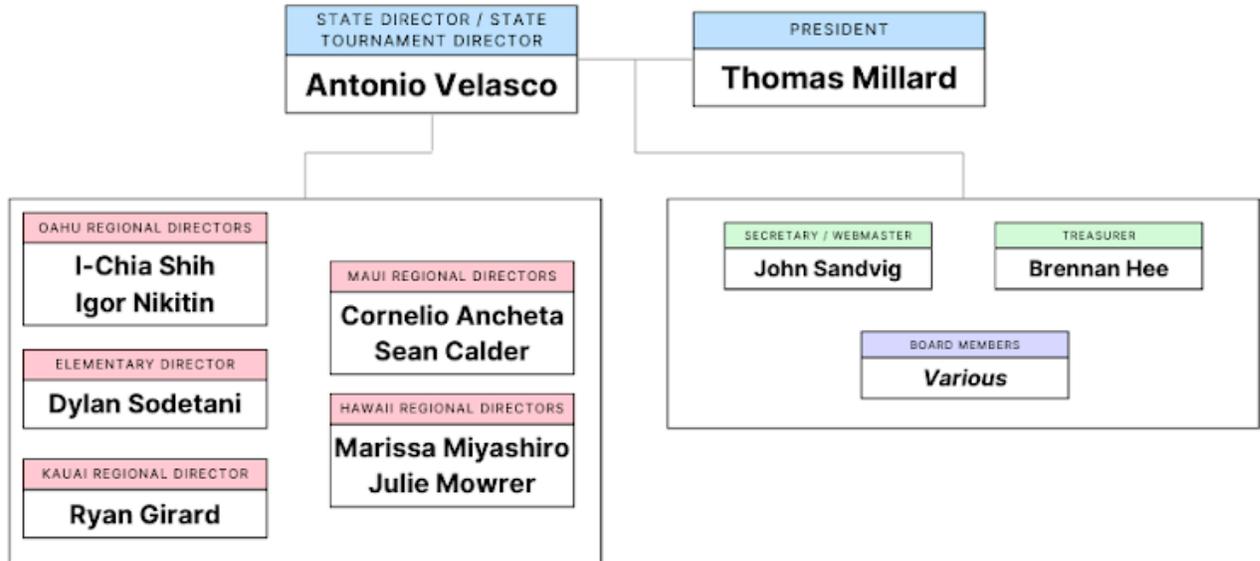
The HSSO State Director is required to attend national meetings and training sessions with other state directors at the National Science Olympiad, ensuring alignment with national standards and best practices.

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.

Hawaii State Science Olympiad

ORGANIZATIONAL STRUCTURE



The **State Director** oversees the overall operation of the Science Olympiad chapter, ensuring alignment with national standards and the successful execution of all events. Responsibilities include coordinating with the National Science Olympiad, managing statewide activities, providing strategic direction, and representing the chapter at national meetings. The State Director also supports Regional Directors and Tournament Directors in organizing competitions.

The **Tournament Director** is responsible for planning, organizing, and executing Science Olympiad tournaments at the state level. Duties include coordinating event logistics, scheduling competitions, managing volunteers and event supervisors, and ensuring a fair and smooth competition experience. The Tournament Director works closely with the State Director and Regional Directors to maintain consistency and quality across tournaments.

The **President** leads the board of directors, guiding the organization's mission and vision. The President facilitates board meetings, oversees the implementation of strategic plans, and ensures the organization adheres to its goals and objectives. The President also acts as a liaison between the board and operational staff.

The **Regional Director(s)** manages Science Olympiad activities within a specific region (island), ensuring the successful delivery of competitions and events. Responsibilities include recruiting schools, coordinating local tournaments, supporting participating teams, and acting as a point of contact between the region and the state organization.

The **Secretary** manages the documentation and communication needs of the board, including recording meeting minutes, maintaining organizational records, and managing correspondence. The Secretary ensures transparency and effective communication within the board and with external stakeholders.

The **Webmaster** is responsible for maintaining the organization's website and online presence. Duties include updating event information, managing online registration systems, ensuring website functionality and security, and supporting digital communication efforts.

The **Treasurer** manages the financial affairs of the organization, including budgeting, financial planning, reporting, and oversight of expenditures. Responsibilities include maintaining accurate financial records, ensuring compliance with financial regulations, and providing regular financial updates to the board. The Treasurer works closely with the board to ensure the financial health and sustainability of the organization.

Board Members contribute to the governance and strategic direction of the organization. They participate in board meetings, support decision-making processes, and help implement the organization's mission. Board Members may also serve on committees, support fundraising efforts, and provide expertise in specific areas such as education, STEM, or community engagement.

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.

Hawaii State Science Olympiad is entirely volunteer-run; no member of the organization is provided a salary or compensation in any form.

Other

Litigation

Hawaii State Science Olympiad is not a party to any pending litigation.

Licensure or Accreditation

Science Olympiad state chapters, including the Hawaii State Science Olympiad, generally do not require specific licenses or accreditations to operate. However, the program typically operates under the guidance and organizational structure of the national Science Olympiad organization, which provides resources, guidelines, and support to ensure quality and consistency across all state chapters.

Private Educational Institutions

The Hawaii State Science Olympiad provides services to ALL students of ANY educational background across Hawaii. It is a non-sectarian program, benefiting students regardless of their affiliation with any specific educational institution or religious group. Therefore, the grant may in-part support both sectarian and non-sectarian private education students.

Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2026 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2026, but*
- (b) Not received by the applicant thereafter*

Prior to the pandemic, Hawaii State Science Olympiad was primarily supported financially through corporate and foundation donations and grants. As it is to be expected, non-profit support shifted substantially from supporting educational programs to health and human services. This move restricted our existing funding sources, but was offset by a substantially reduced operating budget with the absence of liver person events.

Foundations and corporations are starting to return to funding education non-profits, and we are carefully evaluating how much of this increasing funding should be used for current year operations and how much can be put aside for future years.. In consulting with community and business contacts, it is expected that this funding will increase in the coming years.

Should Hawaii State Science Olympiad not receive a GIA Grant after fiscal year 2026, we will be expanding our efforts to reach out to foundations and corporations for financial support, and use previously provided funding to continue the program. Commensurately, we will adjust our budget dependent on the level of funding we receive after fiscal year 2026.

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) Hawaii Compliance Express Certificate (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

Thomas M. Millard

AUTHORIZED SIGNATURE

Thomas M. Millard, HSSO President

PRINT NAME AND TITLE

01/15/2025

DATE