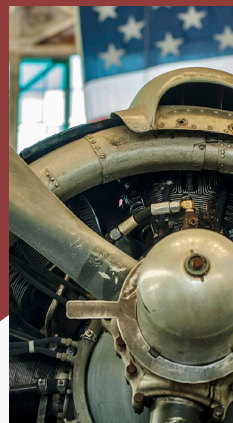


ANNUAL REPORT 2024





2024 ANNUAL REPORT

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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.



A MESSAGE FROM OUR **BOARD CHAIRMAN**

Aloha! I want to begin by recognizing everyone who makes our mission possible. Sincerely—thank you. We remember together and endeavor to inspire future generations, ensuring that not just the story, but the significance and lessons of Pearl Harbor continue to shape and guide generations to come.

Building on the momentum of 2023, 2024 was a year of purpose, progress, and tangible transformation for the Pearl Harbor Aviation Museum. Plans moved off the design page and into action—nails, wood, and determination shaping our campus and programs. **Every project and every effort strengthened our commitment to our foundational**

goals—preserving history, serving our community, and advancing our mission as we continue growing from a museum into an institution.

The Grand Opening of *The Walt Disney Studios and World War II* exhibit brought thousands of visitors to our campus, highlighting the power of creativity and resolve during the world's bloodiest war led by America's Greatest Generation. It reminds us still - **that courage, imagination, and unified effort builds success and steadfastly drives our mission forward.**

Our work with young men and women continues to grow. The **Aviation Pathways Pilot Program**, made possible by the Ray Foundation and state of Hawai'i, opened doors for aspiring pilots, while scholarships and community programs connected learners to mentors like an operator's switchboard. These experiences build professionals and leaders while filling the needs of Hawai'i, the nation and our aviation community.

2024 was also a year of leadership transition. We extend our deepest gratitude to Elissa Lines, who retired after years of dedicated service as Executive Director, and to **Janeen Woellhof**, who guided the Museum with steadiness as Interim Director. Their leadership ensured continuity and positioned the Museum for an exciting next chapter.

Looking toward 2025 and beyond, we are laying the groundwork for the **America's Aviation Battlefield Project**—a vision that will transform our campus into the definitive destination for immersive historical experiences, personal reflection and growth. With the continued support of our Board, staff, volunteers, and donors, we are ready to bring Pearl Harbor's story and meaning to new audiences in ways that resonate long after visitors return to their lives.

I encourage you to read on, but I'll close with the words of a wise and dear friend and a true believer in this organization who elegantly summed up : "This Place Matters." Thank you, Elissa. We carry that passion into 2025.

Sincerely,

Gen Raymond E. Johns, Jr., USAF (Ret.)
Chairman, Board of Directors
Pearl Harbor Aviation Museum

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EMPOWERING THE NEXT GENERATION

In 2024, we continued our mission not only to remember the past but to inspire the future. Through various education programs, scholarships and exciting new initiatives, we reached youth across Hawaii and beyond—empowering the next generation to dream of flight and pursue bold futures.

Aviation Pathways Pilot Training Program: Empowering Hawaii's Youth to Soar

In 2024, Pearl Harbor Aviation Museum proudly continued its Aviation Pathways Pilot Training Program, made possible through the generous support of the Ray Foundation and the State of Hawaii's Grant-in-Aid (GIA). Now in its second year, the program remains a cornerstone of the Museum's mission to inspire the next generation of aviators.

By the end of 2024, 15 of the 20 students from our inaugural cohort—known as "Pathfinders"—successfully earned their Private Pilot Licenses (PPL). These dedicated young individuals, ages 16 to 21, received up to \$10,000 each to support their flight training, along with structured mentorship, coaching, and access to a growing network of aviation professionals.

On October 1, 2024, we celebrated their achievements with a graduation ceremony on Ford Island, marking a significant milestone in their aviation journeys. That same day, we proudly welcomed our second cohort—20 new students ready to take flight toward their own PPL goals.

The Aviation Pathways program is more than a training opportunity; it's a launchpad. By providing financial support, one-on-one mentorship, and life skills development, the program helps Hawaii's youth gain not only flight credentials, but the confidence, discipline, and leadership tools they'll carry with them for life.

Together, we are building a strong foundation for Hawaii's future aviators—and helping dreams take flight.



STATS

Aviation Pathways Pilot Grants Awarded:
20

Cohort #2 Aviation Pathways Monies Awarded:
\$200,000



Pathfinder Spotlight: AJ Panganiban

One Pathfinder's Journey Is Inspiring Hawai'i's Next Generation of Aviators

When **AJ Panganiban** joined the inaugural cohort of the **Aviation Pathways Pilot Program** at Pearl Harbor Aviation Museum, he was already on the cusp of earning his Private Pilot License. What he found in the program, however, went far beyond training support—it became a launching pad for his career in aviation.

AJ's aviation journey began in childhood, inspired by his father, a U.S. Air Force Boom Operator who flew the KC-135 for over two decades. Attending airshows and watching old training videos with his father ignited a deep passion for aviation that only grew stronger with time.

In high school, AJ joined the **Civil Air Patrol (CAP)**, where he connected with others who shared his dream. A visit to a local flight school during his senior year solidified his goal: to become a professional pilot.

The **Aviation Pathways Pilot Program** helped make that dream a reality. Just months after being accepted, AJ passed his checkride with full support from the Museum and program staff. But his involvement didn't stop there.

AJ continues to be very active within the Aviation Pathways team, helping to create new opportunities for youth interested in aviation careers. He remains involved in CAP, supports flight operations, and is currently pursuing his **Commercial Certificate** with plans to become a **Certified Flight Instructor** and eventually an **airline pilot**.

"The Aviation Pathways team is deeply committed to student success—not just during the program, but long after graduation," AJ says. "Being part of that mission as both a student and a mentor has been incredibly rewarding. It gave me the financial support and professional connections I needed to take the next step."

AJ represents the spirit of Aviation Pathways—resilient, passionate, and committed to giving back. His journey is proof that with the right support and determination, Hawai'i's youth can soar.

“It gave me the financial support and professional connections I needed to take the next step.”





Inspiring Through Education

At Pearl Harbor Aviation Museum, education is at the heart of our mission. Each year, we offer a diverse catalog of programs that engage students of all ages—from field trips and scout workshops to summer camps, webinars, and hands-on STEM experiences.

Using our unique setting on America's WWII aviation battlefield, students learn not only about the pivotal events of World War II, but also about the science and innovation that shaped—and continues to shape—our world. Programs are designed to spark curiosity, honor history, and inspire future careers in aviation and aerospace.

Our **Aviation Learning Center**, a world-class facility, provides immersive STEM and aeronautical science learning, giving students the chance to explore real-world flight principles, navigation, and aircraft operations.

Whether in-person or online, each educational experience is a step toward empowering the next generation with knowledge, skills, and a deeper appreciation for our past—and the future that lies ahead.



Students who participated in
Virtual Classroom Visits:

260 students

Students who attended
on-campus field trips:

4,289 students

Webinar Viewers

442 people

Students who went through our
scout programs:

239 scouts





Students who visited from
the Neighbor Islands:

541 students

Students who joined the
Summer Programs:

86

Launching the Pearl Harbor Explorer Program

In 2024, Pearl Harbor Aviation Museum proudly launched the **Pearl Harbor Explorer Program**, an immersive, multi-day educational experience designed to connect Hawaii students with the living history of Pearl Harbor. Developed in partnership with the Pearl Harbor Historic Sites—including the USS Arizona Memorial, Battleship Missouri Memorial, Pacific Fleet Submarine Museum, and our Museum—the program blends historical exploration with hands-on STEM, robotics, aviation, and maritime learning.

Open to students in grades 4–12, the program includes site visits, interactive lessons, and an unforgettable overnight stay aboard the Battleship Missouri. With customizable itineraries and financial assistance available, the program ensures broad access for schools statewide.

This initiative was made possible by the vision and legacy of Alexander “Sandy” Gaston, whose dedication to enriching student experiences led to the creation of the **Alexander “Sandy” Gaston Pearl Harbor Historical Sites Fund**, managed by the Hawaii Community Foundation.

To further expand access, especially for students on neighbor islands, Southwest Airlines® generously donated 200 round-trip travel vouchers and provided discounted airfare rates, allowing keiki from across the state to participate.

With deep gratitude to our partners and supporters, we celebrate the successful launch of this transformative program—and look forward to inspiring even more future leaders through the power of place, history, and innovation.



TRANSFORMING FUTURES: THE IMPACT OF SCHOLARSHIPS

At Pearl Harbor Aviation Museum, we are reminded daily that history is shaped by individuals who choose to act. One mission. One moment. One commitment.

Rick and Teresa Price chose to act.

In 2023, the Price family established the **For Love of Country** endowment with a founding gift of \$1 million—a powerful investment in our National Scholarship Initiative and our youth education programs. With this gift, they laid the foundation for a future defined by opportunity, leadership, and service.

But for the Price family, it wasn't just about giving. It was about inspiring. Their hope: that others would follow their lead in building an enduring legacy for the next generation of aviators, innovators, and patriots.

The Prices' leadership has become a force multiplier. It is proof that one gift—one act of belief—can ripple outward, touching lives across generations. The For Love of Country endowment is already transforming the way we invest in America's youth. And it is just beginning.

Building endowment is key to perpetuating our mission. It ensures that the stories born on December 7, 1941—the courage, sacrifice, and resolve—live on through those who will shape our future. Endowment fuels education. It drives innovation. It preserves memory and inspires service.

In addition to For Love of Country, the following five Scholarship Funds are now part of the Pearl Harbor Aviation Museum Endowment:

Col. Robert P. Moore Scholarship - established by Col. Robert P. Moore, funds support two awards: one to advance private pilot flight training and one to help certified flight instructors gain further training.

Admiral Ronald J. Hays Scholarship - established by friends and family members to honor the life, service and achievements of Admiral Hays, funds support flight training and aviation education.

Col. Robert F. Szul Scholarship - established by Gail Szul to honor the legacy of her husband, Bob Szul, funds help Hawaii girls attend Flight School summer program and supports school visits to the Museum.

Brig Gen Robert B. and Judith Maguire Scholarship - established by Judith "Judy" Maguire to honor her late husband, Brig Gen Robert "Bob" B. Maguire, funds advance flight training.

Frank Der Yuen Aviation Scholarship – honoring the aviation legacy of Frank Der Yuen, funds support aviation education and training.

As part of our 2024 Scholarship awards, 23 deserving recipients from around the country received life-changing awards ranging from \$1,000 - \$10,000, totaling over \$84,000 in scholarships. In addition, scholarships were awarded to four bright young ladies to attend our Flight School for Girls summer program.

We invite you to consider joining us. Create or support an endowment that advances our mission and expands opportunity for the next generation of leaders.

Because one choice—your choice—can change everything.

2024 Aviation Scholarships Awarded:

23 Scholarships

Monies Awarded to 2024 Scholarship Recipients:

\$84,700



CONNECTING WITH COMMUNITY

In 2024, Pearl Harbor Aviation Museum hosted events that brought together global visitors, local families, and military neighbors. Through engaging exhibitions, family-friendly activities, and creative use of historic spaces, we fostered connection, learning, and a shared appreciation for history.

A Magical Tribute to History: Disney and WWII Exhibition Draws Thousands

In 2024, Pearl Harbor Aviation Museum proudly hosted the grand opening of ***The Walt Disney Studios and World War II***, a captivating exhibition that drew more than **6,000 visitors** over its opening weekend alone. This special showcase highlighted the remarkable contributions of Walt Disney and his beloved characters to the war effort—bringing hope, humor, and morale to millions during a time of global conflict.

Guests explored an engaging collection of original insignias, patches, training films, posters, and artwork that illustrated Disney's unique role in supporting the U.S. military during World War II.

Pearl Harbor Aviation Museum was honored to be the third stop of this nationally touring exhibition, which concluded its run at our Museum on **December 31, 2024**. Hosting this exhibit allowed us to connect history, art, and popular culture in a way that resonated with visitors of all ages—reminding us that even in the darkest times, creativity and storytelling can inspire resilience.

Thank you to our Sponsors: John & Adrienne Mars, CarWash808 Express, Aulani, A Disney Resort and Spa, Ala Moana Hotel by Mantra and Enterprise.



Museum Visitors:

274,777

Flight Simulator Rides:

32,527 riders

Top of the Tower Tours:

13,565 tours

Community Event Participation:

8,262

Number of Museum Members:

2,476 Members

Number of Aircraft and Exhibits:

69



DRIVING PURPOSE: THE STRENGTH BEHIND OUR MISSION

For Love of Country Gala 2024: Honoring the Past, Inspiring the Future

On December 7, 2024, on the 83rd anniversary of the attack on Pearl Harbor, nearly **600 guests gathered in historic Hangar 79** for an unforgettable evening of remembrance at our For Love of Country Gala. The event honored veterans and service members while raising vital funds to support the Museum's mission.

The evening featured heartfelt tributes to distinguished veterans, including POWs, WWII heroes, and advocates of the POW-MIA movement, and honored the **USS Enterprise pilots** who defended Pearl Harbor on December 7, 1941. Special guests included keynote speaker **General Richard B. Myers** and featured speaker **Captain Robert "Hoot" Gibson**.

Si Robin received the Spirit of Aviation Award for his groundbreaking contributions to aviation and commitment to inspiring the next generation. **The Ray Foundation** continued its generous support with a \$125,000 challenge grant for our Aviation Pathways Pilot Program. During the evening's 'Raise the Paddle' segment, guests met and exceeded the challenge, bringing in over **\$275,000** to fund flight training for youth in Hawaii.

We extend our deepest thanks to Presenting Sponsors Dr. Thomas and Mi Kosasa, Grand Education Sponsors Rick and Teresa Price, Vintner Sponsor Baldacci Family Vineyards, and all who made this meaningful night possible. By the end of the evening, over **\$800,000 was raised** to support the Museum's mission to preserve history, honor our veterans, and inspire future leaders.



Mahalo to Our 2024 Sponsors

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Mission Ready: How the IRT Transformed Hangar 79

If the walls of Hangar 79 could speak, they'd echo stories of courage, survival, and sacrifice. On December 7, 1941, this very hangar endured the attack on Pearl Harbor, its bullet-riddled windows standing as solemn witnesses to a day that changed history. Today, they remain a powerful symbol of resilience and remembrance.

In 2024, Hangar 79 underwent critical renovations thanks to the Air Force Reserve Command's Innovative Readiness Training (IRT) program. Over a span of ten weeks, these Airmen rotated in to complete essential upgrades, including a bathroom remodel, mezzanine enhancements, and a comprehensive electrical overhaul to support future interactive exhibits. By the project's conclusion, Hangar 79 benefited from \$750,000 worth of construction at a fraction of the typical cost, with more than 150 Airmen gaining essential hands-on experience.

This unique partnership not only preserved a historic landmark but also prepared it for future interactive exhibits, ensuring the stories of World War II continue to inspire. We are deeply grateful to the IRT team for helping us protect and elevate this national treasure.

Scan the QR code to witness the exciting renovations at the Museum.



Volunteer Hours:

11,940

Museum Volunteers:

225



A Lasting Gift: Aileen Blanc's Legacy

Pearl Harbor Aviation Museum is honored to recognize the extraordinary generosity of **Aileen Bradley Blanc**, who passed away on August 12, 2024, and left a significant **estate gift** to support the Museum's mission.



Aileen's connection to the Museum spanned 25 years, beginning in 1999 when she first became involved to honor her late husband, **Colonel Richard J. Blanc**, a Marine Corps jet pilot. Her dedication quickly grew from volunteer involvement to a seat on the Board of Directors, where she played a pivotal role in shaping the Museum's early development—from planning and logistics to aircraft acquisitions and community outreach.

Her commitment continued through the decades, even after suffering a debilitating stroke in 2021. In recognition of her enduring impact, she was named **Board Member Emeritus** in 2022.

Now, through her generous estate gift, Aileen's legacy will live on—providing vital support to preserve this American WWII aviation battlefield and educate future generations. Her thoughtful planning ensures the Museum she helped build will continue to thrive for years to come.

To learn how you can leave your own legacy through a planned gift, visit pearlharboraviationmuseumlegacy.org.

PEARL HARBOR AVIATION MUSEUM

2024 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 2024.



\$1,000,000 and Above

** Si Robin Foundation

\$500,000 and Above

** Emil Buehler Perpetual Trust

* National Park Service

\$250,000 and Above

** McInerney Foundation

\$75,000 and Above

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STATEMENT OF ACTIVITIES

FOR CALENDAR YEARS ENDING 12/31/2024 AND 12/31/2023.

OPERATING REVENUE & SUPPORT

	2024	2023
Museum Fees and Sales	\$ 9,644,418	\$ 9,099,270
Contributions and Grants	\$ 1,659,463	\$ 7,227,009
Other Revenue	\$ 979,288	\$ 1,204,842
Net Investment Activities	\$ 1,627,930	\$ 1,849,642
Total Revenue & Support	\$ 13,911,099	\$ 19,380,763

OPERATING EXPENSES

PROGRAM EXPENSES

Personnel Costs	\$ 3,640,707	\$ 3,116,204
Depreciation	\$ 1,104,719	\$ 1,032,704
All Other Program Expenses	\$ 6,119,166	\$ 5,430,587

Total Program Expenses

\$ 10,864,592 **\$ 9,579,495**

MANAGEMENT AND GENERAL EXPENSES

\$ 735,362 \$ 549,591

FUNDRAISING

Personnel Costs	\$ 422,414	\$ 499,545
Special Events Expense	\$ 597,751	\$ 723,899
Other Fundraising Expense	\$ 175,786	\$ 174,818

Total Fundraising Expenses

\$ 1,195,951 \$ 1,398,262

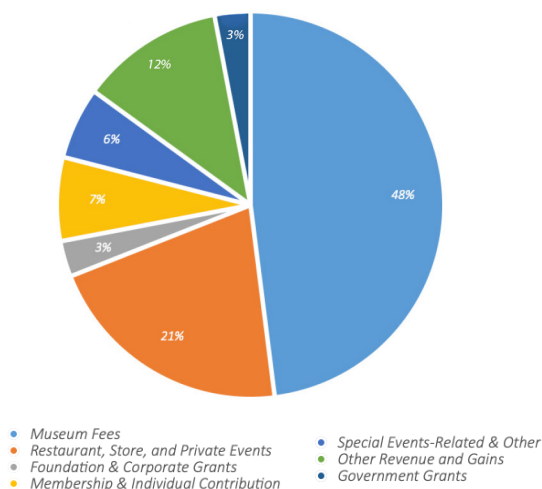
TOTAL EXPENSES

\$ 12,795,905 **\$ 11,527,348**

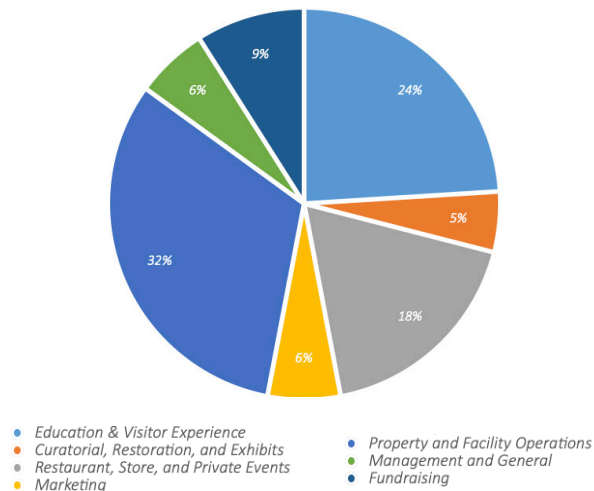
INCREASE IN NET ASSETS

\$ 1,115,194 \$ 7,853,415

2024 REVENUE & SUPPORT



2024 EXPENSES



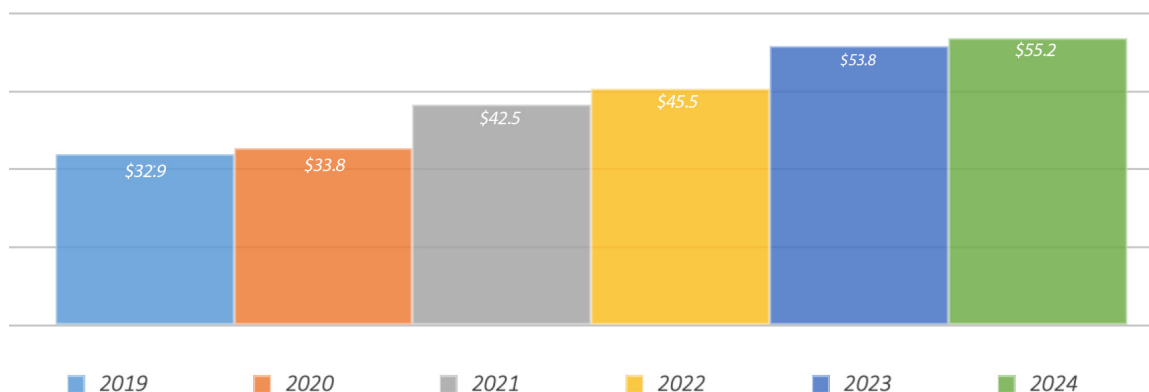
STATEMENT OF FINANCIAL POSITION

FOR CALENDAR YEARS ENDING 12/31/2024 AND 12/31/2023.

ASSETS

	2024	2023
CURRENT ASSETS		
Cash and Investments	\$ 9,356,978	\$ 13,642,109
Contributions and Grants Receivable	\$ 3,612,559	\$ 5,206,356
Museum Fees Receivable	\$ 798,577	\$ 363,023
Prepaid Expenses and Others	\$ 504,421	\$ 441,217
Total Current Assets	\$ 14,272,535	\$ 19,652,705
MUSEUM COLLECTIONS	\$ 10,614,928	\$ 9,823,058
PROPERTY AND EQUIPMENT, NET OF DEPRECIATION & AMORTIZATION	\$ 23,780,890	\$ 21,096,721
ENDOWMENTS, SCHOLARSHIP FUNDS, OTHER ASSETS	\$ 6,557,224	\$ 3,197,809
Total Assets	\$ 55,225,577	\$ 53,770,293
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable and Other Liabilities	\$ 2,359,895	\$ 1,640,087
Long-term Liabilities	\$ 2,771,454	\$ 3,151,174
Total Liabilities	\$ 5,131,349	\$ 4,791,261
NET ASSETS		
Without Donor Restrictions	\$ 40,129,930	\$ 40,078,658
With Donor Restrictions	\$ 9,964,298	\$ 8,900,374
Total Net Assets	\$ 50,094,228	\$ 48,979,032
TOTAL LIABILITIES AND NET ASSETS	\$ 55,225,577	\$ 53,770,293

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, 2024. We strive to accurately publish our donor lists. If you feel an error has been made, please contact us at 808-441-1006 or Development@PearlHarborAviationMuseum.com.

