PACIFIC AVIATION MUSEUM PEARL HARBOR 2013 ANNUAL REPORT



Ronald J. "Zap" Zlatoper Admiral, USN (Ret.)

Dear Members and Supporters,

Pacific Aviation Museum Pearl Harbor continues to grow and improve. As you will read in the following pages, 2013 was a banner year for attendance, aircraft acquisition, and in the educational programming that impacts the lives and knowledge of our young people, not only in Hawaii but around the globe. We always focus on our mission and our vision. In every undertaking, we attempt to advance our efforts to be an effective steward of our treasured National Historic Landmark site. Restoring and caring for our collections, providing dynamic learning experiences for visitor of all ages, developing exhibits that engage and foster reflection, and building strong relationships with our partners are all critical elements of our work. Being situated on an active naval base reminds us daily of the long-lasting impact of the attack on Pearl Harbor some 73 years ago.

Our achievements rest on the shoulders of many – staff, donors, military partners, and volunteers. A major part of that "giving community" can be found in the dedicated leadership and support of our Board of Directors. This past year was one of transition. After 13 years of founder and dynamic leadership, Admiral Ronald Hays chose to move to Emeritus Chair. Still committed, he continues to support our fundraising, and helps us attain the world-class vision he established. His superior efforts and leadership have been the stuff of legend.

In assuming the leadership role of Chairman of the Board of Directors, Pacific Aviation Museum Pearl Harbor, please know I share Admiral Hays' zeal and commitment to this dynamic organization.

Thank you for your continued support. It really is the most vital aspect of our long-term viability. I look forward to hearing from you personally and meeting you at one of our many local and national gatherings.

All the best, and from Pearl Harbor, Mahalo nui loa,

Ronald J. "Zap" Zlatoper

Aloha,

This has been a year of significant growth for Pacific Aviation Museum Pearl Harbor, as we continue our mission of combining this sacred historic site with the heart of our mission – education, supported by aviation technology. The Museum welcomed more than 224,000 visitors in 2013. We engaged more than 20,000 students with expanded programs. Our collection grew. The Century Jets came to us this year: the F-100, F-104, F-105. The F-111 and the Marine Corps workhorse CH-53D also joined us.

We hosted nearly a hundred events. Hangar 79 was transformed into an evening showcase of space travel for 1,800 members of Amway China. Our Lani kea Café rolled out a higher level of lunch and catering delights. TripAdvisor and social media sites, such as Yelp, proclaimed the virtues of our Museum. Supported by dedicated staff and volunteers, we ended 2013 in a strong financial position and revving for 2014.

With your support, we look forward to continued growth. Plans are underway for the Ford Island Control Tower elevator to come to life again; for the Operations Building to house important staff positions; for the relocation of our artifacts collection, books, and photo library, to name a few. Work with the Navy will also continue to install photovoltaic systems to meet environmental challenges, and with our Pearl Harbor Historic Site partners to achieve the best visitor experience.

We are grateful for the opportunity to preserve, protect, and present our hallowed National Historic Landmark site. Our aircraft and artifacts deliver a compelling story that inspires people of all ages to continue to look toward the sky and the stars beyond. We look forward to the new year for a better tomorrow for all!

Thank you – mahalo! – for your continued support.

Sincerely,

Kenneth DeHoff





Ken deHoff Executive Director, Operations

Curatorial



In 2013, the Curatorial Department of Pacific Aviation Museum Pearl Harbor moved forward on establishing a more professional restoration facility in Hangar 79 with the hiring of Restoration Manager Jim Martinelli. A lifelong warbird mechanic, pilot, and restoration expert, Martinelli re-organized and revitalized Lt. Ted Shealy's Restoration Shop.

Primary aircraft artifacts acquired during 2013 constitute some of the most potent examples of flight, and helped establish Pacific Aviation Museum Pearl Harbor as one of the leading collections of aviation history in the world – at a time when many other aviation collections were downsizing.



The centerpiece of the collection is the B-17E Flying Fortress now known as "Swamp Ghost." The bestknown and most-respected American aircraft of World War II, this particular B-17 flew in Hawaii after the Pearl Harbor attack and then went on to the South Pacific, where it participated in one of the first strategic bombing missions of the war – a strike against Rabaul Harbor in February 1942. Crippled in battle, it crashed into a New Guinea swamp, where it lay for seven decades before being recovered.

Swamp Ghost is the only surviving B-17 in the world that still bears the scars of battle. It is also gutted and fragile, and presented an interpretational dilemma. We decided to stabilize and preserve the B-17 as it came out of the swamp, creating an evocative echo of all the aircraft and air crews that vanished in battle. Eventually, Swamp Ghost will be moved into a suitable jungle-like setting under cover to best protect her physical being. We also commissioned an original painting of Swamp Ghost's last mission by noted artist Russell Smith. Artwork does something that no other feat of interpretation can achieve: It places the aircraft in its natural environment, the air, at a specific snapshot in time. The Museum also achieved something no other American aviation museum has ever accomplished – the donation of an aircraft by the government of Australia. The F-111 Aardvark fighter-bomber was restored by the Royal Australian Air Force, flown to Hickam Air Force Base in pieces, and reassembled on the Museum campus by RAAF technicians. Also acquired in 2013 were the speedy F-104A Starfighter (a terrific example of 1950s retro design) and the HH-34J Choctaw helicopter, a fundamental stepping stone in the history of helicopter engineering.

But aviation museums are not built solely out of aircraft. Our Archives department took in hundred of artifacts, documents and books during 2013, including a tremendous multi-disciplinary collection of international aviation histories (courtesy of Chris Thornburg) and a collection of Pan Am artifacts (courtesy of Paul Helfrich).

The year also saw the redesign of the Doolittle Theater into the Doolittle Gallery, a place for revolving exhibits. The first such exhibit honored Chinese-American aviation pioneer Tom Gunn, who barnstormed in the islands a century ago. The exhibit opening drew nearly two dozen of his relatives, some of whom still remembered the dashing aviator.

Restoration

The main focus for Lt. Ted Shealy's Restoration Shop in 2013 was to strengthen its alignment with the priorities and needs of the Museum. This meant big changes for the restoration shop. I was hired as Restoration Manager in the summer, and new planes arrived in the spring and fall. This year we received the B-17 "Swamp Ghost." Because of its fragile condition, we had to build supportive display stands for this magnificent aircraft. We also received an amazing gift from the Australian government in the form of an F-111.

In addition to these two crown jewels, we also received an H-34 helicopter and an F-100F Super Sabre. The H-34 was display-ready; the F-100 will be completed in the fall of 2014 for display.



Education

The Education department experienced tremendous growth in 2013. We expanded our outreach to schools, welcomed students from around the state and the world, forged new friendships and strengthened existing partnerships, and had a lot of fun.

The Barnstorming Tour continued to grow in numbers and influence, serving 41 schools and 4,428 students on Oahu. Nearly a thousand of these students participated in Barnstorming during the fall season, which set a new record for us and demonstrates an increased demand for our programs in local schools.

From January through the end of July, the education department managed the activities of the Museums Connect project "Past to Present: U.S.-Sino Bridge of Connection." This prestigious grant program was made possible by the State Department's Bureau of Educational and Cultural Affairs, and is administered by the American Association of Museums. Pacific Aviation Museum Pearl Harbor was one of only 10 organizations to receive the award for the 2012-2013 competition.

We enhanced our efforts to provide a variety of public programs, with a focus on familyfriendly events. These included Open Cockpit Day, the Hawaii premiere of "Honor Flight", and the Museum's commemoration of the Battle of Midway. For Living History Day in August, alumni from our Flight School program researched topics related to World War II, and shared their findings with museum visitors through posters and presentations.

In early summer, our Flight School season launched with two sessions for boys, four sessions for girls, and an advanced session for girls. Our part-time staff and dedicated volunteers provided unforgettable experiences for girls and boys across the state.

We also won a Smithsonian grant to work with students from Aliamanu Middle School to research the Asian-Pacific-American experience. Students conducted oral interviews related to Nisei Pan Am stewardesses, the early Chinese-American aviator Tom Gunn, and the internment of Japanese-Americans in Hawaii during World War II. The interviews are contained in short video documentaries prepared by the students, and will be shown at CAAMFest San Francisco in March 2014.

Our in-museum Field Trip programs took off this year. New volunteers caught the vision and excitement of our hands-on history and STEM programs, and have partnered with us to keep our hangars buzzing with activity.

Scouting programs continue to draw young people to the Museum, and our classes fill up months in advance. New for 2014 is our Aerospace Merit Badge program, complete with a rocket launch on our flight line.

Our year was characterized by new opportunities, new relationships, and new achievements. We've built a strong foundation for continued expansion and greater impact. Stay tuned in 2014 – the best is yet to come!



PACIFIC AVIATION MUSEUM PEARL HARBOR

Statement of Financial Position (Audited) for the Calendar Years Ending 12/31/13 and 12/31/12

ASSETS	2013	2012	
Current Assets			
Cash and Investments	365,193	567,210	
Contributions and Grants Receivable	192,979	155,200	
Museum Fees Receivable	355,646	389,879	
Prepaid Expenses and Other Current Assets	100,312	13,738	
Total Current Assets	\$1,014,130	\$1,126,027	
Museum Collections	\$7,504,682	\$5,899,509	
Property and Equipment			
Leasehold Improvements and Exhibits	15,957,826	15,904,888	
Equipment, Furniture and Fixtures	718,306	611,670	
Subtotal	16,676,132	16,516,558	
Less Accumulated Depreciation	-2,410,452	-1,919,149	
Net Property and Equipment	\$14,265,680	\$14,597,409	
TOTAL ASSETS	\$22,784,492	\$21,622,945	
LIABILITIES AND NET ASSETS			
Liabilities			
Accounts Payble and Accrued Liabilities	438,974	377,621	
Notes Payable	1,317,352	1,371,262	
Deferred Revenue	114,089	166,477	
Total Liabilities	\$1,870,415	\$1,915,360	

Net Assets Unrestricted 20,344,455 19,185,893 464,004 418,074 **Temporary Restricted** Permanently Restricted 105,618 103,618 Net Assets \$20,914,077 \$19,707,585 TOTAL LIABILITIES AND NET ASSETS \$22,784,492 \$21,622,945

PACIFIC AVIATION MUSEUM PEARL HARBOR

Statement of Activities (Audited) for the Calendar Years Ending 12/31/13 and 12/31/12

REVENUE					
Museum Fees and Sales					
Membership and Direct Mail Contributions					
Other Contibutions and Grants					
Non-Cash Contributions Received					
Special Events Revenue					
All other Revenue/Gains					
Total Revenue					
Net Assets Released from Restrictions					
EXPENSES					
Program Services					
Personnel Costs					
Utilities and Shuttle Bus					
Depreciation					
Advertising and Commissions					
General Excise Taxes					
All Other Program Expenses					
Total Program Services					
Management and General Expenses					
Fundraising					
Membership and Direct Mail Expense					
Personnel Cost					
Special Events Expense					

All Other Fundraising Expenses

-11

Total Fundraising Expenses

Total Expenses

EXCESS OVER EXPENSES REVENUE/ASSETS RELEASED

2013

Unrestricted Net Assets

4,986,834
277,096
242,588
1,412,283
208,530
2
\$7,127,333

\$544,401

2013

Restricted Net Assets

586,251

6,080 \$592,331

-\$544,401

2,160,573 606,875 491,303 767,035 234,521 1,091,588 \$5,351,895

\$363,026

150,030 469,710 84,461 94,050 798,251 \$6,513,172

\$1,158,562

\$47,930



Philanthropy

The support and participation of members, donors, and volunteers remain a critical part of our annual operations. During 2013, we worked hard to improve our member value and to continually provide exciting reasons for you to visit your Museum often – either in person or online! A dynamic public programs schedule provided opportunities to learn, meet notable people in aviation history, and develop a strong sense of camaraderie with one another. Your feedback has been instrumental in helping us plan for the coming year.



Without our volunteers, many of our programs and events would not be possible. From Museum docents to skilled restoration shop volunteers to event supporters, volunteers of all backgrounds and ages pitched in to support our operations. A Recognition Dinner was held in April to thank and acknowledge the service of our 134 volunteers.

Philanthropy continues to support youth and public programs, aircraft restoration and acquisition, exhibit development, and scholarship. In 2013, the Frank Der Yuen scholarships awarded more than \$16,000 to helped students pursue their goals of education in aviation. One of our awardees was a teenager pursuing her glider pilot lessons – her first step in realizing her long-term goal of becoming a pilot to serve humanitarian needs. Scholarship and sponsorship also supported the participation of many school groups in programs held in the Museum or at their schools. From curriculum and supply support to transportation, individual, corporate, and foundation support made the difference.

The fiscal year closed with the celebration of our annual Anniversary Dinner. 2013 topped the results of all previous years. A sold-out audience of 450 guests joined us as we recognized the Challenger Learning Center for our STEM Education Award and the Honolulu Council of the Navy League of the United States for our Building Bridges Award. Our 7th Anniversary Dinner raised \$275,000 to support our mission and vision.

Finally, 2013 provided an opportunity for us to take a few small steps toward realizing our master plan. Work was completed on the Aerological Tower, replacing windows, doors, and other elements of this two-story structure that rests on top of the Operations Building. Funding was received from the Strong Foundation in 2013, along with the support of many other donors to complete this task.

2013 Donor List

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\$1.000 and above

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Aircraft Collection

Aircraft Type and Manufacturer	Serial No.	Date of Manufacture	Aircraft Type and Manufacturer	Serial No.	Date of Manufacture
On Display in Hangar 37					
North American B-25B Mitchell	40-2261	1940	Mikoyan-Gurevich MiG-15 Fagot	Red 1524	1950
Mitsubishi A6M2 Zero	B11-120	1940	North American F-86E Sabre (Shown As)	51-2832	1951
Mitsubishi A6M2b Zero	Ni'ihau crash 07 DEC 19	41 1939	Sikorsky CH-53D Sea Stallion	BuNo 157173	1970
Grumman F4F-3 Wildcat	BuNo 12296	1942	Douglas C-47A Skytrain (restoration)	41-8949	1945
Douglas SBD-5 Dauntless	BuNo 36177	1942	Mikoyan-Gurevich MiG-21PF Fishbed	Black 1302	1964
Curtiss P-40 Warhawk (replica)	P-18723		Sikorsky SH60 Seahawk	BuNo 12296	1990s
Stearman N2S-3 Kaydet	BuNo 6707	1938	Northrop F-5A Freedom Fighter	68-9085	1968
Aeronca TC-65	NC33768	1936	Boeing F4B-4 Replica (restoration)		
Douglas SBD Dauntless	BuNo 7123 (in Pensacolo	a) 1942	Chaser S Microlight		1990s
Boeing Model 314 Honolulu Clipper	Display Model		North American F-100F Super Sabre	58-1232	1950s
Curtiss D-18 Honolulu Skylark	Display Model		General Dynamics F-111 Aardvark	A8-130	1970s
,			Emair MA-1B Diablo (restoration)	N88898	1970s
On Display in Hangar 79			Republic RC-3 Seabee		1940s
Curtiss P-40E Warhawk	P-18723	1941	Quicksilver Ultralight		1990s
Boeing B-52E Stratofortress (nose section)	57-0101	1957	Convair F-102A Delta Dagger	55-3366	1950s
Bell UH-1H Huey	68-15708	1968	On Outside Display		
Bell AH-1S Cobra	66-15298	1966	Boeing B-17E Flying Fortress "Swamp Gho	st" 41-2446	1941
Sikorsky SH-3H Sea King	BuNo 152700	1961	McDonnell Douglas F-4C Phantom II	64-0792	1964
Cessna O-2A Skymaster (restoration)	68-1XXXXX	1968	North American F-86L Sabre	52-4191	1952
Stinson L-5E-1 Sentinel (restoration)		1945	Lockheed T-33A Shooting Star	51-6533	1951
Grumman F-14D Super Tomcat	BuNo 163904	1991	Douglas NTA-3B Skywarrior (Flight test)	BuNo 144867	1960
McDonnell Douglas F-15A Eagle	76-0063	1976	Sikorsky HH-34J Choctaw	BuNo 148963	1950
			Lockheed F-104 Starfighter	56-817	1950s

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PacificAviationMuseum.org

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Cover: The Museum flightline seen from the inside of our B-17, "Swamp Ghost"

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