

# FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

Two words can summarize the year 2012 for Pacific Aviation Museum Pearl Harbor -- "impressive progress." We achieved a 24% increase in the number of visitors; operated well in the black; met, in timely fashion, all operating costs; and our capital campaign continues to grow. We benefit from an engaged and supportive Board of Directors, a professional staff, a growing registered membership, and 150 invaluable volunteers, most of whom are military retirees, and an advisory board of distinguished aviation enthusiasts.

We are proud of the noble accomplishments that include the following:

- Exterior restoration of the iconic Ford Island Control Tower, long left neglected and nearly collapsed, has been completed. We are now working on plans to complete the interior, which includes building a library and installing an elevator in the Control Tower and Operations Building for future visitor access.
- · Extensive progress has been made in converting our largest aircraft hangar into an exhibit space. Hangar 79 features Pacific Theater military aviation operations that led to victory in World War II and other aircraft that played prominent roles in the ensuing Korean and Vietnam conflicts.
- · Our Museum became a proud part of the World War II Valor in the Pacific National Monument established by President George W. Bush in December 2008. We are now a Smithsonian Affiliate, one of 177 partners within the family of the world's largest museum and research complex.

- A cooperative, mutually supportive relationship has been solidly established with the various Pearl Harbor memorials: USS Arizona Memorial, Battleship Missouri Memorial, and the USS Bowfin Submarine Museum and Park.
- · We are quite pleased with the continuing expansion of our aircraft collection which is now up to a total of 39. Clearly the most exciting acquisition is Swamp Ghost, a B-17E involved in the first attack of a Japanese position in the Solomon Islands in 1942. We are honored that those involved in getting Swamp Ghost back to the United States, namely Fred Hagen and John Tallichet, selected our museum as its permanent home. While our Executive Director will cover the details of other planes in his report, I want to also acknowledge the generosity of Mr. Chuck Thornton for his contribution of a Northrop F-5E Freedom Fighter. Another aviation enthusiast and major contributor, now deceased, was the Chairman of McDonald's fast-food, Mr. Fred Turner. Mr. Turner was a generous supporter of several initiatives including a project to retrieve and restore an historic Battle of Midway SBD Dauntless from the bottom of Lake Michigan.
- A functioning scholarship program has been launched for aviation inclined students. The Frank Der Yuen Aviation Scholarship is now available for those with aviation goals pursuing personal growth and academic achievement. Our education program has been expanded for all ages. Flight School for Girls took off successfully, enabling 6th – 8th graders to explore scientific principles of flight through immersive hands-on activities and experiments.

We are a team and, by any metric, the results produced are noteworthy.



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# MESSAGE FROM THE EXECUTIVE DIRECTOR



For each of these past five years, I have had the pleasure of starting this report out with, "We have had the best year in our history." It is with great exhilaration to again report that Pacific Aviation Museum Pearl Harbor has had its best year ever. In nearly every department, our achievements significantly surpassed our plans and imagination - Visitors, Education, Curatorial, Restoration, Events and our Café set new records. We exceeded the goals the board and staff set for 2012. The numbers, as indicated in the financial statement, support these claims – our dreams are coming to fruition. This success is due to teamwork with the board of directors, with our staff and volunteers, and with our partners.

Visitors to the Museum came from around the world – 187,798 in all. Many came in conjunction with our partnership at Pearl Harbor Visitor Center where we share joint ticketing with the Battleship Missouri, the USS Bowfin Submarine Park, and the National Park Service. We implemented the sale of the Passport to Pearl Harbor through the new website Recreation.gov. This was a long-awaited reservation system for visitors to the WWII Valor in the Pacific Monument, the Arizona Memorial and to all of the Pearl Harbor Historic Sites, and it worked. Along with our Marketing Department's tremendous efforts, we welcomed 24 percent more visitors in 2012 than the previous year.

Our Curatorial Department moved forward in 2012 under the new leadership of Burl Burlingame. Focusing on "What will we look like in 1000 years," Burl set goals for the aircraft and artifacts in our collection, cataloguing, preserving, restoring, and interpreting the stories they carry. The Museum now has over 9,000 items in our collection including 39 aircraft, 3,300 titles, and 2,974 photograph donations. We also expanded the capability of our Ted Shealy Restoration shop with needed tools and equipment sponsored by the Basis Foundation. These changes have helped make us ready for more aircraft. After new paint was applied, our F-5A Freedom Fighter was dedicated in November in honor of General Kim Too Man, the Republic of Korea

Air Force's legendary pilot. The famed Boeing B-17E "Swamp Ghost" now resides outside Hangar 79, displayed in the condition it was found in the Papua New Guinea swamp. And we look forward next year to further expansion to include the F-100 Super Sabre, F-104 Starfighter, F-105 Thunderchief, and the H-34 Choctaw.

We also welcomed Dr. Shauna Tonkin to lead our Education Department. Inspiring students to achieve more in education, Shauna developed the new Flight School program and outlined new age-specific tour objectives. Our Barnstorming Outreach Program continued to be in high demand for 6th grade classes on Oahu, with the Big Island students joining the program for the first time. Adding these programs to Discover Your Future in Aviation, Battle of Midway Symposium, and Biggest Little Air Show, you can see how education continues to be our mission and define our future.

We are most grateful to our members and donors. In 2012, we focused on building our membership and recognizing our donors. We shifted our efforts in the literature and mailings to members, which resulted in a very positive reception and success. The Development Department arranged for grants that enhanced our programs and brought new opportunities to the Museum.

Our Anniversary It's in the Air Dinner gala was sold out well in advance, thanks to the efforts of our Board Fundraiser Chairs. 450 supporters joined us for the memorable evening. Those who couldn't attend made meaningful donations toward our programs. Our Building Bridges Award recognized the Military Affairs Council of the Chamber of Commerce of Hawaii for strengthening and promoting community ties between military and civilian groups. And the S.T.E.M. Education Award honored the Marguerite Gambo Wood Foundation for their contributions in educating Hawaii's youth in science, technology, engineering, and math.

While the Museum is a place for interpretation and history, it is also a place for great dining. Our Laniākea Café, with its delicious meals every day, has become a draw to the Museum in addition to our aircraft exhibits. And our private events found success, with all that the Museum has to offer as a meeting venue with our historic hangars, aircraft, and huge space.

These successes and more were made possible largely by our staff and volunteers. A special thank you to each and every one. We look forward to a future focused on being the internationally recognized aviation museum of the Pacific, honoring those who sacrificed, preserving history, displaying aircraft, and educating young and old, as we share the stories of the pioneers and heroes in Pacific aviation.

# PACIFIC AVIATION MUSEUM PEARL HARBOR

(as of November 2013) AIRCRAFT 2012

AIRCRAFT TYPE AND MANUFACTURER	SERIAL NO.	DATE OF MANUFACTURE
On Display in Hangar 37		
North American B-25B Mitchell	40-2261	1940
Mitsubishi A6M2 Zero	5451 Displayed as B11-120	1939
Mitsubishi A6M2b Zero	B11-120 (Ni'ihau crash 12-07-41)	1939
Grumman F4F-3 Wildcat	BuNo 12296	1942
Douglas SBD-5 Dauntless	BuNo 36177	1942
Curtiss P-40 Warhawk	Replica	
Stearman N2S-3 Kaydet	BuNo 6707	1938
Aeronca TC-65	NC33768	1936
Douglas SBD Dauntless	BuNo 7123 (in Restoration-Pensacola)	1942
Boeing Model B-314 China Clipper	Display Model	
Curtiss B-18 Honolulu Skylark	Display Model	
On Display in Hangar 79		
Douglas SBD-4 Dauntless	Replica	
Curtiss P-40E Warhawk	P-18723	1940
Boeing B-52E Stratofortress (nose section)	57-0101	1957
Bell UH-1H Huey	68-15708	1968
Bell AH-1S Cobra	66-15298	1966
Sikorsky UH-3H Sea King	BuNo 152700	1961
Cessna O-2A Skymaster	68-11145 (in restoration)	1968
Convair F-102 Delta Dagger	55-5366	1955
Stinson L-5E-1 Sentinel	76-3418 (in restoration)	1945
Grumman F-14D Super Tomcat	BuNo 163904	1991
McDonnell Douglas F-15A Eagle	76-0063	1976
Mikoyan-Gurevich MiG-15 Fagot	Red 1524	1950
North American F-86E Sabre	51-2832	1951
Douglas NTA-3B Skywarrior	BuNo 144867	1960
Sikorsky CH-53D Sea Stallion	BuNo 157173	1970
Sikorsky SH-60B Seahawk	BuNo 162348	1991
Mikoyan-Gurevich MiG-21PF Fishbed	Black 1302	1964
Northrop F-5A Freedom Fighter	68-9085	1968
Lockheed F-104A Starfighter	56-817	1956
On Outsider Display		
McDonnell Douglas F-4C Phantom II	64-0792	1964
North American F-86L Sabre	52-4191	1952
Lockheed T-33A Shooting Star	51-6533	1951
Boeing B-17E Flying Fortress "Swamp Ghost"	41-2446	1941
Douglas C-47A Skytrain	41-8949	1941
Aircraft Coming		
North American F-100F Super Sabre	58-1232	1958
Republic F-105G Thunderchief	62-4438	1962
Sikorsky HH-34J Choctaw	148963	1958
General Dynamics F-16A Fighting Falcon	80-0498	1980
General Dynamics F-111C Aardvark	A8-130	1967
Nakajima Type 97 B5N Kate	302 (in restoration-NZ)	1939

# PACIFIC AVIATION MUSEUM PEARL HARBOR Statement of Financial Position (Audited) for the Calendar Years ending 12/31/12 and 12/31/11

Assets	2012	2011		
Current Assets				
Cash and Investments Contributions and Grants Receivable	\$ 567,210 155,200	\$	540,053 919,972	
Museum Fees Receivable Prepaid Expenses and Other Current Assets	389,879 13,738		244,371 15,459	
Total Current Assets	\$ 1,126,027	\$	1,719,855	
Museum Collections	\$ 5,899,509	\$	4,492,515	
Property and Equipment  Leasehold Improvements and Exhibits  Equipment, Furniture and Fixtures	\$ 15,904,888 611,670	\$	15,618,703 546,429	
Subtotal	\$ 16,516,558	\$	16,165,132	
Less Accumulated Depreciation	(1,919,149)		(1,572,984)	
Net Property and Equipment	\$ 14,597,409	\$	14,592,148	
Total Assets	\$ 21,622,945	\$	20,804,518	
Liabilities and Net Assets Liabilities				
Accounts Payable and Accrued Liabilities Notes Payable Deferred Revenue	\$ 377,621 1,371,262 166,477	\$	1,024,252 300,000	
Total Liabilities	\$ 1,915,360	\$	1,324,252	
Net Assets Unrestricted Temporarily Restricted Permanently Restricted	\$ 19,185,893 418,074 103,618	\$	19,198,511 178,837 102,918	
Net Assets	\$ 19,707,585	\$	19,480,266	
Total Liabilities and Net Assets	\$ 21,622,945	\$	20,804,518	

# PACIFIC AVIATION MUSEUM PEARL HARBOR Statement of Activities (Audited) for the Calendar Years ending 12/31/12 and 12/31/11

		<b>2012</b> Unrestricted Net Assets	<b>2012</b> Restricted Net Assets	<b>2012</b> Total of All Activities		<b>2011</b> Total of All Activities
Revenue			- 15-1			Bla "+
Museum Fees and Sales Direct Mail Contributions Other Contributions	\$	4,074,936 158,175	\$ 0	\$ 4,074,936 158,175	\$	3,039,786 1,319,670
and Membership Fees Non-Cash Contributions Received		362,632 292,100	534,183	896,815 292,100		1,045,665 1,261,770
Grants All other Revenue/Gains		3,000 215,499	133,000 13,023	136,000 228,522		3,792,138 209,423
Total Revenue	\$	5,106,342	\$ 680,206	\$ 5,786,548	\$	10,668,452
Net Assets Released				 	7	
from Restrictions	\$	440,269	\$ (440,269)			
Expenses						
Program Services						
Personnel Costs Utilities and Shuttle Bus	\$	1,946,751 412,037		\$ 1,946,751 412,037	\$	1,464,619 409,117
Depreciation Advertising and Commissions General Excise Taxes		356,267 634,186 192,732		356,267 634,186 192,732		356,705 848,497 144,305
All Other Program Expenses  Total Program Services	\$	947,613 4,489,586		\$ 947,613 4,489,586	\$	710,687 3,933,930
Management and General Expenses	\$	319,712		\$ 319,712	\$	405,369
Fundraising			 	 		
Direct Mail Expenses Personnel Cost	\$	63,874 516,550		\$ 63,874 516,550		1,073,045 543,429
All Other Fundraising Expenses	¢	169,507		\$ 169,507	¢	435,213 2,051,687
Total Fundraising Expenses Total Expenses	\$ \$	749,931 5,559,229		\$ 749,931 5,559,229	\$ \$	6,390,986
T			 	 		
Excess of Revenue Over Expenses/Assets Released	\$	(12,618)	\$ 239,937	\$ 227,319	\$	4,277,456

## CURATORIAL DEPARTMENT

Pacific Aviation Museum Pearl Harbor's collection of aircraft and artifacts continued to grow during 2012. The Museum has become a place where people come to see and touch real airplanes. We are just that – a place of reality. Yet, in preserving aircraft, we spend a good amount of time looking back. A clear vision of the past helps us understand the future, a key role of education. Philosopher Marshall McLuhan noted that we drive into the future by keeping our eyes on the rear-view mirror. And, aviation technology is, by design, lightweight and fragile, and preserving the delicate engineering of flight for future generations is a big part of our mission.

More than 70 years have passed since that December 7, 1941 surprise attack. More than seven decades of progress have occurred in aviation. To better interpret aircraft innovations over the decades, Pacific Aviation Museum Pearl Harbor added three classic "cold warrior" aircraft to our collection in 2012: Sea Stallion, MiG-21, and F-5 Freedom Fighter. Let me share their history.



A Sikorsky CH-53D Sea Stallion (BuNo 157173) landed at the Museum on February 10, 2012 after deployment to Afghanistan, courtesy of Marine Heavy Helicopter Squadron 362 (HMH-362). The squadron, known as the "Ugly Angels," is based at Marine Corps Base Hawaii. They consolidated all of their remaining Sea Stallions at the base. Our Sea Stallion, on loan from the Marine Corps, served the Marines since September 1970 in Vietnam and Desert Storm. The Sea Stallion's retirement markings are left intact to honor her service.

The Mikoyan-Gurevich MiG-21PF (Serial # 1302) is a flyable example of the most produced supersonic jet in history, serving more than 50 countries spread over four continents. This early PF version proved to be a troublesome adversary in the hands of North Vietnam. Purchased from a private owner in Oklahoma, we painted the "Fishbed" in the markings of Col. Nguyen Van Coc, North Vietnam's leading ace. With the military serial 1302, this "Flying Balalaika" originally served with the Hungarian Magyar Legiero, and faint markings in Serbian are still visible on the airframe.

Our Northrop F-5A Freedom Fighter (Serial # 68-9085) is a donation from Thornton Aircraft Company. The F-5 was a lightweight, rough-field aircraft designed to supply America's aerial allies with an affordable supersonic fighter. Between the MiG-21 and the F-5A, the 1960s ushered in the jet age. The F-5A was the first plane in our collection to be professionally painted on site with the colorful markings of South Korea's 10th Fi ghter Group, who received the Freedom Fighter in 1965. The F-5A was dedicated to General Kim Too Man and the rollout was attended by dignitaries of the South Korean Air Force. The actual history of our F-5A is more checkered, having been originally built for the Shah of Iran and later serving in Jordan. Arabic lettering can still be found inside the gun bays.

As you can see, registration, restoration, preservation, and interpretation keep the Curatorial staff hard at work.

## **EDUCATION DEPARTMENT**





The Education Department significantly expanded its programs this year by forging new partnerships and strengthening its existing relationships with faithful supporters and volunteers.

Barnstorming Tours introduced the thrill of aviation to over 3,300 6th graders at 28 Oahu schools. Teachers who have experienced Barnstorming tell us the program is "an outstanding hands-on and minds-on science learning experience. Thank you for introducing Newton's 3rd Law of Motion and Bernoulli's Principle to our students." Most participants say that they're interested in aviation science after they've "flown" the P-40 and operated the controls on our portable wind tunnel. The opportunities to impact Hawaii's students grew through our friendship with educators throughout the state, who appreciate Barnstorming's unique, hands-on approach.



Scouting for boys and girls gets a lift from our merit badge activities and special interest programs. Over 500 scouts came to the Museum for classes in aviation and weather, or to tour and "fly" in our flight lab. Discover Your Future in Aviation, our annual event in March, attracted over 300 scouts, along with family and friends.

We also introduced a new program to our community, thanks to the generous support of corporate and individual sponsors. Flight School for Girls is a three-day adventure that introduces middle-school girls to the history and technology of aviation. Through engaging, hands-on activities, students learn about pioneers and heroes, get up close and personal with our aircraft collection, and talk story with accomplished women in the aviation field. We welcomed 120 girls in 5 sessions, and plan to expand this program to include Flight School for Boys.

In July, our Museum was honored to receive a prestigious grant from Museums Connect to study the era of the American Volunteer Group/Flying Tigers. Our grant project, Past to Present: U.S.-Sino Bridge of Connection, partners our Museum with Jianchuan Museum Cluster in Chengdu, China, and involves high school students from Hawaii and China in rediscovering and retelling this important story for a new generation. Student travel to China and Hawaii will occur next year, and the results of their research will be available online in Summer 2013. (Museums Connect is made possible by the U.S. Department of State's Bureau of Educational and Cultural Affairs and is administered by the American Association of Museums.)

# 2012 ANNIVERSARY DINNER GALA

The Museum's signature annual fundraiser gala, marking its 6th anniversary, had the guests humming. "It's in the Air" celebration presented an evening of harmony and 1940s melodies. The guest turnout far exceeded our anticipated goal, with tables selling out well in advance, thanks to our Board Table Sales Committee!

The fun began at the front door with vintage military vehicles greeting the guests. A 1940s musical radio show kept all entertained, and award-winning cuisine by Chai's Island Bistro brought sophisticated satisfaction to the palate. Many left at the end of the evening with coveted treasures from the silent auction: trips, hotel stays, jewelry, and art.

The Military Affairs Council (MAC), affiliated with the Chamber of Commerce of Hawaii, was recognized with the Building Bridges Award for its efforts in strengthening and promoting mutual understanding between the military and community groups. The military is among the State's top-ranking revenue-generator, creating jobs and adding billions to Hawaii's economy. MAC serves the communities' interests, needs, and initiatives as the liaison for the State in military-related matters to benefit businesses, institutions, and residents.





The S.T.E.M. Education Award went to the Marguerite Gambo-Wood Foundation, a long-time supporter of the Museum's education programs. Marguerite Gambo-Wood, an aviation entrepreneur and commercial pilot, ran the Gambo Flying Service in the 1930s. One of her Aeroncas hangs in the Museum, shot at during the Pearl Harbor attack while she was in the air teaching a student. "Ma Wood's" Foundation was recognized for its outstanding service in educating Hawaii's youth in the areas of science, technology, engineering, and math.

The Museum also wishes to extend its heartfelt appreciation to those who were unable to attend the gala, but chose to make generous donations to our education programs.

It was indeed a memorable evening, and it keeps getting better every year!



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