

2022

ANNUAL REPORT



Blue Angels
PEARL HARBOR
AVIATION MUSEUM

OUR MISSION

To steward America's World War II aviation battlefield – sharing the artifacts, personal stories, the impact and response to the attack on December 7, 1941 and the Pacific region battles that followed – and to honor those who have defended our freedom so we might educate and inspire future generations.



2022 ANNUAL REPORT

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A MESSAGE FROM OUR BOARD CHAIRMAN

Throughout 2022, our staff, directors, supporters, and donors continued working together to achieve our goals as a museum and a center of education. In all that we do, we seek to inspire all who visit and participate in our programs and experiences.

PEOPLE: We continue to build our workforce to support our growing visitation. Though not yet back to our pre-COVID levels, we exceeded expectations. The year has been nothing short of remarkable, as we proudly welcomed 242,871 visitors in 2022 – a staggering 100,000 increase when compared to the previous year. Among these visitors was our 3 millionth guest, marking a significant milestone in our history since opening our doors in 2006. None of this would have been possible without our team of 58 full and part-time staff, and our many volunteers, who collectively contributed more than 12,000 hours of service.

Our Board remains fully engaged in active participation on committees that support operations, exhibits, collections and other priorities. We bid farewell to Aileen Blanc and Robert Dunn, who stepped down after years of service, and welcomed incoming Board Members, Todd Bedford, Greg Hazelton, Beverly Kravitt, Jason Kravitt, and Eric Robinson. It is with sadness that we note the passing of long-time Board Members Alexander “Sandy” Gaston, Adm. Ronald J. “Zap” Zlatoper and Peter Starn. Their guidance and support will be missed.

FUNDING: Financially we continue to thrive. In 2022, our earned revenue reached an all-time high. Admissions and such added value as Museum

Store, Hangar Café, Flight Simulators and special tours totaled \$7.7M. Philanthropic support totaled \$5.3M, including revenue from individuals, foundations, grants and events. It was exciting to once again hold our For Love of Country gala in-person inside Hangar 79 following the years of virtual events in response to the COVID-19 pandemic. By the end of the year, total Museum assets reached \$44.6M.

EDUCATION: In January 2022, we welcomed our first students to our incredible Aviation Learning Center, ingeniously housed within a meticulously restored WWII link training facility. This amazing resource serves as a catalyst for advancing STEM and aviation sciences among youth. During the first year of operation, the center had the privilege of welcoming more than 3,000 students. We dedicated the “Ward” Room in honor of Pacific Air Cargo Founder and former Museum Board Member, Ms. Beti Ward, who served as an inspiration to women in aviation.

SCHOLARSHIPS: Our inaugural Scholarship Award Ceremony was held in June 2022, where we had the privilege of awarding \$29,400 to twelve deserving students, advancing their aviation pursuits. In November 2022, we received a generous \$475,000 grant from the Ray Foundation to develop our Aviation Pathways vision over the next three years. These funds will enable us to help Hawaii youth aged 16-21 achieve their private pilot license.

FACILITIES: Our relationship with the Navy is strengthened by our commitment to preserve the historic ground and facilities entrusted to our

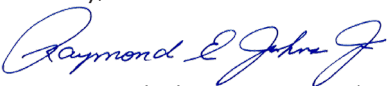


stewardship. In addition to opening the Aviation Learning Center, we proudly opened the Ford Island Control Tower in May 2022, after more than a decade of effort. The *Top of the Tower Tour* offers a spectacular 360-degree panoramic view of America’s WWII aviation battlefield and provides visitors with a one-of-a-kind experience.

Exciting progress awaits in 2023 as we embark on the structural restoration of Hangar 79. Though the process began in 2018, we continue to research and develop our transition from a museum that *displays*, to one that *interprets* our nation’s WWII aviation battlefield, the only air battlefield museum in our country. With support from Ralph Applebaum and Associates, we are building an immersive experience. The Tower experience shares the emotion associated with the devastation of the attack, Hangar 37 demonstrates our nation’s initial response and Hangar 79 illustrates how our national industrial base grew from the attack. It is an important part of local, national and international history.

We deeply value and appreciate your support. We hope you will join us as we continue our journey to honor the past and inspire the future through the provision of education and pathways for our next generation.

Sincerely,


Gen Raymond Johns, Jr., USAF (Ret.)

PEARL HARBOR AVIATION MUSEUM

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EXECUTIVE DIRECTOR

Elissa Lines

*Deceased



FROM CONCESSION TO SUCCESS: MUSEUM STORE TRANSITION



In January 2022, a significant transition took place at our Museum. After relying on a concessionaire team to manage our store for several years, we made the strategic decision to bring the Museum Store management in-house. Over the course of the first six months of 2022, our dedicated Museum Store team worked diligently to craft a distinctive merchandise approach. Their focus was on showcasing our exhibits, artifacts, and brand, offering members and visitors a curated selection of items tailored specifically to our Museum.

The outcome of this transition has been nothing short of remarkable. With the support of an exceptional volunteer taskforce, including museum industry professionals, we have been successful on multiple fronts. Not only has the transition generated substantial financial gains, but it has also created an enriching Museum Store environment that aligns seamlessly with our mission. The products offered complement our institution's purpose and values, enhancing the overall experience for our valued visitors and patrons.

By taking this personalized approach and prioritizing our unique identity, the Museum Store has become a valuable asset that reflects our dedication to preserving and sharing our cultural heritage. Moving forward, we will continue to build on this success, adapt to changing trends, and uphold our commitment to offering exceptional products that resonate with our audience and advance our mission.



THE LASTING IMPACT OF A PHILANTHROPIC VISION



It is with sadness that we bid farewell to Board Member and friend, Alexander “Sandy” Gaston. Throughout his years here in Hawaii, Sandy was a thoughtful leader, volunteer and supporter of Pearl Harbor Aviation Museum, Battleship Missouri Memorial Association, Pacific Fleet Submarine Museum Pearl Harbor, and Pacific Historic Parks. His kindness was shared with all four organizations through the establishment of The Alexander Gaston Pearl Harbor Historical Sites Fund within the Hawaii Community Foundation, ensuring that Hawaii school children in perpetuity will experience and learn from our museums. Additionally, with great forethought and wisdom as a philanthropist, Sandy bequeathed his home to the Pearl Harbor Aviation Museum. Knowing that his home would become the property of our Museum was a source of great pride for Sandy. He was excited to know that he would indeed have a perpetual impact.

Sandy was personally engaged in exploring and protecting the history of Pearl Harbor and the elements of this American WWII aviation battlefield. He was particularly excited by our plans to open the Ford Island Control Tower. Over the next few years, the support provided by Sandy Gaston will be invested in ways that carry forward his legacy.

2022 SCHOLARSHIP AWARD CEREMONY

This year marked a significant milestone in the growth of our Scholarship program with the distribution of the newly established For Love of Scholarship. Made possible by a \$1 million donation from the Price family and Oil Changers of America, the fund in perpetuity supports Museum Education Programs and the annual scholarship program. Together, the For Love of Country Scholarship, Col. Robert P. Moore Scholarship, BrigGen Robert B. and Judith Maguire Scholarship and Frank Der Yeun Scholarship demonstrate our commitment to helping young people reach their dreams of a career in aviation, which has long been part of the Museum mission.

This was the first year that these scholarships were awarded publicly, providing donors and members an opportunity to meet recipients, in person or virtually, to celebrate their remarkable achievements. More than 30 people ranging in age from 19-37, applied for support to pursue their aviation and academic dreams. A total of \$29,400 was distributed to twelve recipients, eight of whom lived or studied in Hawaii. Whether from New York, Florida, California or Illinois, each awardee felt our Aloha spirit.





OPENING OF FREEDOM'S VIEW

After more than a decade of planning, engineering/design work, and fundraising, the historic Ford Island Control Tower was opened to the public over Memorial Day weekend. Without a doubt, the Ford Island Control Tower stands as a testament to the power of place. Overlooking all of Pearl Harbor, it is only from this location that we can see the full scope of this American WWII aviation battlefield. The runway, the hangars, the buildings, the harbor, the moorings that identify Battleship Row, Hospital Point, the Pearl Harbor gateway, the dry dock, the Red Hill fuel tanks – the sight is overwhelming, the experience is solemn. As visitors stand on the observation deck, 168 feet high into the air, the full impact of the attack on Pearl Harbor becomes clear. We call this experience Freedom’s View as visitors not only experience the devastation of that day, but also begin to learn about the resilience and spirit that followed. The Ford Island Control Tower serves as our launch point for the interpretive experience that follows, sharing this American WWII aviation battlefield in new and exciting ways.

Special thanks to Joe and Sylvia Shoen (U-Haul International) and all our donors who made this possible.



AIRCRAFT ACQUISITION: "VAL" DIVE BOMBER

The acquisition of a Japanese Aichi D3A Type 99 "Val" dive bomber is a significant milestone for Pearl Harbor Aviation Museum. It sets the Museum apart as the only aviation museum in the world to feature all three types of aircraft that were used by the Japanese during the infamous attack on Pearl Harbor on December 7, 1941.

With the Nakajima B5N2 "Kate" Type 97-3 Carrier Attack Aircraft and the Mitsubishi A6M2 Model 21 Type O "Zero", the "Val" helps the Museum provide visitors with a dynamic and emotionally charged historical account of the attack. Defending aircraft, the American P-40 Warhawk, Wildcat and SBD Dauntless can be viewed in the same gallery. These aircraft played a crucial role in that battle, and having them on display together allows visitors to understand the different perspectives and tactics used during the attack.



Though there remains a long road of restoration ahead, the anticipation of seeing the "Val" alongside other iconic aircraft at the Museum is exciting and will undoubtedly draw history enthusiasts, aviation buffs, and tourists alike.

▶ **242,871**
VISITORS TO THE MUSEUM

▶ **37,069**
FLIGHT SIMULATOR RIDES

▶ **7,762**
ASCENDED THE TOWER

▶ **12,610**
VOLUNTEER HOURS

▶ **2,668**
MUSEUM MEMBERS

▶ **67**
AIRCRAFT AND EXHIBITS

3,092STUDENTS
ATTENDED
ON-CAMPUS
FIELD TRIPS**1,672**STUDENTS
PARTICIPATED
IN VIRTUAL
CLASSROOM
VISITS**1,093**PEOPLE
TOOK PART
IN PUBLIC
WEBINAR
PROGRAMS

NEIGHBOR ISLAND YOUTH EDUCATION OUTREACH

For the past few years, the Museum has had the privilege of hosting one or two school groups from neighboring islands, creating unforgettable field trips for these students. These special educational experiences have been reliant on the generous support of donors, as most schools struggle to cover the expenses of transportation and program registration. The overall costs, including ground transportation, airfare, and meals (often providing both breakfast and lunch for the long days), can become quite prohibitive.



In 2022, we were fortunate to collaborate with Southwest Airlines, creating a special program called **Winterfest**. Thanks to Southwest Airlines' support, we were able to extend the Museum's educational programs to a broader audience of neighbor island students. The airline generously provided 500 complimentary round-trip tickets and an additional 400 round-trip fares at deeply discounted rates. This initiative allowed us to offer students

on the neighbor islands a chance to come to Oahu to visit our Museum and experience our new Aviation Learning Center.

The impact of these trips is truly amazing. For many students, this experience marks their first time venturing beyond their own islands. The opportunity to visit our Museum and participate in our educational programs leaves a lasting impression, enriching their knowledge and appreciation for various subjects. We remain grateful to Southwest Airlines for their invaluable support in making these transformative journeys possible for so many students.





GATHERING TOGETHER FOR LOVE OF COUNTRY

After several years of virtual affairs, it was great to again gather in person to feel the camaraderie and the passion so foundational to our Museum. With the invaluable leadership of gala co-chairs, Chuck and Shari Cotton, and support from our presenting sponsor, Price Enterprises, Inc., the 2022 For Love of Country Gala was a huge success. We were proud to welcome several WWII veterans and three Vietnam-era Medal of Honor recipients.

The ceremonial processional, which paired these venerable veterans with retired military, active duty and youth cadets, highlighted the impact of our evening – our shared responsibility to protect and pass on the legacy of service and patriotism of all men and women who serve. Our Silent Auction generated tremendous support from those present in the room and our virtually connected bidders. This year's \$100,000 Raise the Paddle for Education challenge grant from the Ray Foundation helped the Museum raise over \$200,000 in funds to support scholarships for Hawaii's youth.

Guided by the vibrant energy of renowned auctioneer Spanky Assiter and master of ceremonies David Price, the room was electrified during the Live Auction with fabulous trips to Costa Rica, Andalusia, Ireland, and more provided by AmFund. The highlight of the night was the auction of a lovingly restored 1957 Thunderbird—a heartfelt gift from a son to his father decades ago, part of a lifelong dream. Donated to our Museum, the Thunderbird's significance and the passion it represented ignited a spirited bidding war, leaving all in awe.

In the end, the Gala proved to be a resounding success, raising over \$940,000 (before expenses) to further support the mission of Pearl Harbor Aviation Museum. We extend our heartfelt gratitude to all of our supporters, both near and far, for making this event such a remarkable achievement.



PEARL HARBOR AVIATION MUSEUM

2022 CONTRIBUTIONS

Pearl Harbor Aviation Museum is able to fulfill our mission to steward this American WWII aviation battlefield through the generosity of dedicated supporters. We gratefully acknowledge the following individuals, companies and foundations who contributed \$250 or more in 2022.

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** Si Robin Foundation

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\$750,000 and Above

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\$250,000 and Above

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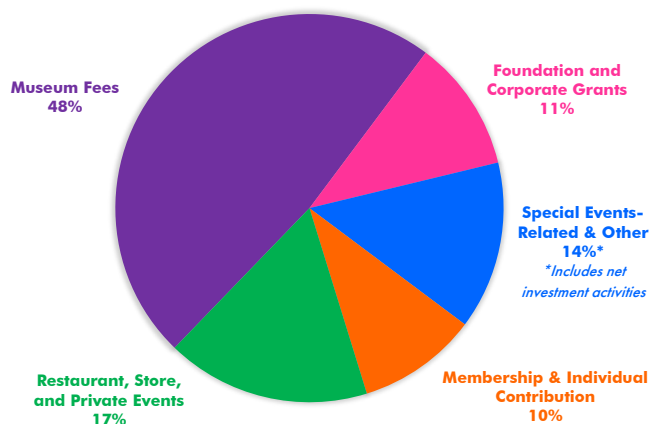
STATEMENT OF ACTIVITIES

For Calendar Years Ending 12/31/2022 And 12/31/2021.

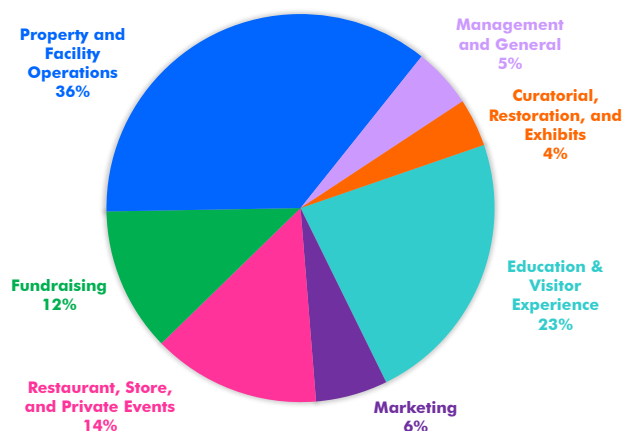
	2022	2021
REVENUE		
Museum Fees and Sales	\$ 7,990,168	\$ 3,386,360
Contributions and Grants	4,623,199	8,199,787
Other Revenue	926,642	511,731
Net Investment Activities	(1,335,799)	301,712
Total Revenue & Support	\$ 12,204,210	\$ 12,399,590
OPERATING EXPENSES		
PROGRAM EXPENSES		
Personnel Costs	\$ 2,520,357	\$ 1,623,869
Depreciation	951,509	752,855
All Other Program Expenses	4,144,476	2,292,162
Total Program Expenses	\$ 7,616,342	\$ 4,668,886
MANAGEMENT AND GENERAL EXPENSES	\$ 501,499	\$ 457,608
FUNDRAISING		
Personnel Costs	\$ 418,213	\$ 357,961
Special Events Expenses	421,347	221,909
Other Fundraising Expenses	225,604	248,178
Total Fundraising Expenses	\$ 1,065,164	\$ 828,048
Total Expenses	\$ \$9,183,005	\$ \$5,954,542
INCREASE IN NET ASSETS	\$ 3,021,205	\$ 6,445,048

NOTE: In 2021, the Museum was impacted by reduced visitor numbers under COVID protocols, leading to decreased sales and lower operational expenses. COVID-related government support, one-time grants, and special programs factor in the increased level of support in this area.

2022 Revenue & Support



2022 Expenses

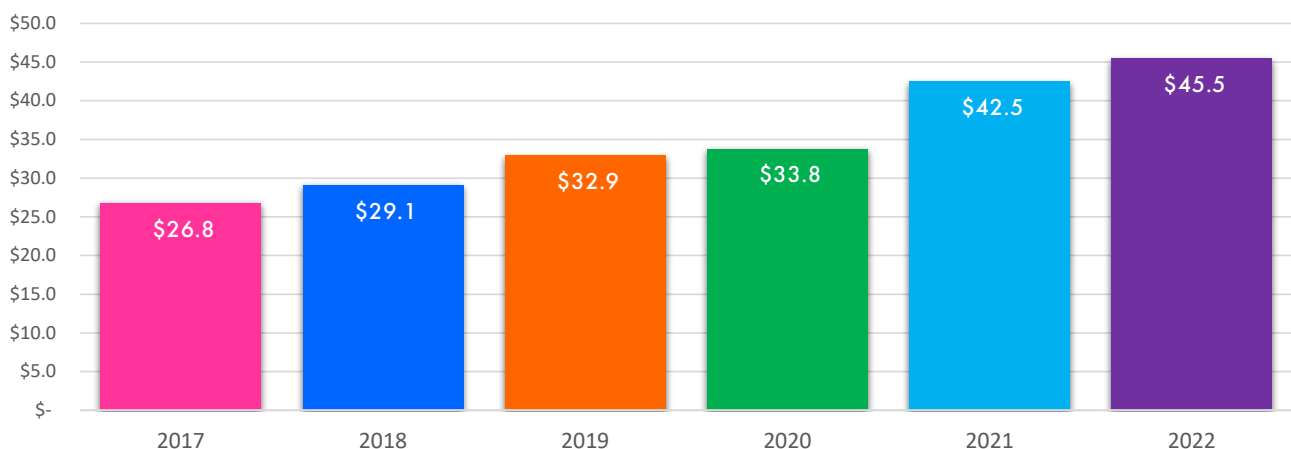


STATEMENT OF FINANCIAL POSITION

For Calendar Years Ending 12/31/2022 And 12/31/2021.

	2022	2021
ASSETS		
CURRENT ASSETS		
Cash and Investments	\$ 12,167,991	\$ 10,542,727
Contributions and Grants Receivable	1,507,624	2,150,727
Museum Fees Receivable	558,412	492,086
Prepaid Expenses and Others	438,265	52,065
Total Current Assets	\$ 14,672,292	\$ 13,237,605
MUSEUM COLLECTIONS	\$ 9,511,934	\$ 9,124,242
PROPERTY AND EQUIPMENT, NET OF DEPRECIATION & AMORTIZATION	\$ 19,586,949	\$ 18,756,893
ENDOWMENTS, SCHOLARSHIP FUNDS, OTHER ASSETS	\$ 1,721,073	\$ 1,440,504
Total Assets	\$ 45,492,248	\$ 42,559,244
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable and Other Liabilities	\$ 831,330	\$ 962,904
Long-term Liabilities	3,535,300	3,483,929
Total Liabilities	\$ 4,366,630	\$ 4,446,833
NET ASSETS		
Without Donor Restrictions	\$ 35,998,333	\$ 32,615,571
With Donor Restrictions	5,127,285	5,496,840
Total Net Assets	\$ 41,125,618	\$ 38,112,411
Total Liabilities and Net Assets	\$ 45,492,248	\$ 42,559,244

Total Assets Over Time in Millions





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Pearl Harbor Aviation Museum's mission is to steward America's aviation battlefield of World War II – sharing the artifacts, personal stories, the impact and response to the attack on December 7, 1941 and the Pacific region battles that followed – and to honor those who have defended our freedom so we might educate and inspire future generations.

Pearl Harbor Aviation Museum recognizes the individuals and organizations that have contributed to the Museum during the fiscal year January 1 - December 31, 2022. We strive to accurately publish our donor lists. If you feel an error has been made, please contact us at 808-824-3505 or development@PearlHarborAviationMuseum.org.