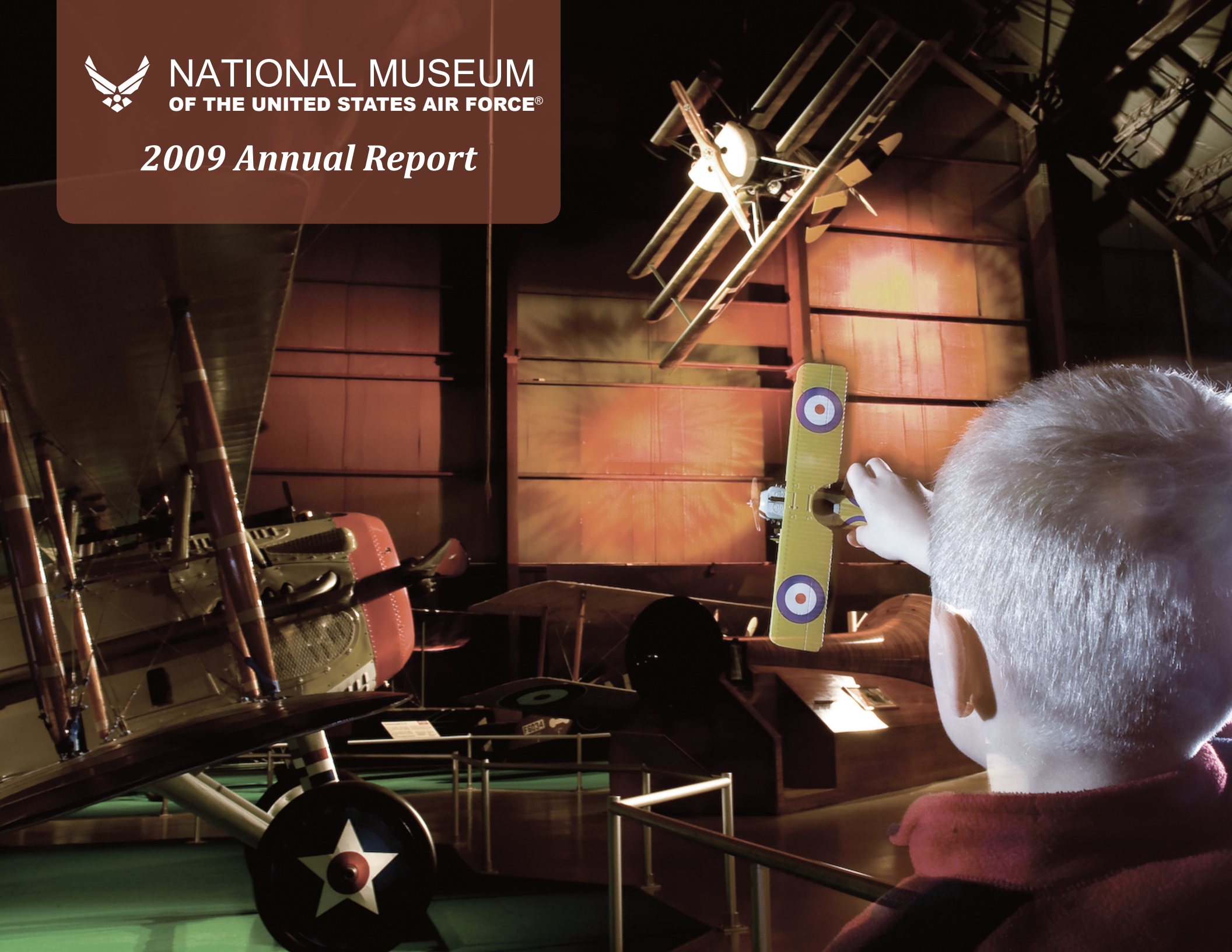




NATIONAL MUSEUM
OF THE UNITED STATES AIR FORCE®

2009 Annual Report



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Mission Statement

The National Museum of the United States Air Force collects, researches, conserves, interprets and presents the Air Force's history, heritage and traditions, as well as today's mission to fly, fight and win ... in Air, Space and Cyberspace to a global audience through engaging exhibits, educational outreach, special programs and the stewardship of the national historical collection. These statutory duties delegated by the Secretary of the Air Force are accomplished on behalf of the American People. *"We are the keepers of their stories."*[®]

Vision Statement

To be a world leader in the museum profession reflecting the Air Force's standards of excellence in performance and technology as a fully accredited military history museum through accommodating facilities, interpretive exhibits, innovative programs and a professionally active staff.

National Museum of the United States Air Force

1100 Spaatz Street

Wright-Patterson Air Force Base, Ohio 45433

(937) 255-3286

www.nationalmuseum.af.mil

Open daily 9 a.m. to 5 p.m.

Closed Thanksgiving, Christmas Day, New Year's Day

Admission is free

The National Museum of the United States Air Force supports the warfighter in a unique way — by educating the public about the Air Force mission and history. This year, we were able to share that story with 1.3 million on-site visitors and another 1.9 million online.

In January we opened the museum's largest exhibit to date, *Warrior Airmen*, to showcase the role of Airmen both on the ground and in the air in Operations Enduring Freedom and Iraqi Freedom. The exhibit includes more than 400 artifacts, three dioramas with fully equipped mannequins, a robot investigating an improvised explosive device and compelling first-hand accounts. It also incorporates technology never before used in an exhibit at the museum, such as an immersive diorama with video and special-effects lighting and two interactive touch-screen kiosks. Two other large exhibits — *Winged Boot: Escape and Evasion in World War II* and *Badge of Honor: 100 Missions Up North* — opened in the spring, expanding the storyline in both the Air Power and Modern Flight Galleries.

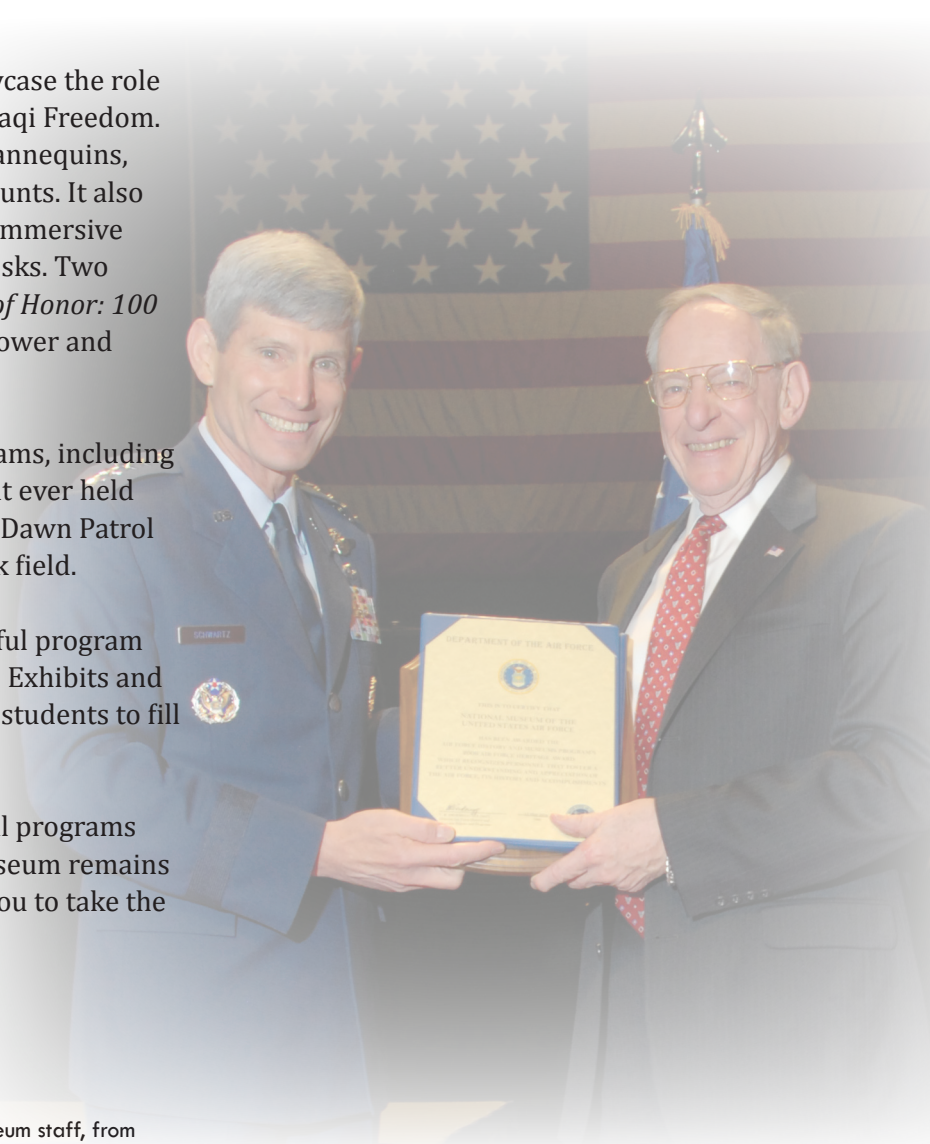
All this was in addition to hosting hundreds of special events and educational programs, including Night at the Air Force Museum, which quickly became the most popular indoor event ever held at the museum with 10,500 visitors in just four hours, and the biennial World War I Dawn Patrol Rendezvous, which brought the drama and excitement of early air power to our back field.

In many cases, we're getting help with projects from our student hires. This successful program has been used by all of our divisions at some point but has gained momentum in the Exhibits and Restoration Divisions in the past year. Those two divisions are currently training 10 students to fill future position vacancies.

In the following pages, you'll learn more about the exhibits, acquisitions, educational programs and special events that made 2009 another successful year. Our staff here at the museum remains committed to telling the stories of our Air Force men and women, and I encourage you to take the time to learn more about the heritage of the United States Air Force.

Maj. Gen. Charles D. Metcalf, USAF (Ret.)
Director

(right) Maj. Gen. (Ret.) Charles D. Metcalf (right) accepts the Air Force Heritage Award, on behalf of the museum staff, from Air Force Chief of Staff Gen. Norton A. Schwartz during the Worldwide Historians Conference in May.



Collection Management

The Collection Management staff remained dedicated to protecting the U.S. Air Force's national historical property collection. Staff completed a wall-to-wall inventory of approximately 80,000 artifacts and conducted Site Assistance Visits (SAV) to Malmstrom Museum, Malmstrom AFB, Mont., and Hill Aerospace Museum, Hill AFB, Utah, where they completed inventories and reviewed collection management procedures.

Staff also assisted the Exhibits and Research Divisions with artifacts in several new and expanded exhibits, including *Warrior Airmen*, *Badge of Honor: 100 Missions Up North*, *Winged Boot: Escape and Evasion in World War II*, and the 1st Lt. Jack W. Mathis Medal of Honor and Gen. Thomas D. White Space Trophy exhibits.

Significant items acquired in 2009 included:

- Uniform items and personal equipment, donated by Vanessa (Dobos) Scheutzow, who was the first female aerial gunner in the USAF, flying on HH-60 Pave Hawk helicopters.
- "The Old Man's Ordeal," painted by aviation artist Jack Fellows and donated by Jeanne Greenlee. The donor's father, Thomas Lloyd "Breezy" Boren Jr., a bombardier on a B-17 Flying Fortress named "The Old Man," and his fellow crewman were flying a solo reconnaissance mission over the Solomon Sea and Gasmata, New Britain, in March 1943 when they were intercepted by as many as 13 Japanese Zero fighter planes. Years later, Boren worked with the artist on details of the battle scene.
- Concentration camp uniform, violin, quilts and other memorabilia, donated by the Holocaust Education Committee of the Jewish Federation of Greater Dayton. Items have been on loan for display in the museum's

Holocaust exhibit for many years and are now part of the permanent collection.

- SA-4 missile, transferred from the 192nd Ordnance Battalion (EOD), Fort Bragg, N.C. This Soviet surface-to-air missile system was a long-range mobile system first deployed in the mid-1960s.
- Col. James B. Swindal's B-4B flight bag, navigation charts and instruments, donated by Patrick Helbling. Swindal ferried men and supplies over the Himalayas in the China-Burma-India theater during World War II and later participated in the Berlin Airlift. He was also the pilot for SAM 26000 during the Kennedy and Johnson administrations and piloted the aircraft during the fateful trip between Dallas and Washington, D.C., in November 1963.
- Thunderbuzzards hat, donated by Col. Lars Granath. From 1971-1972, the 469th Tactical Fighter Squadron (TFS) and 34th TFS at Korat RTAFB escorted end-of-tour aircraft with a humorous five-man team called the "Thunderbuzzards." Mimicking the famous Air Force Thunderbirds, they had special suits and rode motor scooters in various formations as they led returning aircraft to the revetments. The hat, used by the donor while

(right) "The Old Man's Ordeal," painted by aviation artist Jack Fellows.





a member of the team, was added to the *100 Missions Up North* exhibit.

- YMQ-9A Reaper drone, donated by General Atomics Aeronautical Systems Inc. The MQ-9 is a medium-to-high altitude, long-endurance unmanned aircraft system. Its primary mission is to locate and destroy time-critical and highly mobile targets. In addition, the MQ-9 provides real time intelligence, surveillance and reconnaissance to military commanders.
- Uniform items, medals and personal memorabilia donated by Col. (Ret.) Joseph Davis Jr. Items will be used in the renovated Korean War exhibit.
- Two-blade wood propeller from a World War I-era French Salmson biplane, donated by Keith Houf.
- Flying scarf donated by Col. (Ret.) Donald P. Beck, who was a tail gunner on a B-29 during the Korean War. The scarf has a picture of the B-29

- flying over a map of Korea as well as the names of the 32 missions flown by the crew. The scarf will be added to the renovated Korean War exhibit.
- Gen. Thomas D. White USAF Space Trophy, transferred from the Smithsonian National Air and Space Museum. The trophy was created by the famed sculptor Felix W. de Weldon and dedicated to White for his contributions to U.S. space progress. It is displayed in the Missile and Space Gallery.
- Uniform items and personal memorabilia from Air Force One, donated by Col. (Ret.) Howard J. Hemeon III, who was chief of maintenance for Air Force One from 1991-1994.
- 1st Arctic Search and Rescue Squadron pin, donated by Jean Thomas. This pin belonged to the donor's brother, Paul B. Hammond, who was stationed in Greenland during World War II as a radio operator with the Army Air Forces 1st Arctic Search and Rescue Squadron.
- SR-71 ejection seat and reclining chair, transferred from the 9th Physiological Support Squadron, Beale AFB, Calif. The recliner was used in suiting up SR-71 crew members. These items will be displayed in a future exhibit in the Cold War Gallery.
- 91st Aero Squadron banner, donated by Donald Gilmore. The banner features an embroidered representation of the insignie of the 91st Aero Squadron, based in France during World War I. It belonged to the donor's uncle, Lt. Dulis Clyde Young, a flying observer in the squadron. He arranged to have the banner made during the war by a French woman who lived near the base.

(top) Museum conservator Jennifer Myers and historian Doug Lantry begin removing a mannequin from a 1966 Arrowhead Products full pressure suit made for the USAF. (bottom) Wood propeller from a WWI-era French Salmson biplane.



Education

More than 145,000 children and adults of all ages benefitted from nearly 1,200 youth and family programs, school tours, home school programs, tours for adults, the audio-visual loan program and other educational activities offered by the Education Division throughout 2009, including:

- Family Days
- Read Across America
- “Museum in a Box” lesson plans
- Junior Girl Scout Aerospace Badge Day
- Student Aviation Art Competition and Exhibition
- Home School Days
- Osher Lifelong Learning Institute at the University of Dayton
- Aerospace Day Camps
- Kite Day
- Space Day
- World War I Dawn Patrol Rendezvous educational programs

Division staff offered several opportunities for educators to learn more about aerospace education during Sinclair University’s TechFest, the Air Force Association’s (AFA) spring teacher workshops, the Middle Tennessee State University Aerospace Workshop, the week-long Project SOAR™ Summer Institute, and the AFA Teacher Workshop in conjunction with the Dayton Air Show. In addition, staff assisted with planning for the inaugural Crossfield Aerospace Workshop for Educators held in Dayton, conducted two sessions for the Civil Air Patrol Great Lakes Region Aerospace Education Officers workshop and presented two sessions during the National Science Teachers Association (NSTA) Conference in Minneapolis.

(top) Students build model rockets during an educational program at the museum. (bottom) The *Badge of Honor: 100 Missions Up North* exhibit includes a display about the humorous five-man team called the “Thunderbuzzards.” (opposite page) This poster is displayed in the *Winged Boot: Escape and Evasion in WWII* exhibit in the Air Power Gallery.



Team of the Quarter:

1st Quarter

Recognition goes to the Research, Exhibits, Collection Management and Special Events staff involved in the *Warrior Airmen* exhibit opening. The Research and Special Events staffs worked diligently to ensure all individuals and organizations featured in the exhibit were contacted about the exhibit opening. The Exhibits Division created a dynamic exhibit that includes more than 400 artifacts, three dioramas, mannequins, equipment and special audiovisual technology such as special effects lighting and touch-screen kiosks.



Staff Sgt. Jason Kinney tries out one of the touchscreens in the *Warrior Airmen* exhibit. (Photo by Ron Alvey, *Dayton Daily News*)

Team of the Quarter:

2nd Quarter

The Night at the Air Force Museum event would not have been possible if not for the core group who began working the concept months ago, to be followed by many meetings to develop the script and the many nights of rehearsals. By far, this is the most popular single event that has been held at the museum.

Exhibits

More than one million visitors each year learn about the Air Force story through creative displays, thanks to the Exhibits Division.

In 2009 staff added the *Winged Boot: Escape and Evasion in World War II* exhibit and redesigned the Black Thursday display case near the B-17 in the Air Power Gallery. Division staff also added a case to the *Airmen in a World at War* exhibit, which will house a uniform and other artifacts from the Mexican Air Force.

The Modern Flight Gallery now features the *Badge of Honor: 100 Missions Up North* exhibit, and the Exhibits Division is working with other museum staff on a complete redesign of the Korean War exhibit area in preparation for the 60th anniversary of the Korean War in 2010.

The Cold War Gallery is now home to the museum's largest exhibit, *Warrior Airmen*, featuring new technology such as touch-screens, an immersive theater presentation and low-energy lighting.

Exhibits staff also updated the Missile and Space Gallery with the addition of an introductory panel and rearrangement of displays to accommodate the Gen. Thomas D. White and moon rock exhibits.

A pictorial exhibit about the Berlin Airlift, an additional case to hold aircraft models from the Eugene Kettering collection and an updated exhibit highlighting the 12 outstanding Airmen of 2009 also were added.



Operations

A major project for the Operations Division in 2009 was overseeing repairs to the museum's runway, along with representatives from the Special Events Division. These upgrades permit a safer environment for outdoor events and the potential landing of aircraft slated to join the museum's collection.

Energy conservation remains a focus of the division, as staff implements new systems to reduce the museum's energy consumption.

Several energy initiatives have been completed, including energy efficient lighting upgrades, building envelope improvements, a new building management system, an IMAX seasonal chiller and transformer and steam trap replacements.

The division also is working on future initiatives such as a solar photovoltaic system, a new chiller and boiler for the main museum complex and infrastructure improvements.

Operations staff also received funding and completed a design to replace the roof on the artifact storage building. Funding was procured to install new HVAC equipment and reconfigure office space in that building. This initiative will better facilitate work flow and increase the level of protection given to Air Force historical artifacts.

In addition, much of the Operations Division's time is spent ensuring that the museum's artifacts and visitors remain safe, and division staff assists with special events, educational programs and other museum activities.

Team of the Quarter:

3rd Quarter

Serving as a one-person team, the third quarter award goes to Rose Coleman in Budget and Finance of the Management Division. Coleman worked tirelessly during the fiscal year transition in September to ensure the budget was properly secured so the museum could continue to operate efficiently and effectively.



The Operations Division helps ensure the safety of museum visitors, including the thousands who attended Night at the Air Force Museum.

Team of the Quarter:

4th Quarter

This quarter's team award goes to the Visitor Services section of the Operations Division. Visitor Services completed a banner year, supporting the needs of nearly 1.3 million visitors, including 225,000 in the fourth quarter. The team also supported 26 evening events during this quarter and ensured the museum was always ready and open to welcome guests in a timely and professional manner.



Media interview Cincinnati Reds outfielder Chris Dickerson during the Reds 2009 Winter Caravan stop at the museum.

Plans and Programs

The Plans and Programs Division strives to make Air Force aircraft available for display to a broad audience by acquiring aircraft, managing the USAF's historic property exchange program, overseeing the civilian organization static display loan program, certifying other venues to receive Air Force aerospace vehicles and advising field units regarding policy. In 2009 staff administered more than 700 accounts and conducted civilian museum certification/inspection visits to the National World War II Museum, New Orleans, La., the Armstrong Air and Space Museum, Wapakoneta, Ohio, and the National Military History Center, Auburn, Ind. Additionally, the staff lead certification team inspections of USAF field museums at Barksdale and Hill AFBs and the heritage center at Travis AFB, ensuring compliance with Air Force policies and professional practices.

Public Affairs

Although the entire museum works to tell the Air Force story, the Public Affairs Division is responsible for ensuring that information about the U.S. Air Force and museum exhibits and events reaches an international audience. Significant media coverage and queries in 2009 included *Aeroplane Monthly*, *Associated Press*, *Boy's Life* magazine, CBS Sports, *Chicago Tribune*, ESPN, FOX TV (Belgrade), *History Channel Magazine*, The History Channel, MSNBC.com, NHK Television (Japan), Pentagon Channel, *Pittsburgh Post-Gazette*, *USA Today*, USAweekend.com and *The Washington Post*.

In addition, the Public Affairs Division answered more than 4,000 public inquiries, tracked 1,255 articles mentioning the museum — worth more than \$2.5 million in earned media coverage and conducted visitor surveys. As part of their marketing initiatives, staff members placed advertisements, spoke to community groups, produced numerous publications and promotional materials highlighting museum events and exhibits and managed the museum's extensive Web site.

Museum Online

www.nationalmuseum.af.mil

Maintained by the Public Affairs Division, the museum's Web site features more than 3,000 fact sheets and nearly 10,000 photos. The site, which was redesigned in August, is updated daily to highlight museum activities, bringing museum news and information to more than 1.9 million people in 2009. Staff also added the Museum Tour Podcast. This free service can be explored on a computer, and audio files can be downloaded to an mp3 player and listened to during museum visits. In the fall, Public Affairs staff launched a museum presence on several social media networks, including Facebook, Flickr and Twitter.



Research

The Research Division manages the museum's document and imagery collection, researches and writes exhibit text and provides historical guidance for museum staff and activities. In 2009 the staff developed 55 exhibit packages to share the rich history of the U.S. Air Force with the public, including interwar navigators, B-52 operations in Southeast Asia and various aircraft texts. In addition, the Research staff has served as the project manager for the renovation of the Korean War exhibit area, including planning the aircraft layout and updating text for the entire area.

The division responded to nearly 4,000 requests for historical and technical information from museum staff, government agencies, authors, historians and the general public. Staff also gave presentations to museum professionals and area students, participated in media interviews and conducted tours for distinguished visitors.

Over the past several years, staff members have been digitizing rare historical photographs to enhance preservation of the originals and increase access. 15,339 photographs were scanned and added to the division's searchable database in 2009.

The Research Division accessioned 460 archival donations in 2009, including:

- Various documents, photographs and other materials related to the donor's husband, Master Sgt. Michael Fenske, and her cousin, Tech. Sgt. Harold E. Rogers and his mascot dog, Mister.
- Scrapbooks, yearbooks, documents and photographs detailing the career of Brig. Gen. (Ret.) John H. Gibson, a pilot during World War II.

(top) Research historian Jeff Duford addresses the audience during the *Badge of Honor: 100 Missions Up North* exhibit opening in March. (bottom) The Research Division acquired several Korean War propaganda leaflets.



- Collection of World War II POW materials, including telegrams, postcards and a book from a POW at Stalag Luft IV.
- Original artwork by Udo Fischer, commemorating his USAF service, transferred from the USAF Pararescue Schoolhouse.
- Documents pertaining to MIS-X and the Air Force Escape and Evasion Society, collected by its co-founder, Leslie Atkinson.
- Photographs, films, documents and other materials related to Gen. Thomas D. White.
- Korean War propaganda leaflets with accompanying translations and explanations issued by the Psychological Warfare Section.
- Documents and newspaper clippings related to Capt. Clinton Woolsey, a pilot on the 1926 Pan American flight.
- Slides belonging to Joseph Noah, detailing his service with the 61st Troop Carrier Squadron during the Korean War.
- Collection of World War I letters and photographs belonging to Dudley Miller Outcalt, from his service with the 94th Aero Squadron.
- Combat map of Korea and mission log sheets belonging to Gen. Charles A. Gabriel.
- Documents, photographs, flight log and other materials belonging to Col. (Ret.) Joseph Davis Jr., from his service during the Korean War.
- Photographs, newspapers and personal accounts related to Medal of Honor recipient Darrell Lindsey.
- Original navigator's logs belonging to Robert T. Parks Sr., from his service with the 389th Bomb Group during World War II.
- Photographs, documents and other materials related to Lt. Col. Herbert Cork's service with the 44th Strategic Missile Wing.
- Scrapbooks related to Project Nanook and preparations at Ie Shima for the Japanese surrender, donated by Chief Warrant Officer (Ret.) James M. Chastain Jr.
- Photographs related to Paul B. Hammond, designer of the 1st Arctic Search and Rescue Squadron pin.
- Four films related to SR-71 activities, donated by Maj. Gen. (Ret.) Patrick J. Halloran.
- Series of Robert McCall cold-stone lithographs, "The Apollo Story," donated by Jean Pecore Wever.

USAF Heritage Award

Warrior Airmen

The National Museum of the United States Air Force received the 2009 Air Force Heritage Award from the USAF History and Museums Program for its *Warrior Airmen* exhibit. Opened in January 2009, this exhibit informs the Air Force and the public about the dangerous missions performed by USAF Airmen in Afghanistan and Iraq. It includes three dioramas with fully dressed and equipped mannequins, an audiovisual presentation on a 15-foot wide screen and compelling firsthand accounts. Also incorporated in the exhibit is the recently acquired MH-53M helicopter, which saw 38 years of extensive service in Vietnam, Operation Desert Storm and Operation Iraqi Freedom.



Restoration

Restoration staff placed several aerospace vehicles on public display, including the Culver PQ-14B in the Air Power Gallery, the Boeing LGM-30G Minuteman III in the Missile & Space Gallery and the Convair NC-131H Total In-Flight Simulator (TIFS), Fisher P-75A, Fairchild XSM-73 Bull Goose and Boeing X-40A in the Research & Development Gallery. An R-2600 engine was restored, and a Pratt & Whitney F-100-PW-220 engine was acquired and placed on display near the F-16 in the Cold War Gallery. In addition, staff retrieved an SG-38 glider from Berlin.

Restoration work progressed on the following:

- B-17D *The Swoose* — Several parts of the aircraft were stripped, including the fuselage, vertical fin and rudder flight control, and are being prepped for repairs or replacements. Repairs have begun on any items with corrosion.
- B-17F *Memphis Belle* — Work continues on the left wing trailing edge, the right inboard wing and the engines. Staff began fabricating the missing glycol heater and ducts and completed sheet metal repairs on the aft fuselage section. Sheet metal repairs on the tail gun position and aft vertical fin are ongoing.
- Beaufighter — New elevators are being fabricated from blueprints and salvaged parts. The exhaust was installed, and staff began applying fabric to completed control surfaces.
- C-82 — Staff installed fabric and recovered flight controls.
- F-84 — Aircraft was removed from display and stripped of paint, and staff members have begun polishing the metal.
- HU-16 — Volunteers have begun restoring the interior.
- L-4 — Aircraft was removed from display to restore the fabric covering.

(top) Reservists from the 315th Maintenance Squadron work on a stand for the B-17F *Memphis Belle*'s wing. (bottom) Restoration specialists prepare SAM 26000 for painting.

- O-46 — Fixtures are being fabricated as required to drill skins off.
- SAM 26000 — Aircraft was removed from display for exterior repainting.
- XC-99 — The wing spar box section has been repaired.
- A-3 Lifeboat — Sheet metal has been repaired, and the engine was removed for clean-up.
- Minuteman I — Missile was disassembled, and repairs are ongoing.
- Genie — Missile was disassembled and cleaned, and missing parts were fabricated and painted.

Staff also assisted with aircraft assembly, towing and flightline service during the World War I Dawn Patrol Rendezvous.





A veteran salutes during the 19th Bomb Group's memorial dedication.

Special Events

Nearly 1,000 special events took place at the National Museum of the U.S. Air Force in 2009. The Special Events Division supported these events, which included guest lectures, concerts, special tours, exhibit openings and outdoor aviation events.

Highlights included the wildly popular Night at the Air Force Museum event held in May. Thousands of people visited the museum to see aviation history come alive. They enjoyed meeting characters from aviation history, looking into aircraft cockpits, watching free IMAX movies and more.

In September, the excitement of early air power descended on the museum's back field during the biennial World War I Dawn Patrol Rendezvous. The event featured a record number of vintage reproduction World War I aircraft flying over the museum or on static display as well as radio-controlled models, era automobiles period re-enactors and educational programs.

Fans of all ages were able to meet members of the Cincinnati Reds organization and the U.S. Air Force Thunderbirds during special autograph

sessions at the museum. The Air Force-sponsored NASCAR showcar made a stop at the museum in April.

Ninety-five reunion groups, with veterans from all military services, held reunion activities, including tours, dinner, aircraft openings and memorial dedications, at the museum in 2009.

Division staff also arranged ceremonies for the *Warrior Airmen, Badge of Honor: 100 Missions Up North* and *Winged Boot: Escape and Evasion in World War II* exhibit openings. In addition, staff worked with the Berlin Airlift Veteran Association to celebrate the 60th anniversary of the Berlin Airlift with a special traveling exhibit.

Staff also partnered with Wright-Patterson AFB to present major events such as the U.S. Air Force Marathon and the fifth annual Freedom's Call Military Tattoo, which featured country music artist Aaron Tippin and attracted a crowd of more than 75,000 to the museum's back field.



A Nieuport 27 takes to the skies during the World War I Dawn Patrol Rendezvous.

Year in Review

Volunteers

More than 450 volunteers contributed 96,336 hours of service to the museum in 2009, equivalent to \$1,950,800 worth of productivity to the Air Force.

Volunteers were honored during the annual Volunteer Appreciation Banquet. Six volunteers received the “President’s Call to Service Award” for 4,000 hours of service to the museum. The award is issued by the President’s Council on Service and Civic Participation on behalf of the President of the United States. In addition, 1,000- to 20,000-hour awards were presented to more than 60 volunteers, one volunteer was recognized for 25 years of service and two for 30 years of service.

Volunteer program staff continued recruitment efforts at public events, such as the Dayton Air Show and the World War I Dawn Patrol Rendezvous. More than 100 new volunteers joined the program in 2009. Staff also began a massive reorientation program for all volunteers in the fall.



(top) Dr. Squire Brown was named the 2008 Volunteer of the Year during the Volunteer Appreciation Banquet in April. (bottom) Volunteers assisted in many ways during Night at the Air Force Museum. Restoration volunteers gave visitors a glimpse inside several cockpits, and Nick Apple even dressed up as Uncle Sam for the evening.





The museum's most popular indoor event, Night at the Air Force Museum, attracted 10,500 visitors in just four hours. During the event, which coincided with the release of the "Night at the Museum 2: Battle of the Smithsonian" film, visitors enjoyed exhibits that "came to life," open cockpits and other activities such as face painting.



NATIONAL MUSEUM
OF THE UNITED STATES AIR FORCE®
"We are the keepers of their stories"®