A family crosses the T. Evans Wyckoff Memorial Bridge.
THE MUSEUM OF FLIGHT VISION & MISSION

VISION STATEMENT
To be the foremost educational air and space museum in the world.

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

THE MUSEUM OF Flight
As I complete my second year as Chairman of the Board, I am proud to report that the Museum is on sound financial ground, has weathered the current economic challenges and is optimistic about the future. In October 2008, we added the iconic T. Evans Wyckoff Memorial Bridge to our campus, spanning East Marginal Way, finally joining our east and west sides. This unique “private-public” partnership is providing a safe passage way for our more than 400,000 annual visitors and has already garnered an architectural award. We completed 2008 with a gain in net assets of $6.2 million and were awarded a four star rating by GuideStar for financial management.

One of the major activities of 2008 was the involvement of Staff and Trustees in the Museum’s 10-year reaccreditation by the American Association of Museums (AAM). The process required the Board of Trustees to review and update all of its policies in accordance with the AAM requirements, and to include new IRS and Sarbanes-Oxley regulations. Reaccreditation is an important commitment to the protection of our collections in the public trust, as well as evidence of our financial stewardship to the donor community.

Our commitment to education remains strong. The K-12 education programs exceeded all past years in terms of students served and continue to expand geographically and demographically. Support for these programs is primarily acquired from the annual Gala. The 2008 Gala for Education, which celebrated the history of commercial aviation, raised a record $1.2M in net proceeds. Museum educators connected with more than 120,000 youth in 2008.

The Washington Aerospace Scholars (WAS) program, hosted by the Museum, continues to attract high school juniors from throughout Washington state, with the advocacy of NASA, Governor Gregoire and the Washington State Legislature. The Museum’s commitment to education is demonstrated through its strong relationship with Aviation High School (AHS) and is actively using its education programs to support science, technology, engineering and math (STEM) education in the state.

The Museum continues to recognize outstanding Northwest aerospace leadership through its Pathfinder Award, and recognized in 2008, Joe Clark (CEO and Founder, Aviation Partners), and Reba Gilman (Principal, Aviation High School). A new exhibit outside the Allen Theater ensures that these legacies and histories are forever captured.

The vision for the Museum with respect to its west side development remains: the development of a Space Gallery, a Commercial Aviation Gallery and a partnership with the Aviation High School.

The Board of Trustees and I remain committed to the Vision and Mission of the Museum of Flight and look forward to enlarging its contributions to the community, to the State of Washington and to the Nation.

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Dr. Bonnie J. Dunbar
on the T. Evans Wyckoff Memorial Bridge.
The Museum of Flight was able to close the year with a net financial gain and meet the 2008 budget, primarily through the generous support of our donors and the dedication of our Board of Trustees. We are grateful for their commitment to the Vision and Mission of the Museum.

In October 2008, we completed the T. Evans Wyckoff Memorial Bridge, which has provided an unparalleled level of safety for our visitors, school children and staff. The architecture, engineering, light, and sound effects have made it a destination in its own right. Only through a unique collaboration of private donors, the state of Washington, the Federal Government, and King County, was this long-awaited vision realized.

The Museum is fortunate to have a dedicated, skilled, professional and energetic corps of staff and volunteers. This team accomplished many goals in 2008, including the creation of a new temporary exhibit, Style in the Aisle, composed of our unique collection of flight attendant uniforms. More than 5,000 items were donated to the Harl V. Brackin Library and Archives and the Dahlberg Center for Military Aviation History, ranging from rare Wright brother photographs, to WWI and WWII items, to vintage flight attendant uniforms. We made significant progress on the Lockheed Super G Constellation and expect to have the “Connie” delivered to the Museum in late 2009. The Museum also began the restoration of a P-51, which will join our Personal Courage Wing collection at the end of 2009. While maintaining daily operational support, the staff developed, coordinated, and promoted many unique public programs, such as NASA’s first Space Exploration Future Forum to celebrate the 50th anniversary of NASA. They also invested countless hours throughout the year in American Association of Museums reaccreditation activities.

The Museum’s K-12 education programs excelled, exemplified by the performance of the Aerospace Camp Experience (ACE) summer camp, which supported a record number of youth and was reaccredited by the American Camp Association (ACA). Museum educators reached more than 120,000 youth both on site and through outreach by our education vans. The education staff works closely with an external advisory group, the Educational Leadership Advisory Board (ELAB), whose advice is critical to the development of quality programming. We also work with the Washington State Office of the Superintendent of Public Instruction (OSPI) to ensure that our content is relevant to teachers and schools, and addresses critical science, technology, engineering and math (STEM) standards.

The Museum staff is cognizant of the current financial environment, and is working aggressively to be good stewards of the Museum’s resources. Strategies for increasing both earned and contributed revenue are discussed and implemented daily, while expenses are continuously reviewed.

In summary, the Museum staff is grateful to the Board of Trustees, members, visitors, donors, and volunteers, for allowing us to serve such a world class institution. I remain committed to implementing the Vision and Mission of the Museum of Flight.

Bonnie J. Dunbar, Ph.D.
President and Chief Executive Officer
Michael Walker and his family with Christian Bouchez at the Max Flight simulator.
During 2008, the main campus of The Museum of Flight in Seattle hosted nearly 403,000 visitors to its exhibits and programs, while thousands more were reached at The Museum’s Restoration Center at Paine Field, in Everett.

Operations includes Facility Maintenance, Information Technology (IT) support, Visitor Services, the Museum Store, security, sales, public programs and promotions, membership, exhibit design and development, educational delivery and a host of other activities. Staff managed repairs to the Red Barn® roof and its galleries due to rain damage, coordinated continuing upgrades to the Murdock Theater, constructed and repaired exhibits, and generally ensured a quality visitor experience with a commitment to excellence.

Staff also supported the installation of the T. Evans Wyckoff Memorial Bridge, designed by SRG Partnership, and constructed by the Seneca Company and Sellen Construction Company. The bridge's shape is inspired by the metaphor of a contrail; the two large metal trusses were brought from Jesse Engineering Company (Tacoma) by barge and installed over a weekend in July 2008. The final landscaping designs were developed and will be completed in 2009.

Due to a generous grant from the Department of Defense/United States Air Force, the Museum was able to implement a new web site, designed by the Garrigan Lyman Group. The new site has interactive features, a new calendar system, and offers visitors an extensive look at the Museum's galleries, collections, exhibits and educational programs. Museum staff will continue to expand the site's functionality in 2009 with plans to implement distance learning and virtual membership.

While the Museum's earned income was generally able to weather economic challenges in 2008, the Museum attendance levels were unexpectedly and adversely impacted by the late December 2008 snow storm, resulting in impassable streets leading to the Museum. Earned revenue for admissions, membership, private group events, simulators and store sales were below expectations, but overall revenue goals were realized through generous donations. Simulator sales were also impacted mid-year due to repairs required for both X-Pilot full motion units, but both were upgraded with new software, hardware and selectable airplanes. Eventually replacing these with newer models remains a Museum goal. Our second annual satellite holiday store, hosted again at City Centre in Seattle, outperformed 2007 and is becoming an anticipated addition to that venue.

**OVERVIEW**

**Earned Revenue for 2008**

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<th>2006</th>
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</table>

- 516 group events clients selected the Museum as their venue, bringing in 49,487 additional visitors.
- Museum membership currently serves nearly 21,000 active members.
Gus Posey leads students in a robotics class.
The Education Department again exceeded the majority of its goals, providing excellence in science, technology, engineering, and math (STEM) education and the humanities (history) to more than 120,000 students and teachers throughout the Northwest. More than half of the students participated in structured programs aligned with Washington State Educational Academic Learning Requirements (EALRs), allowing teachers to log clock hours. The Museum’s programs were routinely reviewed by an external advisory group of educators and representatives from the FAA, NASA and the Washington State OSPI through the Educational Leadership Advisory Board (ELAB). ELAB works directly with Museum educators, helps to develop and review curricula, facilitates networking, and reports directly to the President and CEO.

In 2008, the Aerospace Camp Experience (ACE) summer camp was reaccredited by the American Camp Association (ACA) and experienced a record camp attendance (838 students, as compared to 700 in 2007). The Museum hosted the Washington Aerospace Scholars Program (WAS) which met its goals for 160 hosted high school juniors in summer 2008. Students worked with engineers and scientists to design a “mission to Mars.”

One of the 2008 highlights was supporting the annual Community Day of the Congress of the Association of Space Explorers (ASE) in Seattle. As part of the ASE XXI Planetary Congress, hosted by The Museum of Flight, the Education Department coordinated the visit of 50 astronauts and cosmonauts from from 16 nations to 43,000 K-12 student and adult audiences throughout Washington State. Assemblies were held in communities, large and small, from Bremerton to Pullman, from Vancouver to Bellingham. While the students undoubtedly had enjoyable experiences, there were some exceptional moments for the flyers as well. They were able to stopover at hometowns, visit their alma maters, speak to their grandchildren’s classes and even visit a school named in honor of a fallen crewmate.

Two members of the Education Department spoke at the Mutual Concerns Air and Space Museums conference in Washington, D.C., sponsored by the Smithsonian Institution, and they were invited by the Smithsonian to brief them on The Museum of Flight’s educational programs. The Education Department also conducted Educator Professional Development workshops, including a session with NASA that featured a live link with scientists in Antarctica, as well as a series of workshops for educators from Jordan.

The Education Guide, describing the 22 structured programs ranging from the Challenger Learning Center to the Aviation Learning Center, to the Portable Planetarium and “Flying Gizmo Show,” was sent to home schools, private schools, alternative and residential schools, and Boys and Girls Clubs. As a result, new audiences are visiting our educational programs.

The Museum’s volunteers are coordinated through the education organization. Without volunteers, the Museum could not deliver its mission. Its more than 800 volunteers provide knowledgeable docents, restoration experts, and administrative support. In 2008, more than 85,000 volunteer hours were contributed to the Museum mission, including those from 250 knowledgeable and dedicated docents.

The Museum educators are grateful to the Board of Trustees for enabling the educational mission each year through the annual Gala. The funds received through the proceeds of the 2008 Gala are allowing the Museum to develop a distance learning capability which will be deployed in 2009.
A look at some of the team who worked on the Style in the Aisle exhibit. Pictured Steve McCord, Kathrine Browne, Brian Barilleaux, David Mazak, Patrick Kam, Meredith Downs, Christine Runte, Marrisa Rowell, Amy Heidrick and Exhibits Director Chris Mailander.
Emilio Pucci. Jean Louis. Mario Armond Zamparelli. Names that usually would be associated with the Metropolitan Museum of Art took center stage at The Museum of Flight during the spectacular Style in the Aisle exhibit held in the T.A. Wilson Great Gallery, February – June 2008. The exhibit featured 12 uniforms—from a 1930s nurse’s tog, to flamboyantly colorful outfits of the ‘60s and ‘70s to more modest fashions of the 1980s. Photos, videos and text panels told how the profession evolved from 1930s flight nurses to today’s modern flight attendants.

The stunning T. Evans Wyckoff Memorial Bridge is not only a convenient way to cross East Marginal Way, pedestrians also experience “sound art” by Seattle composer Paul Rucker. Rucker’s sound art includes new musical compositions interwoven with audio samplings from aerospace history and nature. The looped, 60-minute installation has nine programs of various lengths and themes and utilizes 32 channels of sounds weaving throughout the length of the 340-foot bridge.

In 2008, the Museum was host to the American Society of Aviation Artists (ASAA) 2008 International Aerospace Art Exhibit. The juried show featured 50 paintings and sculptures by artists from around the world, including Bob McCall, whose spaceflight mural art is in both the Smithsonian Institution and at NASA. In conjunction with the exhibit, the Museum hosted the ASAA annual forum in June.

“Harmony of the Universe: The Art of Toshiro Sawanuki” featured 30 paintings by Japanese artist Toshiro Sawanuki, who is renowned for his inspiring paintings of peaceful planets in an infinitely diverse universe. The exhibit was Sawanuki’s first major exhibition in the United States. He is an official artist of the United Nation’s Culture of Peace campaign.

The Museum’s annual Pathfinders Awards honors pioneering achievements in aviation and aerospace by individuals in the Northwest. Museum visitors can now see photographs of the Pathfinder recipients and scroll through their biographies in the interactive Pathfinder Awards exhibit in the William M. Allen Theater lobby.

The Museum continues to add to and improve each of its existing galleries. The Fieseler Fi 102 (V1) pilotless “flying bomb” used against London during WWII will be added to the Personal Courage Wing’s WWII gallery. It is currently on display in the T. A. Wilson Great Gallery before it moves to the PCW.
Volunteers Chuck Cerar, Pete Graven, Neil Crawford and John Grove work on the Pratt-Read Navy Glider.
Restoration of the Lockheed Constellation Super-G is complete.

The Museum of Flight’s Restoration Center at Paine Field, in Everett, Wash., continues to hum with the activity of a dedicated staff and more than 100 volunteers. Several major projects are underway simultaneously, ranging in size from the de Havilland Comet Mk4-C—the world’s first commercial jet airliner—to the diminutive, but equally important, Link Trainer. Several important projects were accomplished this year, including the restoration of the Museum’s rare Lockheed Super G Constellation commercial airliner by Empire Aero Center in Rome, NY, shown here with its Trans Canadian Airlines (TCA) livery. Closer to Seattle, the restoration of the North American Aviation-produced P-51D Mustang continued in Idaho. When the Mustang is finished, in full livery of the “Little Horse,” flown by WWII Fighter Ace, Ken Dahlberg, it will be displayed in the Personal Courage Wing.

The de Havilland Comet restoration is continuing at a steady pace. During 2008, seats and authentically replicated fabrics were added, so that the interior is expected to be completed by fall 2009. Progress on the FM-2 Wildcat Navy Fighter required extensive sheet metal work with the flight controls being formed from the original drawings. They are now ready for their fabric cover, followed by a topcoat of Sea Blue Lacquer.

The Link Trainer Division, or “Missing Links” as the sign on their door reads, is making great progress. What was a maze of scattered valves, rods, bellows and other pieces of metal has now taken the form of another “new” C-3 Link Trainer. New fabric, paint and a recovered set of wings have given this old relic another lease on life.

The B-17F and B-29 airplane crews at the Boeing Plant II restoration site have been engaged in ensuring that the B-17F remains well preserved and completing the B-29. All of the B-29’s turrets became operational in 2008, the only B-29 Super Fortress in the world with operational turrets. The exhibit team plans to create an external exhibit so that visitors can view the mechanisms and the analog computer system which were a marvel in the 1940s. At year’s end the nacelles were 85 percent complete and work was proceeding on the interior.

In 1942 this Pratt-Read Navy glider set an altitude record which remained unmatched until that record was broken with the Perlan Glider in 2006. The Pratt-Read was then neglected until recovered by The Museum of Flight. The left wing was built from scratch by “reverse engineering” of the right wing and is now ready to be covered. The fuselage is currently being reassembled. The Glider will join our collection of iconic gliders with the goal of exhibiting them in one location of the Museum.

The Museum’s Restoration Center is currently open to public tours and its reception area may be used for special events and meetings.
The Collections Department is grateful to the many individuals and families who donated more than 158 items in 2008 to the Harl V. Brackin Memorial Library, to the general Museum Archives and to the Kenneth H. Dahlberg Center for Military Aviation Research. Some of the items consist of collections of articles with significant historical value to the Museum’s existing collection, including books and photographs. The Museum was honored to receive the Dr. August G. Blume Collection of World War One Eastern Front Aviation Collection, representing unique contribution to the collection that offers researchers resources that cannot be replicated elsewhere; the Dr. James F. Clawson Collection of Space Program Archives; the McKeller Aircraft Technical Manuals Collection; and the 95th Aero Squadron (WWI) Collection. These donations represent unique contributions to the Museum’s collection and offer researchers resources that cannot be replicated elsewhere.

The Museum prides itself in ensuring that these library collections are accessible to the public, including writers, scholars and students. The staff served a total of 6,370 researchers during 2008, representing at least 24 of the 50 U.S. states and 11 foreign nations. The actual outreach may indeed be broader, as several patrons could not be identified geographically due to the fact that their state or nation of residence is not reflected in their e-mail address.

Collaborations between the Museum’s Exhibits and Collections Departments resulted in exhibits that allowed many of the Museum’s library and archive items to be on public view in 2008. The Style in Aisle temporary exhibit also inspired a number of specific donations, broadening the Museum’s collections in these specific areas.

The Collections department has strengthened its team over the last three years; at the beginning of 2008, Senior Curator, Dan Hagedorn, was welcomed upon the retirement of long time Curator, Dennis Parks. Mr. Parks, who was with the Museum for 12 years, will remain as Curator Emeritus. Before joining the Museum, Mr. Hagedorn was the Team Leader of the Research and Reference Section, Archives Division, and Adjunct Curator for Latin American Aviation at the Smithsonian Institution’s National Air and Space Museum in Washington, D.C. He brings 20 years of curatorial, collections management and library services experience to the Museum.

The Museum looks forward to receiving the recently restored Lockheed Super G Constellation in 2009. This aircraft will be put on public view along with the B-17F and the B-29, currently housed in the Boeing Plant II. The Collections department is currently seeking historical documents related to both the crews who flew and the engineers who built all three of these historical aircraft.
Museum Apprentice Program participants Harry Bechtold, Chelsea Olson and Sean Baird in the French Farmhouse Theater.
During 2008, nearly 403,000 visitors from throughout the world visited The Museum of Flight, and countless others walked through the restoration aisles of the Paine Field restoration hangars. In addition, the Museum experience was translated to more than 120,000 K-12 students, both on site and the website had an increased number of “hits” after the change from the old site to the new.

The Exhibits, IT, Audio Visual and Maintenance teams literally worked around the clock to ensure that existing exhibits were always in operational order and that new exhibits were interesting, engaging, informative, educational and accurate. The Great Gallery, the Space Exhibit, the Red Barn®, the Personal Courage Wing (WWI and WWII), and Airpark with its airplane collection, including Concorde and Air Force One, were open and operational without interruption. In October 2008, visitors began to experience the new T. Evans Wyckoff Memorial Bridge with its audio art experience of flight, original sound artwork by Seattle artist, Paul Rucker. Visitors were able to experience flight through a number of both fixed and motion simulators. They flew a WWI bi-plane or an F-18, and were able to land the Space Shuttle or a lunar lander.

The Exhibit and Collections teams are committed to visitor experience “excellence,” with all new temporary and permanent exhibits submitted both for internal and external peer review. In order to ensure that Museum staff understands visitor experience from the guest’s point of view, two surveys were performed on site during 2008, and a “suggestion box” was and continues to be available in the lobby. The Museum continues to receive excellent reviews from its visitors. When problems are identified, Museum staff is informed and responds accordingly.

In order to provide variety to both our members and our visitors, the Museum continues to deliver outstanding public program offerings. Many of these were provided through a generous Department of Defense/United States Air Force grant. The Museum provided 56 public programs in 2008.

The Museum hosted astronauts, pilots, engineers, authors, policy makers, educators, researchers and visionaries throughout the year. The year began with the NASA “Future Forum,” celebrating the 50th Anniversary of NASA and a visit by the Associate Administrator of NASA, the Honorable Shana Dale. A rare Mars meteorite was on exhibit along with the Museum’s own lunar rocks. Other programs included our annual hosting of National Engineers Week, Puget Sound Engineering Council Open House, the Northwest Scale Modelers show, and panels of WWII Tuskegee Airmen, American Fighter Aces, and WWII Women Air Service Pilots (WASPs).

We heard from Capt. Arieh Oz, pilot in the raid on Entebbe, and from members of the Army’s 101st Airborne Division “Easy Company.” Other public programs included “Women Fly,” the annual American Heroes Helicopter Air Show and presentations by the Association of Space Explorers (ASE), astronauts and cosmonauts from 16 different nations. Inspiring and educational programs were also presented by the designers and test pilots of Boeing iconic planes.

Once again, the Museum hosted the Blue Angels Navy Flight Demonstration Team, and watched as they took off and landed in front of the Museum during the annual Seafair festivities. On Halloween, the Museum hosted nearly 1,800 visitors at its first “Museum of Fright,” an entertaining “trick or treat” evening designed to expose the Museum’s educational exhibits to the local community while providing a safe place for youth in their very creative costumes.

In May 2008, the Museum hosted its first ever “Flight Attendant Day.” Flight attendants from across the nation visited the Museum to view “their” exhibit, to participate in a spirited panel session, and to participate in a group photo. Charles Simonyi was the featured speaker at Yuri’s Night, which celebrates the first flight of Yuri Gagarin and of the Space Shuttle on April 12, as part of the event. The Museum also hosted the Russian Consul General and members of his staff.
On Saturday, June 14, 2008, the Museum of Flight held its annual Gala for education. For the first time in many years, an extensive live auction was included. With over 430 guests, 110 volunteers and the leadership of the gala chair, William J. Rex, the event was a tremendous success.

The black-tie evening got underway with a fly-by of a spectacularly restored Boeing Model 40C, in which a ride would be auctioned off later in the evening.

Master of Ceremonies and Trustee Steve Pool kicked off the program “A Tribute to Commercial Aviation” which highlighted the amazing advancements in commercial aviation over a relatively short time span. Interviews with William E. Boeing, Jr., Addison Pemberton, Clay Lacy, Joe Sutter, Brien Wyle, Peter Duffy, Dan Hagedorn and Boeing historian Mike Lombardi captured the stories of the individuals on the cutting edge and the feats that have been accomplished in commercial aviation.

Dick and Sharon Friel led the live auction and a very successful “Raise the Paddle,” and Fred Radke and his orchestra provided musical entertainment.

With a goal of $1 million, the Museum surpassed that with over $1.7 million raised to support our education programs and continue our mission of lifelong learning.
**FUTURE OF THE MUSEUM OF FLIGHT**

**FUTURE EXPANSION**

In 2007 we reported that we would build the T. Evans Wyckoff Memorial Bridge and we are proud to report it was completed and opened in October 2008, through the generous support of the Wyckoff Family, the state of Washington, the Department of Transportation, and King County. It is open daily and connects our east and west campuses over the very busy East Marginal Way.

We also reported to you that the 6.45 acres we purchased north of and adjacent to our West Side Airpark was part of our future expansion plan: a Space Gallery, a Commercial Aviation Gallery, and the lease of a north portion to the Aviation High School. As part of the expansion, the Museum has received pledges towards the development of a Space Gallery. The Museum is in discussions with NASA in response to their “Request for Information” for the Space Shuttle retirement, and endorsements for our eventual application for the Space Shuttle have been received from the Governor, our national Senators and Representatives, and from our State Legislators. The Aviation High School lease is in process and should be completed in 2009. They are continuing with their fund raising efforts and hope to begin building in 2010.

The restoration hangars at Paine Field were recently painted and upgraded by staff in preparation for more visitors and private group events. There are also plans to implement paid admissions during the summer months.

**EDUCATION**

The Museum continues to expand both its on site and outreach programs. Funds raised last year at the Gala, to be applied to Distance Learning, will be utilized in 2009 to provide both online and website deliveries. Educational programs will be delivered worldwide. The Museum continues to ensure that its content is aligned with Washington State Standards (EALRs) and meets national expectations for science, technology, engineering and math (STEM) education. The education division goal remains 100 percent utilization both for the Aviation Learning Center and the Challenger Learning Center. Several other Museums have expressed an interest in purchasing the ALC. The Museum is seeking project engineer support to facilitate these possible sales. The Museum is also expanding its adult educational content for both the Challenger Learning Center (team building) and for the ALC (dogfight dinners).
Exhibits
The Museum exhibits team has a busy plan for 2009, including renovations of the Tower Exhibit which overlooks Boeing Field and the Flight Zone for early learning of youth K-3 (although many adults have also enjoyed this instructional environment!). New temporary exhibits in development include Women in Aerospace and Around the World, featuring the 1988 747 “Friendship One Flight,” which helped launch and sustain the Museum’s education programs. The Exhibits Team is also seeking sponsorship for a travelling display of its Style in the Aisle exhibit and has teamed with NASA to submit a proposal to the National Science Foundation for a travelling rural library exhibit.

The Museum will also be the host site for a new statue dedicated to Washington native, Astronaut Michael Anderson. He grew up in Cheney, in Eastern Washington, and was lost in 2003 on the Columbia Space Shuttle. Donors in his home community erected a statue in his honor in Spokane, and will dedicate a similar statue adjacent to the T. Evans Wyckoff Memorial Bridge in June 2009.

Facilities
The Facilities team will be busy with several funded projects. These include completion of the Murdock Theater and access to the nearby restrooms, all funded through a Murdock Foundation Grant. Work will continue on upgrading and renovating the Red Barn® classroom and educator spaces, also due to a generous donor. Museum staff will work closely with the Sellen and Seneca companies as we complete the landscaping around the Wyckoff Bridge and the Michael Anderson statue.

Collections
The long term goal of the Collections Department is to maintain its professional staff through a combination of grants, donations, and fees charged for access to its photographs and library, fees for duplication and permissions, and fees for research support staff. Current fees received through an arrangement with the Corbis Company may eventually be replaced with direct fees once the Museum is able to place its photography onto its new web site.

Future Events
There will be several major events during the year. The Wings of Heroes Gala is scheduled for June 13, 2009, and will commemorate the 40th anniversary of man’s first landing on the Moon, Apollo 11. Crewmembers, flight controllers, engineers, and scientists who made this possible will be invited. We will have a formal arrival ceremony for our Lockheed Constellation, expected in September 2009, and will honor two new Pathfinders in October 2009.
## Financials

### Statement of Activities

Twelve Months Ending December 31, 2008

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<th>Support and Revenue</th>
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<tr>
<td>Membership</td>
<td>997,702</td>
<td></td>
<td></td>
<td>997,702</td>
</tr>
<tr>
<td>Group events admissions</td>
<td>795,523</td>
<td></td>
<td></td>
<td>795,523</td>
</tr>
<tr>
<td>Concessions revenue</td>
<td>678,293</td>
<td></td>
<td></td>
<td>678,293</td>
</tr>
<tr>
<td>Special events, net of expenses</td>
<td>1,259,167</td>
<td></td>
<td></td>
<td>1,259,167</td>
</tr>
<tr>
<td>Programs</td>
<td>495,391</td>
<td></td>
<td></td>
<td>495,391</td>
</tr>
<tr>
<td>Other</td>
<td>336,430</td>
<td></td>
<td></td>
<td>336,430</td>
</tr>
<tr>
<td>Interest income and gains on investments</td>
<td>(293,429)</td>
<td></td>
<td>(40,255)</td>
<td>(293,429)</td>
</tr>
<tr>
<td>Change in value of charitable remainder trust</td>
<td></td>
<td></td>
<td></td>
<td>(40,255)</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>4,145,108</td>
<td>(4,145,108)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>$22,543,539</strong></td>
<td><strong>(1,058,626)</strong></td>
<td><strong>$102,835</strong></td>
<td><strong>$21,587,748</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and employee benefits</td>
<td>$6,615,300</td>
<td></td>
<td></td>
<td>$6,615,300</td>
</tr>
<tr>
<td>Depreciation</td>
<td>2,437,207</td>
<td></td>
<td></td>
<td>2,437,207</td>
</tr>
<tr>
<td>Interest</td>
<td>727,903</td>
<td></td>
<td></td>
<td>727,903</td>
</tr>
<tr>
<td>Cost of merchandise sold</td>
<td>920,181</td>
<td></td>
<td></td>
<td>920,181</td>
</tr>
<tr>
<td>Other general and administrative</td>
<td>1,139,538</td>
<td></td>
<td></td>
<td>1,139,538</td>
</tr>
<tr>
<td>Contributed goods and services</td>
<td>469,369</td>
<td></td>
<td></td>
<td>469,369</td>
</tr>
<tr>
<td>Professional fees</td>
<td>658,409</td>
<td></td>
<td></td>
<td>658,409</td>
</tr>
<tr>
<td>Utilities and telephone</td>
<td>598,404</td>
<td></td>
<td></td>
<td>598,404</td>
</tr>
<tr>
<td>Storage and maintenance</td>
<td>855,791</td>
<td></td>
<td></td>
<td>855,791</td>
</tr>
<tr>
<td>Printing, postage and promotion</td>
<td>470,055</td>
<td></td>
<td></td>
<td>470,055</td>
</tr>
<tr>
<td>Insurance</td>
<td>268,953</td>
<td></td>
<td></td>
<td>268,953</td>
</tr>
<tr>
<td>Allowance for uncollectible pledges</td>
<td>74,757</td>
<td></td>
<td></td>
<td>74,757</td>
</tr>
<tr>
<td>Rent</td>
<td>88,125</td>
<td></td>
<td></td>
<td>88,125</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td><strong>$15,323,992</strong></td>
<td></td>
<td></td>
<td><strong>$15,323,992</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change In Net Assets</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning January 1, 2008</td>
<td>$7,219,547</td>
<td>$(1,058,626)</td>
<td>$102,835</td>
<td>$6,263,756</td>
</tr>
<tr>
<td>End of year December 31, 2008</td>
<td><strong>$86,493,089</strong></td>
<td><strong>$19,605,545</strong></td>
<td><strong>$2,138,020</strong></td>
<td><strong>$108,236,654</strong></td>
</tr>
</tbody>
</table>
### STATEMENT OF FINANCIAL POSITION

**December 31, 2008**

#### 2008 Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$6,933,742</td>
</tr>
<tr>
<td>Investments</td>
<td>2,035,185</td>
</tr>
<tr>
<td>Accounts and pledges receivable</td>
<td>2,314,299</td>
</tr>
<tr>
<td>Facility contribution receivable</td>
<td>1,464,256</td>
</tr>
<tr>
<td>Store inventory</td>
<td>303,023</td>
</tr>
</tbody>
</table>

Museum facilities, at cost:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>7,046,308</td>
</tr>
<tr>
<td>Museum facilities</td>
<td>69,993,199</td>
</tr>
<tr>
<td>Exhibits</td>
<td>16,265,573</td>
</tr>
<tr>
<td>Furniture and equipment</td>
<td>5,683,539</td>
</tr>
</tbody>
</table>

Subtotal: 98,988,619

Less accumulated depreciation: (28,777,034)

Total museum facilities, net: 70,211,585

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction in progress</td>
<td>1,715,908</td>
</tr>
<tr>
<td>Aircraft collection and artifacts</td>
<td>42,628,615</td>
</tr>
<tr>
<td>Other assets</td>
<td>284,387</td>
</tr>
</tbody>
</table>

**Total assets:** $127,891,000

#### 2008 Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$1,455,980</td>
</tr>
<tr>
<td>Interest payable</td>
<td>216,076</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>447,705</td>
</tr>
<tr>
<td>Installment note payable</td>
<td>329,193</td>
</tr>
<tr>
<td>Notes payable</td>
<td>17,205,392</td>
</tr>
</tbody>
</table>

**Total liabilities:** 19,654,346

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>86,493,089</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>19,605,545</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>2,138,020</td>
</tr>
</tbody>
</table>

**Total net assets:** 108,236,654

**Total:** $127,891,000

#### General Operating Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group events</td>
<td>6%</td>
</tr>
<tr>
<td>Store</td>
<td>13%</td>
</tr>
<tr>
<td>Membership</td>
<td>8%</td>
</tr>
<tr>
<td>Education</td>
<td>4%</td>
</tr>
<tr>
<td>Grants and donations</td>
<td>46%</td>
</tr>
<tr>
<td>Admissions</td>
<td>18%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
</tbody>
</table>

#### General Operating Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collections</td>
<td>10%</td>
</tr>
<tr>
<td>Administration</td>
<td>11%</td>
</tr>
<tr>
<td>Development and membership</td>
<td>14%</td>
</tr>
<tr>
<td>Admissions, store and group events</td>
<td>19%</td>
</tr>
<tr>
<td>Facilities</td>
<td>30%</td>
</tr>
</tbody>
</table>

#### Total Net Assets in Millions

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>72.2</td>
</tr>
<tr>
<td>2004</td>
<td>81.8</td>
</tr>
<tr>
<td>2005</td>
<td>83.1</td>
</tr>
<tr>
<td>2006</td>
<td>95.7</td>
</tr>
<tr>
<td>2007</td>
<td>102.0</td>
</tr>
<tr>
<td>2008</td>
<td>108.2</td>
</tr>
</tbody>
</table>
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MARK AND TRACY EISENBERG
EDWARD L. STICKEL
DAVID STUCZYNSKI
In fiscal year 2008, volunteers provided more than 85,000 hours of service to The Museum of Flight. Their dedicated service enhances both the visitor experience and our education programs.

We greatly appreciate the time and talent given by our volunteers. The Museum could not function without this generous support.

The Museum would also like to give special thanks to the employees, retirees and management of The Boeing Company for 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.

### Volunteers Services - Hours

<table>
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<tr>
<th>Service</th>
<th>2007</th>
<th>2008</th>
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<tr>
<td>Docents</td>
<td>42,052</td>
<td>43,372</td>
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<tr>
<td>Restoration</td>
<td>27,542</td>
<td>26,811</td>
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<tr>
<td>Archive, library and collections</td>
<td>2,307</td>
<td>2,609</td>
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<tr>
<td>Education</td>
<td>6,225</td>
<td>5,797</td>
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<tr>
<td>Membership and development</td>
<td>6,332</td>
<td>6,724</td>
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<td>Total</td>
<td>84,458</td>
<td>85,313</td>
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The Museum of Flight Foundation is committed to building an endowment to secure the financial future of the Museum. 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 have, as of the end of Fiscal Year 2008, demonstrated their commitment to the Museum’s mission and thereby joined the ranks of the Eagle Heritage Society.

**GOLDEN EAGLES**
Frank J. Agostino
Mrs. Paulyne H. Batchelor
William E. and June Boeing, Jr.
Mrs. Boyd K. Bucey
Doug and Robbi DeVries
Patrick E. Fortney
C. M. and Dorothy J. Martenson
Bruce and Jolene McCaw
Elaine McDowell
Estate of Mr. Elliott Merrill
Herman K. and Cecilia M. Nickel, USAF (Ret)
The George S. Schuchart, Sr. and Judy Schuchart Family (in memory of Jerome Reese Schuchart)
Margaret A. and Roger R. Thordarson
Mr. and Mrs. T. A. Wilson

**SILVER EAGLES**
Ulf G. and Inger A. Goranson
Peter N. Jansen, Jr.
Susan Jenner
Ronald D. and Kathryn K. King
Thomas A. McLellan
Dennis W. Newton
Harold and Jeanne Olsen
Grant J. and Nancy Allen Silvernale
E. D. “Al” Teel
Brien S. Wygle

**EAGLES**
Fred G. Altomari
Alan C. and Terri E. B’Hymer
Alison G. Bailey
Mr. and Mrs. Richard E. Bangert
Robert E. and Sarah Bateman
R. N. and Marge Bathum, Jr.
Richard A. Beckerman
John S. and Jan L. Bomengen
Paul and Janet Brandt
Beth and George Briggs
Robert F. Buck
Ralph and Paulette Bufano
Harold and Joyce Carr
Mr. Roger Coudray
Paul and Lee Kraft-Cressman
Mr. and Mrs. James A. Curtis
Milton H. and Nicole Douglas
Ronald B. Douglass
C. Donald and Sallie Filer
Mr. and Mrs. Frederick E. Fletcher
Michael Friedline and Vicki Young
Newton N. Gann
William A. and Vivian P. Helsell
Mr. and Mrs. Roy A. Henderson
R. William and Marion Jo Jury
Margaret R. King
Mark E. and Mary Lu Kirchner
Stuart D. and Dolores J. Knopp
Dale E. Kremer
E.C. “Ned” Laird
Moya Olsen Lear
Sally and Kit G. Narodick
Eugene M. Parsons
Dorothy A. and Nathaniel S. Penrose
Stuart H. Prestrud
William T. and Hilde B. Rogers
A. Jack Shannon and Julie A. O’Neil
Barry E. Smith
Joseph F. Sutter
E. P. Swain, Jr. and Sue Ellen Swain
Ed and Cheryl Waale
James and Helen West
Wissner-Slivka Foundation
David C. and Polly Wyman

**BRONZE EAGLES**
Anonymous
Richard and Dianne Arensberg
Dale G. Bailey
Jim and Jeanne Ann Blue
Mary Brueggeman
Steve E. Eastman
Craig Howard
Howard A. and Nancy A. Johnson
Roger J. and Dorothy E. Neill
Jake Schultz
Mr. and Mrs. T. Evans Wyckoff
Museum visitors enjoy and appreciate the newly completed T. Evans Wyckoff Memorial Bridge.
# The Museum of Flight Aircraft and Spacecraft Collection

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The independent, nonprofit Museum of Flight prides itself on an aerospace artifact collection of 153 and growing that is on par with those of the great air and space museums. These artifacts are historically significant objects that embody the story of flight.

1. Gas Balloon
2. Curtiss Pusher
3. Cessna CG-2
4. Curtiss-Robertson Robin C-1
5. Aerocar C-2
6. Beech 12 Staggerwing
7. Bowlus BA-100 Baby Albatross
8. Granville Brothers Gee Bee Z* 
9. Heath Parasol
10. Howard DGA-15P
11. McAllister Yakima Clipper
12. Piper J3C-65 Cub
13. Stinson SR Reliant
14. Taylorcraft A
15. Taylorcraft BC-12D
16. Ercoupe 415-C
17. Fairchild 24W
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-1A
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. deHavilland D.H.89 Dragon Rapide
34. Douglas DC-2
35. Douglas DC-3
36. Stearman C-38
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 II Siglo*
51. Lilienthal 1893 Glider*
52. Wright 1902 Glider*
53. Wright 1903 Flyer
54. Bensen B-8M Gyro-Copter
55. Pitts Special
56. Sorrel Parasol
57. Aerocar III
58. Aerosport Scarp
59. Bowers Fly Baby (2)
60. Durand Mk V
61. Rutan VanViggen
62. Thorp T-18 Tiger
63. Bede BD-58
64. Cascade Kaspervening 1808
65. Eipper Cumulus VB
66. Kolb Ultrastar
67. Lear Fan 2100
68. Monett Monerai
69. Rotorway Scorpion Too
70. Rutan Quickie
71. Williams International X-Jet
72. Huber 101-1 Aero
73. Insitu Aerosonde
74. McLeary Gossamer Albatross II
75. Pterodactyl Ascender
76. Pterodactyl Ascender II
77. Quickie Tri-Q200
78. Rotec Rally III
79. Rutan Voyager**
80. Sather DEX-1 RPV
81. Wizard J-2
82. Task Silhouette
83. W.A.R. P-47 Thunderbolt
84. Albatross D.Va*
85. Aviatik D.I
86. Caproni Ca 20
87. Curtis IN-40 Jenny
88. de Havilland DH-4
89. Fokker D.VIII*
90. Fokker D.VII*
91. Fokker Dr.I*
92. Fokker E.III*