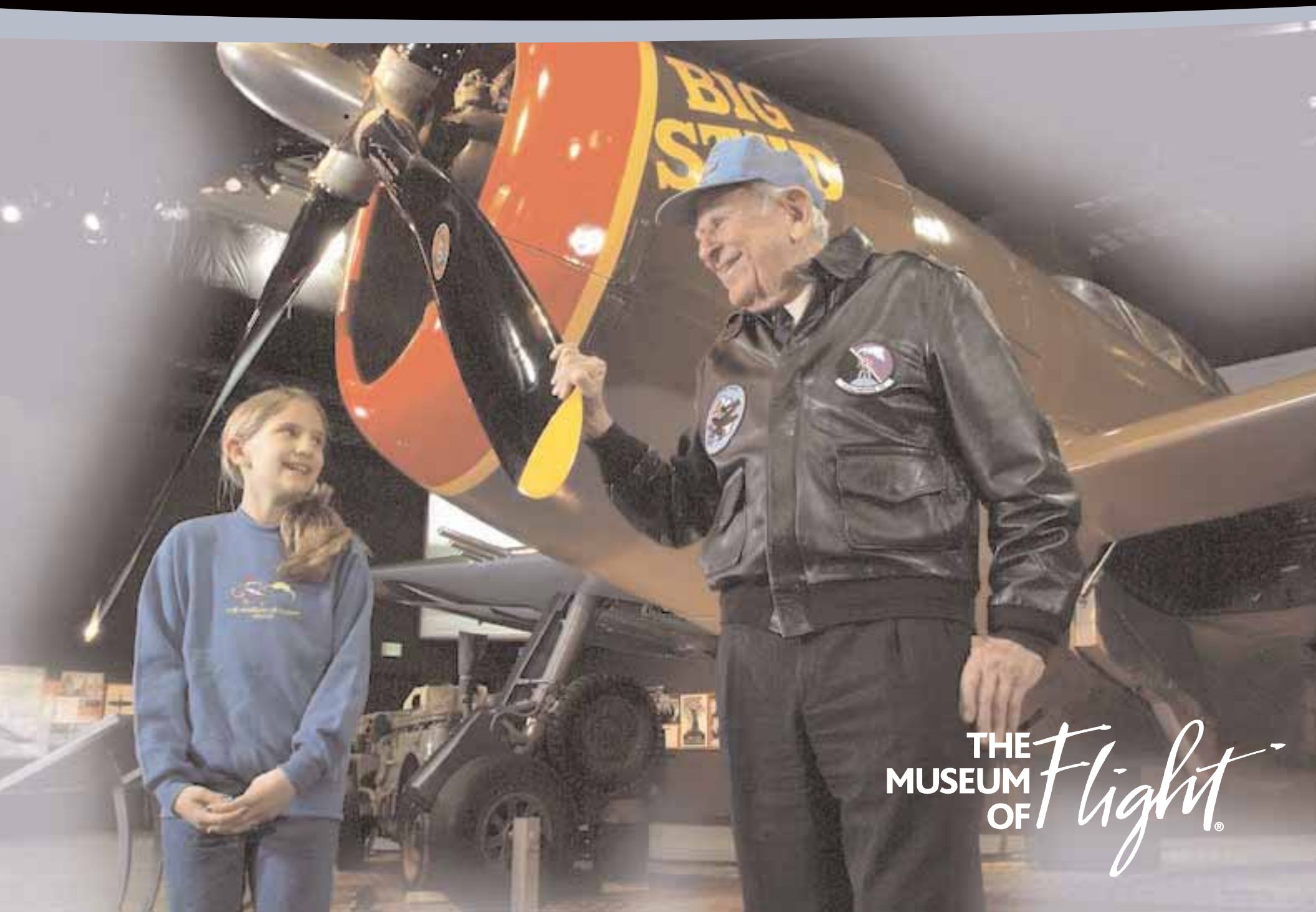


# 2004 Annual Report



THE  
MUSEUM OF *Flight*<sup>®</sup>

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*\*deceased*

## **Mission Statement**

*The Museum of Flight exists to acquire, preserve and exhibit historically significant air and space artifacts that provide a foundation for scholarly research and lifelong learning programs inspiring an interest in and understanding of science, technology and the humanities.*

# Chairman's Report



Photo by Marian Lockhart/The Boeing Company

**Bruce R. McCaw**  
Chairman of the Board of Trustees

**A** popular aviation adage is to “plan the flight and fly the plan.” In recent years, the Museum Board has laid out ambitious plans, and in 2004, these plans were executed superbly.

In 1997, the Board adopted a new vision: *to become, by the Centennial of Flight, the foremost independent educational air and space museum in the world.* By substantially increasing our educational programs, capabilities and commitment, we were able to achieve this goal by the end of 2003.

But in 2004, as flight’s second century dawned, we extended this vision even further with the opening of the Aviation Learning Center. Four years in development, the ALC employs the universal wonder of flight to attract and inspire youth to seek knowledge and understanding of math, science and technology. Through innovative curriculum and advanced learning aids, the ALC sets a new standard for interactive education. It is the crowning achievement of our intense focus on our educational purpose. We intend to make this powerful learning tool available to other institutions and communities around the world.

In 2000, the Board adopted a master plan for the Museum’s physical expansion. Designed to

accommodate and display a collection growing in both size and importance, the plan was also crafted to support an expanding vision of exhibits. In the new vision, exhibits would showcase not only aircraft and artifacts but the associated human stories, forging powerful personal connections with our visitors. In June 2004, culminating an intense two-year period of construction and exhibit installation, the Museum with great pride opened the J. Elroy McCaw Personal Courage Wing. Opening activities included the unforgettable Wings of Heroes Gala and a stirring public ceremony on the 60th Anniversary of D-Day.

Expectations were high, but few anticipated the overwhelming excitement and emotional reaction engendered by the new wing. It subtly interweaves personal experiences with the larger historical themes. It presents the aircraft of the famed Champlin Fighter Collection amid dramatic lighting, sets and soundscapes. With live theater and interactive media, it brings the stories of heroes to life in a way that is understandable and compelling for visitors of all ages and backgrounds.

Due to exceptional generosity from the Museum community, we were able to complete the Personal Courage Wing—as well as important upgrades to the Museum Store and Lobby—at a

time of economic challenge. To establish a realistic and appropriate pathway toward fulfillment of the rest of the master plan, the Board in late 2004 initiated an intensive re-evaluation of the Museum’s needs, opportunities and constraints. By April 2005, this effort will produce a clear and intelligent direction for future growth. When our course is set, I am confident that the organization will “fly the plan” with passion, professionalism and pride.

My term as chairman ends with the publication of this report. I would like to express my deep appreciation to the Museum’s staff, trustees and supporters. It has been a great privilege to work with such tremendously dedicated and talented people. Special gratitude is due the more than 1,000 volunteers, who collectively contributed more than 77,000 person-hours to our cause in 2004. My experience as chairman has been incredibly interesting and fulfilling, and it has been a profound honor to represent such a fine organization.

Finally, thanks to president Ralph Bufano, whose grand vision has guided the Museum over the past fourteen years. On behalf of the Board, I wish him all the best as he moves into retirement in late 2005.

# President's Report



Photo by Marisa Lockhart/The Boeing Company

**Ralph A. Bufano**  
President and CEO

**T**he first year of the second century of flight was an outstanding one in every respect at The Museum of Flight.

By the simplest measure of our success, 469,000 people visited the Museum in 2004, an increase of more than thirty percent over 2003. Admissions revenue grew by more than thirty-six percent, and total operating revenue grew to \$7.6 million, an increase of more than twelve percent over 2003. Our bottom-line operating result for the year was an outstanding \$750,000 in the black. These resources are being applied to long-term debt and reinvested in the Museum facility to insure that it continues to support our programs and exceed our visitors' expectations.

Net assets also rose by \$8.4 million in 2004, totaling \$81.8 million at year's end. And gifts and pledges toward the capital campaign for the J. Elroy McCaw Personal Courage Wing reached \$48.3 million, bringing us within \$5.2 million of our final goal.

But these statistics—satisfying though they are—tell only a small part of the Museum's 2004 success story. Staff and volunteers in every area of the operation chalked up outstanding achieve-

ments in 2004 while laying groundwork for even greater future success. A few standout accomplishments not covered elsewhere in this report include:

- Exceeding 22,000 paid memberships, reflecting outstanding retention and assertive recruitment.
- Hosting more than 450 paid events by facility rental clients.
- Implementing a comprehensive new planned giving strategy, making it easier for prospective donors to support the Museum.
- Executing an exciting, multimedia marketing campaign in support of the Personal Courage Wing opening.

In 2004, the Museum also expanded its audience and its influence in the community. While focusing on the world-class exhibits in the Personal Courage Wing, the exhibits staff also produced several temporary exhibitions during the year that appealed to new audiences by presenting non-traditional subject matter such as contemporary art, sculpture and art quilts. Similar goals were served through the creative work of the marketing staff on such surprising but effective

projects as a re-enactment of the Beatles' 1964 arrival in America and participation in the "Ponies on Parade" public art project in downtown Seattle.

The year also saw the Museum forge an exciting partnership with Seattle's new Aviation High School; Museum facilities and programs were integral to this public school's efforts to provide its inaugural Class of 2008 with a unique, rigorous aviation-themed education. Further afield, the Museum worked closely with Snohomish County and The Boeing Company on the new \$23 million dollar Future of Flight Aviation Center & Boeing Tour in Everett, Wash., slated to open in the fall of 2005.

In sum, it is hard to imagine a more successful, productive year for the Museum than 2004. But it is a testament to the vision, dedication and optimism of the whole Museum community that, in fact, we *do* dare imagine even greater triumphs to come. As I approach my retirement in late 2005, I want to express sincere thanks to Board chairman Bruce McCaw, to all the trustees, to our many dedicated volunteers, and to my truly exceptional staff. You have all supported the Museum's important work so selflessly, and it has been my privilege to work with all of you.

# *Expansion*



Photo by John Edwards

**The Museum presented a grand, inviting face to the public in the form of the wing-shaped new Lobby.**

The building that would ultimately become the J. Elroy McCaw Personal Courage Wing was completed in 2003, but the entire subsequent year was spent filling the structure with historic aircraft and stunning exhibits. Expressing the theme of ordinary people thrust into extraordinary circumstances, the exhibits in the new wing incorporate film, letters from home, snapshots from the front, rare memorabilia and more, offering visitors a unique opportunity to make personal connections with individuals on all sides of the last century's two great conflicts. The end result has exceeded the most optimistic projections of its impact.

Despite the challenging economic environment of recent years, generous donors have gifted more than \$48 million toward this project; just over \$5 million remains to be raised, and we look forward to closing the campaign in 2005.

The Personal Courage Wing was completed on time and under budget, and these savings—along with some major gifts—enabled the construction of a soaring new Lobby to better accommodate visitors and school groups. This in turn allowed

the Museum Store to be expanded and remodeled. It is a testament to the outstanding team of trustees, staff and contractors charged with the Personal Courage Wing that these significant additional projects—long on the Museum's wish list—could be undertaken in 2004.

Also, through the generosity of an anonymous contributor, the Airpark was developed in 2004 to enhance the display of the Museum's large commercial aircraft. A visitor center was built, fencing and landscaping were upgraded, and dramatic lighting was installed to highlight Concorde, Air Force One and the three other jetliners on display. At night, these aircraft rise to stately attention bathed in bright light—calling to travelers and dreamers alike.

Taken together, the elements of 2004's expansion created an excitement expressed in a thirty-six percent increase in visitation for the year. More importantly, the quality of the new additions and their emphasis on the stories of the people behind the airplanes have created a higher standard for the Museum to uphold moving forward.



A visitor learns about carrier aviation in front of the FG-1D Corsair. ❶  
Still futuristic a year after its retirement, Concorde dominates the Airpark outdoor display gallery. ❷  
The German Messerschmitt and British Spitfire face off in the Personal Courage Wing as they did during the Battle of Britain. ❸

# Exhibits



Staff member Evan Elliot (center) and volunteers Barry Horner (left) and Jeff Sawyer reassemble the Messerschmitt Bf 109 for display in the Personal Courage Wing.

In 2004, Museum exhibits continued to reveal the human face of aviation history and technology, to provide historical and social context for the artifact and to connect visitors of all ages and backgrounds with the wonder of flight.

The first half of the year was dominated by completion of exhibits for the two galleries of the J. Elroy McCaw Personal Courage Wing. In their marriage of personal storytelling, immersive environments, and interactive technology, these exhibits provide a unique and compelling experience of fighter aviation in the world wars. Formal evaluation conducted following the grand opening proved what anecdotal evidence had already suggested: that the Personal Courage Wing has raised the bar for aviation museum exhibitry worldwide.

Developing and delivering the Personal Courage Wing exhibits required intensely focused effort by Museum staff and volunteers. But 2004 was nevertheless also characterized by a steady rotation of exciting and creative temporary exhibitions.

Diverse visual art forms were shared through such shows as the photographic exhibition, *A Day in the Life of the United States Armed Forces*; contemporary artist Steve Maloney's multimedia examination of post-9/11 airport security, *Banned Booty*; and the inspiring art quilts displayed for *Imagination Takes Wing*. The Museum also hosted the first-ever public exhibition by acclaimed air-to-air photographer John Dibbs—whose stunning images comprised *Flying Legends*—and the first non-gallery show by pilot, philanthropist and sculptor Erik Lindbergh—whose wood and bronze pieces were shown in the *Rustic Rocket Science* exhibition.

And as always, the staff responded with agility and creativity to exhibit needs arising from Museum programs and acquisitions. Special displays were created to support NASA Astronaut Remembrance, Veterans Day and Concorde programs, as well as the annual Pathfinder Recognition Banquet. And not counting the Personal Courage Wing, interpretation was developed and installed in 2004 for five new aircraft at the Museum and a sixth displayed elsewhere.



Visitors enjoy the contemporary art exhibition, *Banned Booty*. ❶

The P-38 Lightning serves as the centerpiece of the Personal Courage Wing's World War II gallery. ❷  
Museum designer Nicole Malone-Ryan works on interpretive graphics for the Personal Courage Wing. ❸

# Education



Photo by Bill Mohr

**Students pilot virtual-reality flight simulators in the Aviation Learning Center.**

The 2004 opening of the Aviation Learning Center was a giant leap for Museum education. This innovative educational experience, developed over four years at a cost of \$1.7 million, uses the wonder of flight to spark the imagination and challenge the minds of students of all ages.

Beginning in the Learning Lab, students use hands-on experiments and custom instructional software to master basic concepts of aerodynamics, navigation, meteorology, flight instrumentation and more. Then, in the Cirrus Hangar, they perform a pre-flight inspection of an actual SR20 light aircraft and create a flight plan from Boeing Field in Seattle to Paine Field in Everett, Wash. Finally, in the Simulator Bay, students apply all they have learned to conduct their planned flight in a virtual-reality cockpit.

As with all the Museum's formal youth education programs, the ALC curriculum is aligned with state and national educational standards. The program also features three grade-level bands, ensuring that the experience is appropriately challenging and stimulating for students from the elementary grades through high school.

Of course, the ALC is only the latest of the Museum's many programs that delighted, educated and inspired youth from throughout Washington and beyond in 2004. Challenger Learning Center, Museum outreach programs and Aerospace Camp Experience were among the many programs posting continued strong appeal in 2004.

And education is not just for kids. In 2004, the Museum provided professional development experiences to more than 450 teachers and diverse programs for general adult audiences. Members and visitors met astronauts Bonnie Dunbar and Walter Cunningham, acclaimed aviation artist Roy Grinnell, and around-the-world pilot Dick Rutan, among many other luminaries. Other standout programs included a reunion of the 1st Fighter Group, the third annual Women Fly! program, Memorial Day weekend presentations by D-Day flyers, and a special Concorde weekend.

Two thousand four marked the last full year of service by education director Bonnie Hilory, the architect of much of the Museum's educational success in recent years. The Museum will aspire to uphold her legacy moving forward.



Airshow pilot Julie Clark greets young attendees of Women Fly! ①  
Aspiring pilots explore their dreams of flight in an on-site education program. ②  
Students in the ALC Learning Lab collaborate by headset as they learn basic concepts of aerodynamics. ③

Photos courtesy of Bill Mohn (top and bottom) and Julie Madsen

# Visitor Experience



Staff member Carol Whitson assists a visitor in the expanded and remodeled Museum Store.

**A**nticipating strong growth in visitation, the Museum focused attention in 2004 on improving the visitor experience.

Most visible among these efforts was the opening in May of an expanded Lobby. Replacing the Museum's previously "stealthy" entrance with a prominent, welcoming and inspiring new main entry, the Lobby expansion enhanced the experience of visitors before they even got out of their cars. Inside, they enjoyed shorter lines, more efficient ticketing and clearer wayfinding in a breath-taking space that—in its evocation of the age-old dream of flight—sets the mood for exploration of the Museum. Volunteers also found a convenient and attractive home in the new Lobby for their very successful membership recruitment efforts.

Visitors to the expanded Museum had greater informational needs, and volunteer docents responded in 2004 by assuming the role of greeter in the spacious new Lobby. In their cheerful willingness to answer questions, to direct visitors, and to suggest tailored itineraries for self-guided Museum tours, these docents markedly improved the visitor experience.

Concurrently with the Lobby expansion, the Museum Store was roughly doubled in size

and given a stunning new façade made of large fuselage cross-sections. Inside these intriguing walls, visitors encountered a greatly expanded merchandise selection, creative displays to explore and more cashiers for their convenience. The expanded Store staff, wearing casual new uniforms suggesting the exotic destinations of aviation's golden age, strived to make the shopping experience as memorable as time spent in the Museum's galleries.

Visitors touring the Museum's outdoor aircraft enjoyed the new Airpark Visitor Center, which opened in late summer. This inviting space provides a cool resting point, a place to ask questions of knowledgeable Airpark volunteers, and—at peak times—an alternative ticketing station for visitors beginning their Museum experiences in the Airpark. More than 238,000 visitors boarded Concorde in 2004, and almost as many toured Air Force One.

Throughout the Museum, volunteers worked alongside staff from the Facilities, Security and Visitor Services departments to ensure the best possible experience for Museum visitors. Their often unsung work is fundamental to the Museum's success.

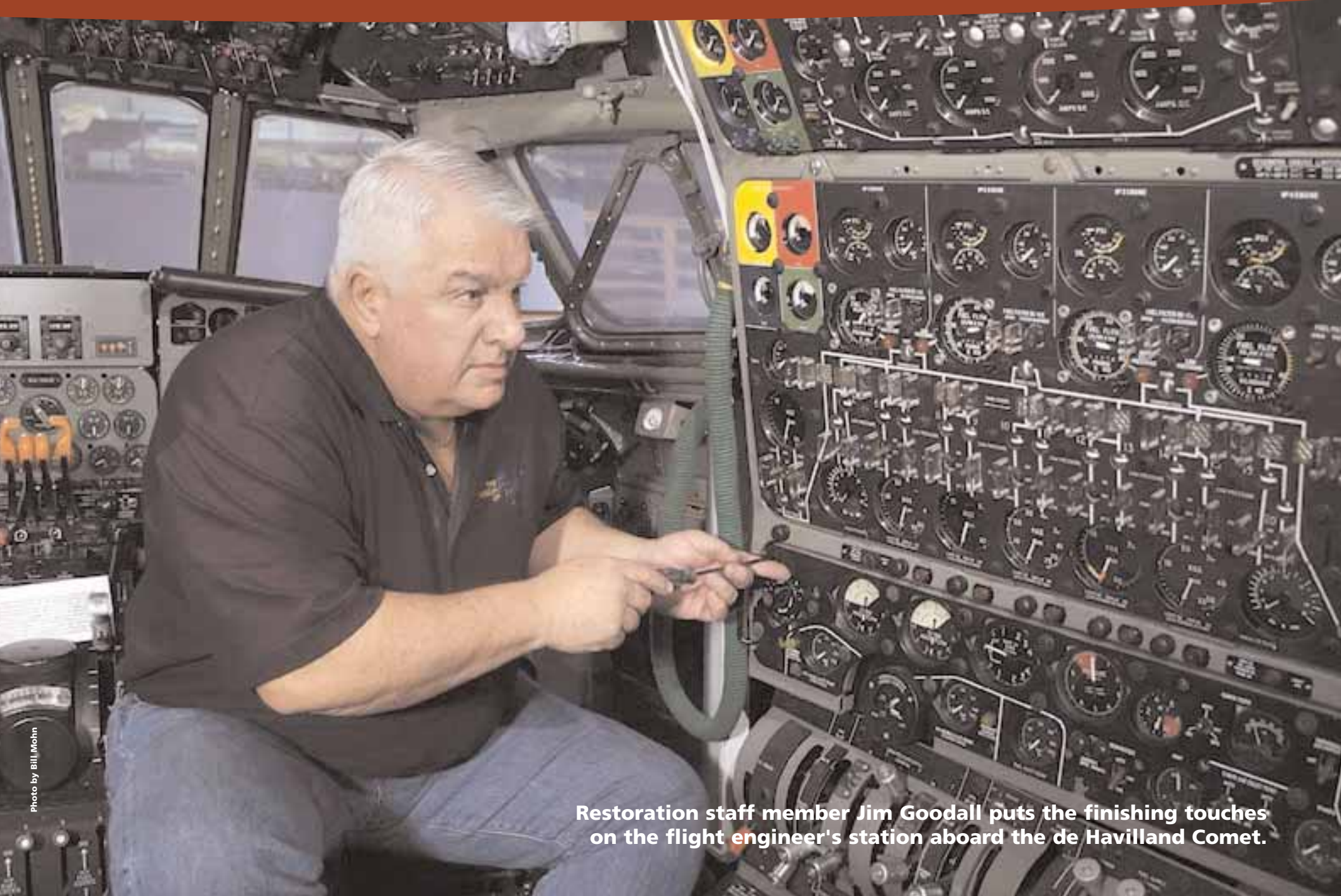


Volunteers Jody Byrne (left) and Paula Clark recruit new Museum members. ❶

Docents Lloyd Keiley (left), Nancy Heistuman (center) and Bob Waldo compare notes. ❷

Visitor services assistant Jeremy Godwin (left) welcomes a pair of prospective X-Pilot motion simulator flyers. ❸

# *Aircraft Restoration and Conservation*



Restoration staff member Jim Goodall puts the finishing touches on the flight engineer's station aboard the de Havilland Comet.

The restoration and conservation of the incredible aircraft in the Museum's collection require the care and devotion of a very small staff—led by newly appointed director of aircraft collection Tom Cathcart—and a veritable army of amazing volunteers at the Restoration Center in Everett, Wash., and elsewhere. The projects run the gamut from 1920s-vintage homebuilts to supersonic transports.

At the Restoration Center, significant strides were made in 2004 on two major jetliner projects. On the de Havilland Comet, the fuselage sides and bottom were almost completely reskinned to replace corroded panels, and after years of slow progress, restoration of the Boeing 727 prototype took off following FedEx's donation of thousands of missing parts. The General Motors FM-2 Wildcat project also surged ahead in 2004. By year's end, the World War II combat veteran had a complete set of wings and control surfaces for the first time in more than forty years.

Not all Restoration Center projects are restorations, strictly defined. Volunteers

completed substantial work on the Heath Parasol, scratch-built from plans published in *Popular Mechanics* in 1932. They also made great progress on a reproduction of a Boeing Model 40 mail plane that will be displayed in partially completed condition in a new shop-floor exhibit being created in the William E. Boeing Red Barn®. And an “imagined reproduction” of Leonardo da Vinci's never-built sixteenth-century ornithopter was completed in 2004, just before team leader Sandy McAusland's untimely passing.

In Seattle, the all-volunteer campaign to restore the B-29 Superfortress gathered speed following the big Boeing's January move into leased indoor space. Free to ignore the weather, the crew constructed a new right aileron, restored the corroded left outboard wing, completed work on the rudder, fabricated a new tail turret cowling, and much more. And to insure that an artifact not currently in need of restoration never does, Museum staff designed and installed a custom air conditioning and dehumidification system for Concorde.



Barry Horner (left) and Joe Meek with the FM-2 Wildcat project. ❶  
Work on the B-29 Superfortress accelerated dramatically once the project moved indoors. ❷  
Volunteers Sandy McAusland (left), Merle Hanley (center) and John Grove with their Leonardo da Vinci-inspired ornithopter. ❸

Photos by James Goodall, Bill Mohn and Tom Cathcart

# *Collections, Library and Archives*



Photo by Marian Lockhart/The Boeing Company

Photo archivist Katherine Williams works with a digitized image made from a 1908 glass-plate negative of Wilbur Wright in France.

**M**useum collections enjoyed continued quantitative and qualitative growth in 2004. New aircraft included a very rare, early unpiloted reconnaissance drone—the Lockheed MQM-105 Aquila—and a pioneer in composite materials technology—the Beech Starship 2000A executive turboprop. Local history was preserved with the acquisition of Pete Bowers' Fly Baby homebuilt prototype.

Important loaned aircraft put on display in 2004 included a World War II Japanese "Oscar" fighter from the Smithsonian National Air and Space Museum; a Grumman F4F-3 Wildcat from Museum trustee John Dimmer; an extremely rare Focke-Wulf Fw 190D-13 from curator emeritus Doug Champlin; and a Lockheed Martin/Boeing RQ-3A DarkStar unpiloted reconnaissance jet from the National Museum of the U.S. Air Force.

The holdings of the Harl V. Brackin Library grew in 2004 to more than 25,000 books and more than 1,000 periodical titles. A computerized public-access catalog was installed in the library, and more than 6,000 records were available at year's end. The Museum archives grew in 2004 with receipt of important Pan American Airways materials

from Robert Blake and wonderful materials on Alaskan aviation history from the Robert Stevens family. The Museum also obtained fifteen original glass-plate photographic negatives of Wilbur Wright's 1908 demonstration flights in France.

The Museum received two significant grants in 2004 to benefit archival activities. Funds from the National Historic Publications and Records Commission will support work to digitize some 600 early and very fragile Douglas Aircraft Co. drawings. And a generous gift from fighter ace Kenneth Dahlberg will enable the creation of the Dahlberg Center within the library and archives. This center will be dedicated to conserving, cataloguing and making available to researchers and the public the rich military aviation resources of the American Fighter Aces, Flying Tigers and Champlin collections.

In addition to processing a constant inflow of donations and acquisitions, the collections staff and volunteers gave intensive support to the development of exhibits for the J. Elroy McCaw Personal Courage Wing. More than 600 individual documents, uniform pieces, and other small artifacts were prepared for display in the new wing.



Senior curator Dennis Parks with the Japanese "Oscar." ❶  
Staff member Wilson O'Neal inspects a model of Air Force One used in the movie of the same name. ❷  
Collections registrar Christine Runte processes donated WAC uniform pieces in the archives' garment room. ❸

Photos by Bill Mohn

# *Personal Courage Wing Grand Opening and The Wings of Heroes Gala*



Photo by Bill Mohr

**Members of the American Fighter Aces stand in a Procession of Honor at The Wings of Heroes Gala.**

Three-and-a-half years . . . 88,000 square feet . . . thirty exhibits . . . twenty-eight fighter planes . . . a \$53.5 million investment . . .

On June 6, 2004—the 60th Anniversary of D-Day—Museum Board of Trustees chairman Bruce R. McCaw, capital campaign committee chairman Tom T. O’Keefe, and president and CEO Ralph A. Bufano proudly cut the ribbon to open the J. Elroy McCaw Personal Courage Wing. The Museum’s first major expansion of exhibit space since the 1987 opening of the T. A. Wilson Great Gallery, the new wing celebrates the heroism, determination, innovation and sacrifice of those who designed, built and flew fighter aircraft in the world wars. In an eloquent and moving grand opening address, former chairman of the Joint Chiefs of Staff Gen. John M. Shalikashvili, USA (Ret.), observed that this Museum helps us to remember those who have sacrificed to preserve our freedom.

The previous evening, a thousand people gathered for The Wings of Heroes Gala,

presented by the Charles Simonyi Fund for Arts and Sciences. Special guests included Medal of Honor recipients, members of the Flying Tigers, American Fighter Aces and Tuskegee Airmen. One by one, these heroes joined a solemn yet uplifting processional to the stage. As each was introduced, the audience rose to its feet time and again in spontaneous demonstrations of respect and appreciation. One Medal of Honor recipient said, “I’ve never seen anything like this in all the years since World War II.”

Not only did the Museum pay fitting homage to these heroes, but more than \$1 million dollars was raised to support the Museum’s education programs. These funds will enable more than 100,000 children to participate in fun and educational programs that teach math, science and technology, both at the Museum and—through outreach—at their schools.

Gala chairman William J. Rex was a tireless and tenacious champion of this important event, and its ultimate success would not have been possible without his leadership.



A grand opening visitor inspects the SPAD XIII in the *American Airfield* exhibit. ❶  
WASP veteran Barbara Erickson-London reviews “her” exhibit in the World War II gallery. ❷  
Gala presenting sponsor Charles Simonyi (center) is flanked by U.S. Senator Maria Cantwell (left) and Susan Hutchison. ❸

Photos by James Reuter (top and bottom) and Bill Mohn

# Financial Statements

## Statement of Activities *Fifteen Months Ended December 31, 2004*

SUPPORT AND REVENUE	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
Pledges, contributions and grants	\$3,324,411	\$12,237,357	\$156,343	\$15,718,111
Contributed rent		111,916		111,916
Admissions	2,840,112			2,840,112
Store sales	1,877,099			1,877,099
Membership	1,235,178			1,235,178
Rental income	1,544,133			1,544,133
Special events	73,965	1,656,159		1,730,124
Programs	562,834			562,834
Other	664,770			664,770
Interest income and gains on investments	466,492			466,492
Change in value of charitable remainder trust		19,545		19,545
Net assets released from restrictions	16,391,319	(16,391,319)		
<b>TOTAL SUPPORT AND REVENUE ►</b>	<b>\$28,980,313</b>	<b>(\$2,366,342)</b>	<b>\$156,343</b>	<b>\$26,770,314</b>
<b>EXPENSE</b>				
Salaries and employee benefits	5,565,960			5,565,960
Depreciation	2,058,412			2,058,412
Interest	1,639,855			1,639,855
Other general and administrative costs	957,555			957,555
Contributed services	1,117,580			1,117,580
Cost of merchandise sold	920,021			920,021
Special events	804,217			804,217
Professional fees	825,331			825,331
Printing, postage and promotion	832,666			832,666
Utilities and telephone	799,842			799,842
Insurance	473,942			473,942
Storage and maintenance	388,161			388,161
Rent	280,036			280,036
Payroll taxes	470,546			470,546
<b>TOTAL EXPENSE ►</b>	<b>\$17,134,124</b>			<b>\$17,134,124</b>
<b>NET ASSETS:</b>				
Beginning of period	61,347,552	9,555,287	1,256,287	72,159,129
End of period	73,193,741	7,188,945	1,412,630	81,795,316
<b>CHANGE IN NET ASSETS ►</b>	<b>\$11,846,189</b>	<b>(\$2,366,342)</b>	<b>\$156,343</b>	<b>\$9,636,126</b>

## Statement of Position *December 31, 2004*

### ASSETS

Cash and cash equivalents	\$6,641,232
Investments	2,563,623
Facility contribution receivable	1,466,832
Accounts and pledges receivable	4,529,712
Store inventory	351,482
Museum facilities, at cost:	
Museum buildings and facilities	61,041,446
Airplane hangars	142,936
Exhibits	13,659,845
Furniture and equipment	4,880,619
Subtotal	79,724,846
Less accumulated depreciation	(20,049,123)
Total Museum facilities, net	59,675,723
Construction in progress	271,843
Aircraft collection and artifacts	39,168,405
Other assets	385,345

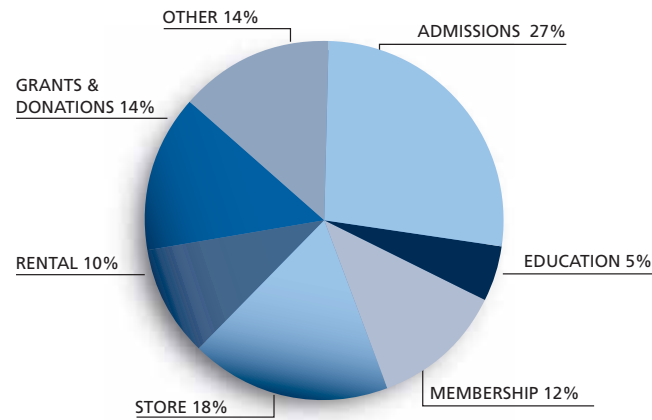
**TOTAL** **\$115,054,197**

### LIABILITIES AND NET ASSETS

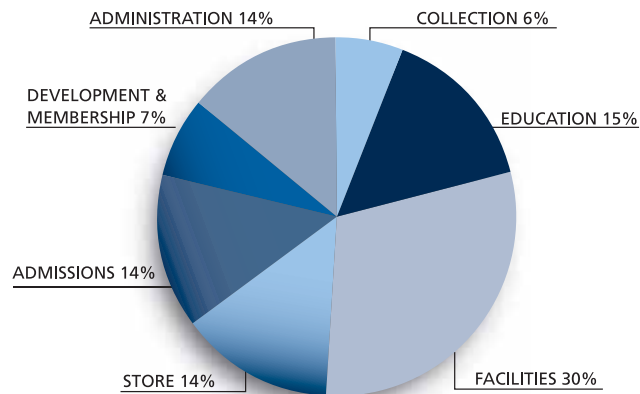
Liabilities	\$990,007
Accounts payable and expenses	61,932
Interest payable	416,269
Deferred revenue	706,173
Installment note payable	31,084,500
Notes payable	33,258,881
Total liabilities	
Net assets	
Unrestricted	73,193,741
Temporarily restricted	7,188,945
Permanently restricted	1,412,630
Total net assets	81,795,316

**TOTAL** **\$115,054,197**

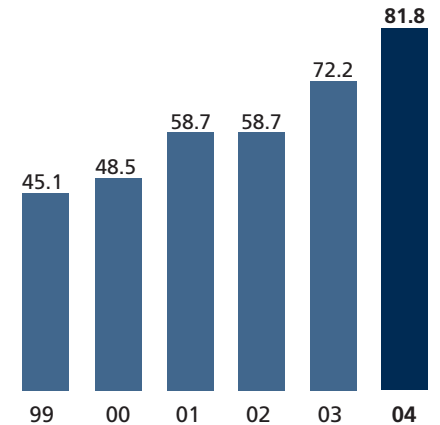
### GENERAL OPERATING REVENUE



### GENERAL OPERATING EXPENSES



### NET ASSETS IN MILLIONS



The consolidated financial statements presented on these two pages reflect the activities and position of The Museum of Flight Foundation, including operations in Seattle and Everett, Wash., and in Mesa, Ariz. The pie charts at left present data from the Washington operations only. In January 2004, the Museum Board of Trustees adopted a recommendation to change the Museum's fiscal year to the calendar year, and for this reason, these two pages reflect a fifteen month period from October 1, 2003, through December 31, 2004.

# Contributors

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*In January 2004, the Board of Trustees adopted a recommendation to change the Museum's fiscal year to the calendar year. Previously, the Museum's fiscal year had been October 1–September 30. Although the textual content of this report covers the new twelve-month fiscal year coinciding with calendar 2004, the Fiscal Year 2004 Contributions listed on this and previous pages were made during the fifteen-month period from October 1, 2003, to December 31, 2004.*

### **Major Artifact Donations**

Ampex Data Systems Corporation  
*DCRSI airborne recorder*  
 George P. Boyle  
*Boeing Flight Test memorabilia*  
 Douglas L. Champlin  
*German World War II clothing and accessories*  
 Goodrich Surveillance and Reconnaissance Systems, Tom Bergeron  
*SR-71 chine camera*  
 Estate of Alex Harris  
*Alex Harris Collection*  
 Andrew Highfill  
*World War II memorabilia*  
 Steve Maloney  
*Banned Booty artwork*  
 John E. McCaw, Jr.  
*Air Force One movie model*  
 NASA Johnson Space Center  
*Apollo 13 mission control consoles and monitors*  
 Raytheon Co.  
*Beech Starship 2000A*  
 Lawrence M. Wheat  
*Lockheed MQM-105 Aquila*  
 Williams International  
*X-Jet*

# Contributors

## Volunteer Services

In Fiscal Year 2004, more than 1,000 active Museum volunteers donated approximately 77,500 person-hours of time, performing vital work in every department of the institution. The total hours were allocated among the following Museum functions:

<b>Docent corps</b>	<b>34,900 hours</b>
<b>Aircraft restoration</b>	<b>26,100 hours</b>
<b>Education programs</b>	<b>4,060 hours</b>
<b>Collections activities</b>	<b>1,700 hours</b>
<b>Gala</b>	<b>900 hours</b>
<b>Exhibits</b>	<b>600 hours</b>
<b>Administration and Museum operations</b>	<b>4,200 hours</b>

Assuming an hourly rate of \$15, the volunteers' generous service in Fiscal Year 2004 represented an equivalent gift of almost \$1.2 million. The Museum could not function without this unbelievable support.

The Museum would also like to give special thanks to the employees, retirees and management of The Boeing Company for almost four decades of generous support through membership, in-kind contributions, matching funds and capital gifts. Without the support of Boeing and its people since 1965, the Museum would not be the institution it is today.

## Eagle Heritage Society

The Museum of Flight Foundation is committed to building an endowment to secure the financial future of the institution. Donors to the endowment fund are honored as members of the Eagle Heritage Society. Their generosity today will resonate through succeeding generations of Museum members, visitors and students as they benefit from the preservation and growth of the Museum's collection and the expansion of its programs.

The following individuals and organizations have, as of the end of Fiscal Year 2004, demonstrated their commitment to the Museum's mission and thereby joined the ranks of the Eagle Heritage Society:

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# *Addendum and Errata Sheet to the 2004 Museum of Flight Annual Report*

## ***Fiscal Year 2004 Contributions***

### **\$1,000–\$2,499**

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# Museum of Flight Aircraft and Spacecraft Collection

Category	Pre-1910	1910-1920	1920-1930	1930-1940	1940-1950	1950-1960	1960-1970	1970-1980	1980-Present																																																																			
<b>Civilian</b>																																																																												
<b>Commercial</b>																																																																												
<b>Experimental</b>																																																																												
<b>Military</b>																																																																												
<b>Space</b>																																																																												
<b>Helicopter</b>																																																																												

1. Gas Balloon
2. Curtiss Pusher
3. Cessna CG-2
4. Curtiss Robin C-1
5. Aeronca C-2
6. Beech 17 Staggerwing
7. Bowlius BA-100 Baby Albatross
8. Granville Brothers Gee Bee Z\*
9. Heath Parasol
10. Howard DGA-15P
11. McAllister Yakima Clipper
12. Piper J-3 Cub
13. Stinson SR Reliant
14. Taylorcraft A
15. Taylorcraft BC-12D
16. Erco Ercope 415-C
17. Fairchild F24W
18. LET LF-107 Lunak
19. Fournier RF-4D
20. Learjet 23
21. Lamson L-106 Alcor
22. Stephens Akro
23. Beech Starship 2000A
24. Boeing B&W\*
25. Boeing B-1
26. Alexander Eaglerock
27. Boeing 40A
28. Boeing 80A-1
29. Hamilton Metalplane H-47
30. Ryan M-1
31. Swallow Commercial
32. Boeing 247D
33. de Havilland D.H.84 Dragon Rapide
34. Douglas DC-2
35. Douglas DC-3 (2)
36. Stearman C-3B
37. Antonov An-2
38. Lockheed Constellation
39. de Havilland D.H.106 Comet 4C
40. Lockheed JetStar
41. Vickers Viscount
42. Boeing 727-022
43. Boeing 737-130
44. Boeing 747-121
45. Aerospatiale/BAC Concorde
46. Boeing 727-223
47. Bleriot
48. Chanute-Herring 1896 Glider\*
49. Icarus\*
50. Leonardo da Vinci Ornithopter\*
51. Lilienthal 1893 Glider\*
52. Wright 1902 Glider\*
53. Bensen B-8M Gyro-Copter
54. Pitts Special
55. Sorrel Parasol
56. Aerocar III
57. Aerosport Scamp
58. Bowers Fly Baby (2)
59. Durand Mk V
60. Rutan VariViggen
61. Thorp T-18 Tiger
62. Bede BD-5B
63. Cascade Kasperwing 180B
64. Eipper Cumulus VB
65. Kolb Ultrastar
66. Lear Fan 2100
67. Monnett Monerai
68. Rotorway Scorpion Too
69. Rutan Quickie
70. Williams International X-Jet
71. Huber 101-1 Aero
72. Insitu Aerosonde
73. McCready Gossamer Albatross II
74. Pterodactyl Ascender
75. Pterodactyl Ascender II
76. Quickie Tri-Q200
77. Rotec Rally 3B
78. Rutan Voyager\*\*
79. Sather DEX-1 RPV
80. Wizard J-2
81. Task Silhouette
82. W.A.R. P-47 Thunderbolt
83. Albatros D.Va\*
84. Aviatik D.I
85. Caproni Ca 20
86. Curtiss JN-4D Jenny
87. de Havilland DH-4
88. Fokker D.VII\*
89. Fokker D.VIII\*
90. Fokker Dr.I\*
91. Fokker E.III\*
92. Nieuport Type 24\*
93. Nieuport Type 27\*
94. Nieuport Type 28
95. Pfalz D.XII
96. RAF S.E.5a\*
97. Rumpler Taube\*
98. Sopwith 7F.1 Snipe\*
99. Sopwith F.1 Camel\*
100. Sopwith Pup\*
101. Sopwith Triplane\*
102. SPAD XIII\*
103. Douglas World Cruiser
104. Boeing 100/P-12
105. Boeing P-26 Peashooter
106. Goodyear ZPG-2
107. Messerschmitt Bf 109E-3
108. Stearman PT-13A Kaydet
109. Aeronca L-3B Grasshopper
110. Beech C-45H Expeditor
111. Boeing B-17F Flying Fortress
112. Boeing B-29 Superfortress
113. Curtiss P-40N Warhawk
114. de Havilland D.H.100 Vampire FB.5 Mk.3
115. Focke-Wulf Fw 190D-13
116. General Motors FM-2 Wildcat
117. Goodyear FG-1D Corsair
118. Goodyear F2G-1 Corsair
119. Grumman F4F-3 Wildcat
120. Kawasaki N1K1 Kyofu
121. Lockheed F-80C Shooting Star
122. Lockheed P-38L Lightning
123. Mitsubishi A6M Zero
124. Nakajima Ki-43-IIb Hayabusa
125. North American P-51D Mustang\*\*
126. Pratt-Read PR-G1
127. Republic P-47D Thunderbolt
128. Supermarine Spitfire Mk.IX (2)
129. Yakovlev Yak-9U
130. Boeing B-52G Sratofortress
131. Boeing VC-137B
132. Boeing WB-47E Stratofortress
133. Canadair CL-13B Sabre
134. Convair XF2Y-1 Seadart
135. Fiat G.91 Pan
136. Globe KD6G-2 Firefly
137. Grumman F9F-8 Cougar
138. Mikoyan-Gurevich MiG-15
139. Mikoyan-Gurevich MiG-17F
140. Northrop YF-5A
141. Vought XF8U-1 Crusader
142. Boeing LGM-30 Minuteman
143. Douglas A-4F Skyhawk II
144. Lockheed D-21B
145. Lockheed F-104C Starfighter
146. Lockheed M-21
147. McDonnell F-4C Phantom II
148. Mikoyan-Gurevich MiG-21PF
149. Mikoyan-Gurevich MiG-21PFM
150. Boeing AGM-86B ALCM\*\*
151. General Dynamics F-16 Fighting Falcon
152. Grumman A-6E Intruder
153. Grumman F-14A Tomcat
154. Lockheed MQM-105 Aquila
155. McDonnell Douglas F-15 Eagle
156. British Aerospace/McDonnell Douglas AV-8C Harrier II
157. Lockheed Martin/Boeing RQ-3A DarkStar
158. Sputnik
159. McDonnell Mercury Capsule\*\*
160. Rockwell Apollo Command Module
161. Boeing Inertial Upper Stage
162. Boeing Lunar Roving Vehicle\*\*
163. Resurs 500
164. Rockwell Space Shuttle
165. Bell OH-13E Sioux
166. Hiller UH-12 Raven
167. Hiller YH-32 Hornet
168. Piasecki H-21B Workhorse
169. Sikorsky HH-52 Seaguard
170. Bell UH-1H Iroquois
171. Bell AH-1 Cobra

\*reproduction or replica    \*\*mock-up