



COMMEMORATIVE AIR FORCE



Annual Report 2016

*Honoring American Military Aviation
through Flight, Exhibition, Education
and Remembrance.*



PHOTO: RICHARD MALLORY ALLNUTT



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LEFT Lt. Col. Richard “Dick” Cole routinely participates at CAF events to share the story of his part in the heroic Doolittle Raid on Tokyo in April 1942. As the last surviving Doolittle Raider, Cole is eager to see the lessons of his fellow servicemen live on.

COVER CAF’s North American P-51D Gunfighter; (Photo by Jim Koepnick)



RIGHT Attended by more than 12,000 aviation fans and families, CAF Atlanta Warbird Weekend 2016 honored the famed "Flying Tigers," uniting the last surviving members of the group with their iconic P-40 Warhawks for a unique, impactful event.



Established in 1957, the Commemorative Air Force is the world's largest flying museum. Comprised of more than 165 vintage military aircraft, the collection is used to educate and inspire young people across the United States. The collection is cared for by more than 10,000 dedicated volunteers.

Our Mission

is education, such that generations of Americans will value and support the contributions of military aviation in assuring our nation's freedom.



An Opportunity To Serve

WORLD WAR II WAS WON because an entire generation was willing to serve and sacrifice whatever it would take, including the lives of over 400,000 Americans, to overcome tyranny and ensure world freedom. The entire country rallied behind strong leadership and linked with our free-world allies proving what could be accomplished through their combined ingenuity, productivity, dedication and relentless commitment.

These are timeless lessons which should never be forgotten. It is clear that as the Commemorative Air Force (CAF) has grown and matured over the past 60 years, we are uniquely positioned to use the excitement of our aircraft combined with the powerful and very personal stories from World War II to create learning experiences intended to inspire, motivate and educate younger generations.

The success and longevity of our organization can be attributed to those who passionately support our mission. Each one of our CAF unit locations joins together a network of volunteer members who serve as part of a team, guided with a clear vision and supported by experienced leadership and dedicated staff.

This Annual Report reflects some of the year's accomplishments and achievements by staff, members, volunteers and generous supporters, encompassing our continued vision and plans for future growth. That vision is to honor and remember those who served, use the lessons of the past to inspire and educate future generations, while continuing to restore, preserve and fly the world's largest collection of vintage military aircraft.

All of these activities provide our members with a meaningful opportunity to serve, educating and entertaining millions of Americans at our facilities and airshows while unlocking the CAF's true ability to have an impact and to make a difference across the country. Thank you for all that you have done to contribute to the future of Commemorative Air Force.

Doug Rozendaal
CAF CHIEF OF STAFF
(CHAIRMAN OF THE BOARD)



RIGHT In 2016 the CAF Airpower History Tour crossed the nation, touching both coasts and thousands of people along the way. The Tour relives the wonderful days of barnstorming, when aircraft visited remote communities bringing excitement and inspiration with them.



A.A.F. PROJECT HELIX-2014
U.S. ARMY D-234-90-01
ARMY AIR FORCE'S SERIAL NO. A4-0215

"FVSI"



Members in Every State

THE MORE THAN 10,000 MEMBERS who make up the CAF are divided into Squadrons and Wings. Each unit is tasked with supporting the CAF's mission, many of them maintaining, restoring and operating the aircraft which make up our collection. In addition to participating in national events, units are involved in their local communities, hosting their own events, managing their facilities, fund raising, recruiting members and participating alongside other community organizations focused on honoring veterans and exciting young people about aviation.

Although not all CAF members are affiliated with a unit, those who are find a long lasting social connection within the organization and have many opportunities to engage with the CAF mission in a more personal way.

With a total of 75 units, spread across 25 states and four foreign countries, the CAF has a broad reach and strong image. Depicted on this map with red markers, are the locations of the CAF's units.



2016 Milestones (Yellow Markers)

- 1** TBM Avenger restored to airworthiness (*Rocky Mountain Wing, Grand Junction, Colorado*)
- 2** P-63 Kingcobra restored to airworthiness (*Sponsor Group, Houston, Texas*)
- 3** PBJ Mitchell restored to airworthiness (*Southern California Wing, Camarillo, California*)
- 4** T-34 Mentor restored to airworthiness (*Dixie Wing, Atlanta, Georgia*)
- 5** C-45 Expeditor restored to airworthiness (*Central Texas Wing, San Marcos, Texas*)
- 6** P-51 Mustang *Tuskegee Airmen* restored to airworthiness in just 10 months (*Red Tail Squadron, Dallas, TX*)
- 7** CAF Aircraft Flyover at the 100th Indy 500 race (*Indianapolis, Indiana*)
- 8** CAF B-29 *FIFI* featured in *Better Call Saul* television show (*Albuquerque, New Mexico*)
- 9** Mississippi Wing begins museum development with construction of a new hangar (*Madison, Mississippi*)
- 10** CAF Wings Over Houston recognized as the 4th Best U.S. Airshow (*Houston, Texas*)
- 11** Joe Foss Squadron hosts inaugural Boy Scout Merit Badge Program (*Sioux Falls, South Dakota*)
- 12** CAF supports efforts to fly a second B-29 (*Wichita, Kansas*)
- 13** CAF WASP Squadron established (*Dallas, Texas*)
- 14** 90,000 people view CAF Nose Art® Collection (*Oshkosh, Wisconsin*)

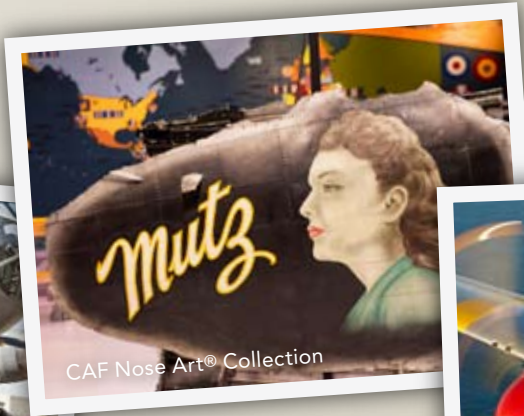
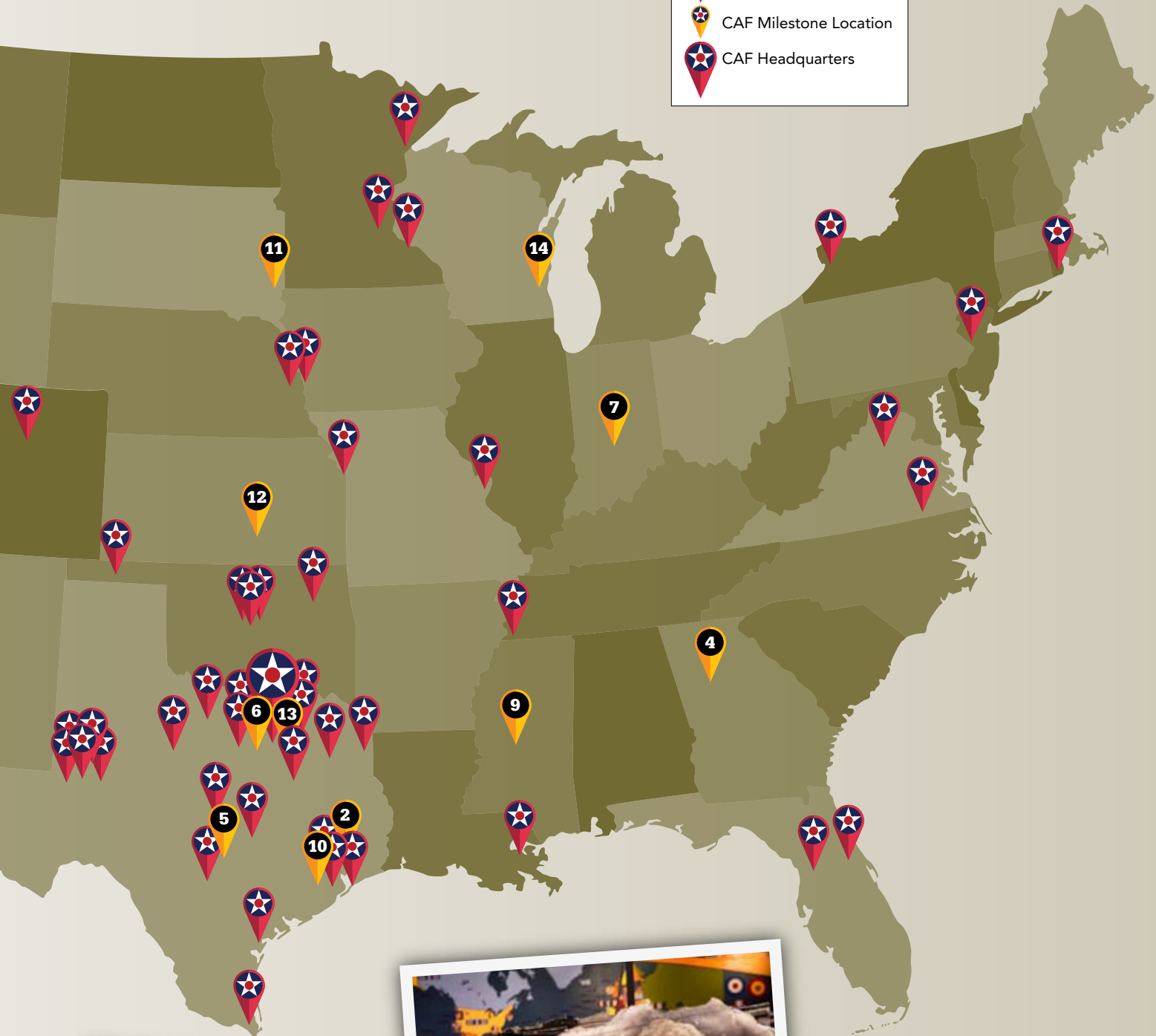


CAF International Units

- Australian Wing*
- French Wing*
- New Zealand Wing*
- Swiss Wing*

LEGEND

-  CAF Unit Location
-  CAF Milestone Location
-  CAF Headquarters





10,331 Members
engage with the
CAF Mission



Contributing
more than
1,000,000
Volunteer hours
per year



277,000
Facebook
followers support
the CAF



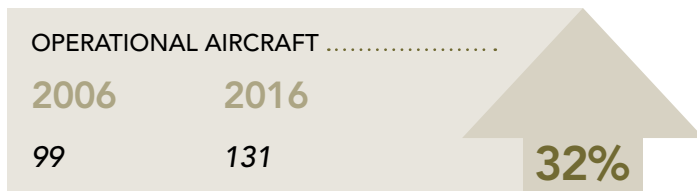
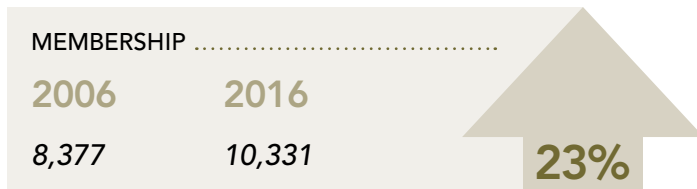


Shared Passion Fuels Progress

AS THE WORLD WAR II GENERATION fades with the years since 1945, interest and sustained support for the Commemorative Air Force continues its dramatic rise.

Without the support of dedicated donors and committed members, it would be impossible to keep our world-class collection of aircraft flying. Energized by the task of honoring and preserving our past, the CAF's continued growth shows no signs of slowing down.

% Change 2006 - 2016



Caring for
165 Airplanes
at **75 Units** in
25 States



Bringing the Lessons of the Greatest Generation to Every Kid in America

BECAUSE OF THE CAF's nationwide distribution, the organization is well positioned to bring the stories and experiences of the World War II generation into classrooms and communities across the nation.

Whether it is assisting local Boy Scout Troops with their Aviation Merit Badges or mentorship programs for young adults entering aviation careers, every CAF program is designed to use the inspirational stories and values of the Greatest Generation to encourage and motivate younger generations.

In 2016, the CAF formalized its commitment to education by unveiling a vision for a national outreach program executable by every CAF unit in the country. Borrowing from the success demonstrated of the CAF RISE ABOVE: Red Tail traveling exhibit, the new program will use inflatable dome theaters and inspirational films to reach school-aged children across the country.

By designing programs which can be implemented at the grassroots level by member-volunteers, the CAF provides an avenue for Americans to have a measurable positive impact in their local communities, while also contributing to a larger national effort.

184 Communities were touched by **CAF Programs** in 2016





BELOW A young boy makes a connection with the past, looking at WWII Veteran Signatures inside the bomb bay of the CAF Airbase Arizona's B-25 Maid in the Shade.



RIGHT Mentorship plays an important role in CAF programs. The lessons of the Tuskegee Airmen are used as an inspirational case study. Mustang Pilot and CAF VP of Education, Bill Shepard shares how their story has impacted his own life on an airshow ramp.



Forging Thoughtful Connections to the Past

RISE ABOVE: Red Tail is the CAF's principal national educational program. Using a unique mobile movie theater with a wrap-around screen, it aims to bring the inspirational story of the Tuskegee Airmen to every classroom in America. The program travels across the country with the CAF's P-51C Mustang *Tuskegee Airmen* — immersing students and families in the experiences of America's first African-American combat pilots.

Young people are exposed to the social courage and strength of character of Airmen who fought for the right to serve their country. The program positions the Tuskegee Airmen as role models, imparting young people with six key principles that allowed the airmen to succeed: Aim High, Believe in Yourself, Use Your Brain, Be Ready to Go, Never Quit and Expect to Win. These principles are engraved on a dog tag received by every student who visits the exhibit as a lasting reminder of the pathway to success followed by the Tuskegee Airmen.

In 2016, the CAF began development of *Flight Plan for Life*, a program designed to deepen the impact of CAF RISE ABOVE: Red Tail by encouraging students to chart a path that leads them to fulfill their life and career goals.

Experienced by

31,574



people in

32



communities in 2016

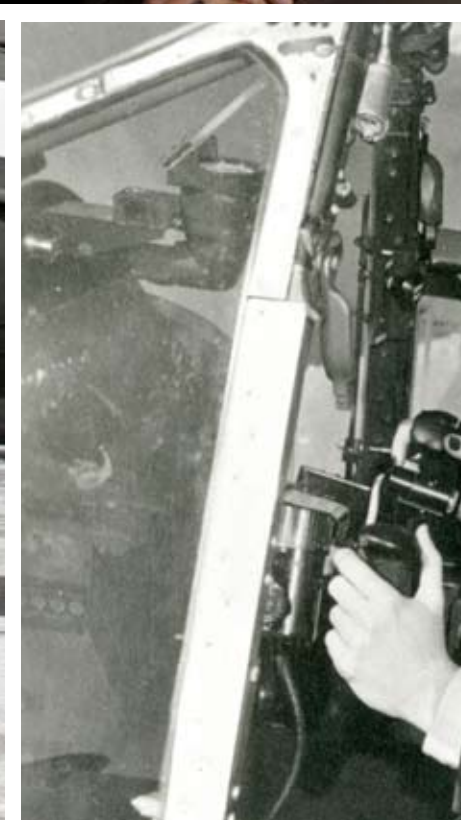




PHOTO: JOHN SLEMP, B&W IMAGES COURTESY WASP COLLECTION AT TEXAS WOMAN'S UNIVERSITY

Honoring the Legacy of the Women Airforce Service Pilots

DURING WORLD WAR II, female pilots eager to support their country in its hour of greatest need were flatly denied. Unwilling to accept defeat, the women proposed a radical idea: the formation of a unit which would transport aircraft from factories to their bases and support training efforts for male airmen across the country. The Women Airforce Service Pilots (WASP) were born.

As time passed following the war, these incredible women, their airplanes and their transformational story were all but forgotten. In 2016, the CAF pledged to honor these women, preserve their story and use their example to inspire young women across the nation to greatness.

One of the original aircraft the WASP used for training at Avenger Field was located, and a Squadron led by female CAF members was established to spearhead the project. Excitement and interest spread across the CAF, with the WASP Squadron becoming the fastest growing unit in the history of the organization.

504



Donors contributed more than **\$112,000** to kick-start the **WASP Project**



ABOVE The CAF WASP National Program Chair, Maj. Heather "Lucky" Penney was joined by four original WASP Pilots for the program's kickoff in July 2016. (Left to right, Shirley Kruse, Dawn Seymour, "Marty" Wyal and "Shutsy" Reynolds).





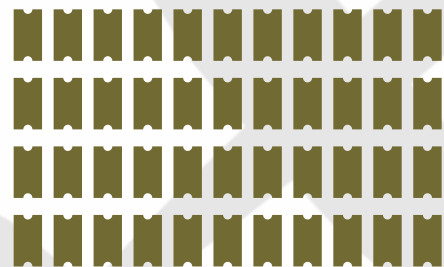
More than 19,000 Guests Experience History at Wings Over Dallas

FOR ONE WEEKEND IN OCTOBER 2016, guests were able to step back in time as more than 45 iconic World War II aircraft descended on Dallas Executive Airport for the first airshow held in the City in almost 30 years.

Attracting more than 19,000 guests, the Wings Over Dallas WWII Airshow provided a dramatic showcase for the ideas and features planned for the CAF's forthcoming National Airbase. Visitors were able to step back in time to experience the sights, sounds and characters of a World War II airfield.

They could meet and visit with WWII veterans, listening to their stories while watching demonstrations of tanks and aircraft from the era. Thousands of children also broadened their horizons through hands-on educational activities in the Family Fun-Zone.

More than **4,000**



tickets were
distributed at no charge to
**area schools and
educators** thanks
to our donors and supporters

LEFT The CAF has a philosophy of "dropping the rope," removing barriers and allowing people to experience historic aircraft and artifacts first hand.



ABOVE The CAF's Tora, Tora, Tora demonstration team is made up of replica Japanese airplanes, many of which were built for the filming of the 1970 movie of the same name.

Fulfilling a Pledge to Remember

"DECEMBER 7, 1941, a date which will live in infamy" — is how President Franklin D. Roosevelt began his address to the nation following the Japanese attack on Pearl Harbor. It was a pivotal moment in American history — the nation was galvanized into action and united around a cry to "Remember Pearl Harbor!"

The Commemorative Air Force played a leading role in marking the 75th anniversary year of Pearl Harbor through our renowned demonstration team Tora, Tora, Tora. Audiences are transported back in time via a visceral battle re-enactment that includes aircraft thundering overhead, accompanied by a dramatic pyrotechnic demonstration. It is a very unique and impactful kind of history lesson.

2016 marked the 44th year of continuous performances by the all-volunteer Tora, Tora, Tora group. The team participated in 12 airshows across the nation, supported and applauded by numerous Pearl Harbor survivors.

Tora, Tora, Tora
was viewed by more than

500,000

 **spectators**
in 2016





“There is nothing stronger than the heart of a volunteer”

— Gen. James H. “Jimmy” Doolittle

COMING FROM ALL WALKS of life and backgrounds, CAF’s member-volunteers are the engine which advances our mission across the country. Far from a group made up exclusively of pilots, members pledge their time to support every facet of the organization. Counting historians, teachers, marketing professionals, doctors, lawyers, farmers and industrial workers among their numbers, our members are united by their passion for preserving and sharing history.

While working tirelessly to restore our aircraft and share the stories of the war years, it is in our volunteers that we see the true legacy of the Greatest Generation. United by strength of conviction, with an immense challenge before them, our volunteers channel American values of perseverance, dedication, and determination into every project the Commemorative Air Force undertakes.

Why we Fly

educate inspire
 generations **WWII**
 heritage living preserve
 experience flying **history**
 condition **aircraft** fly maintain military
 remember restore display
 honor appreciate **veterans**
 freedom stories



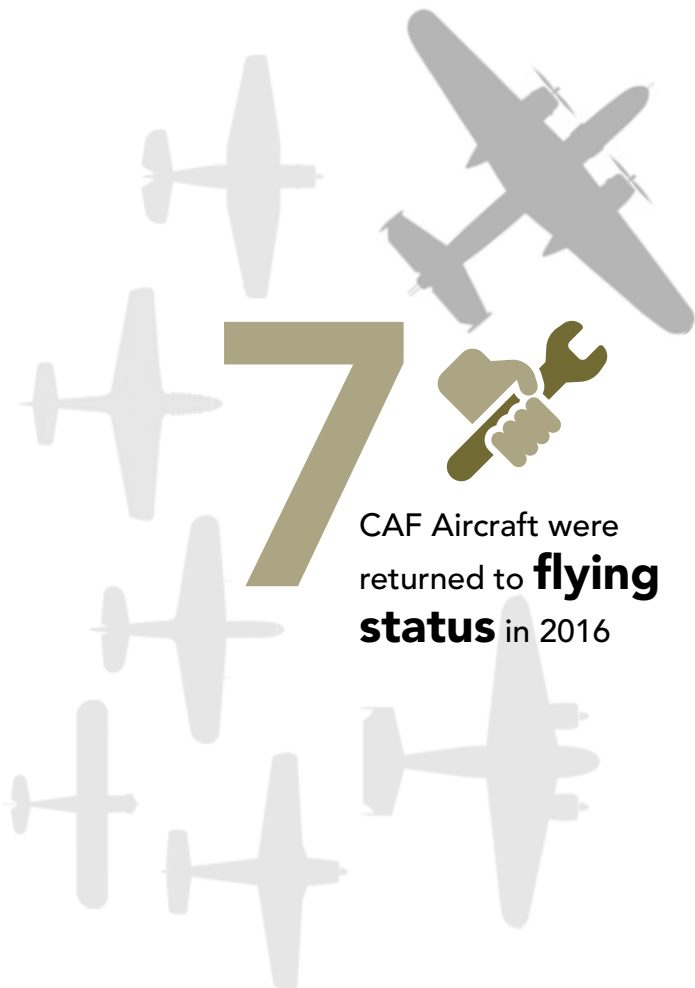
RIGHT Volunteers undertake every task performed by the Commemorative Air Force. From rebuilding the airplanes and flying them, to interpretation and storytelling, and all points in between.



A Marvel of Engineering and Flying Monument

ON MAY 15, 2016, after a comprehensive 23-year restoration process, the CAF's North American PBJ taxied for its first flight. As thousands of followers on social media eagerly awaited news of the first flight, the CAF flight crew lifted the airplane gracefully off the ground. The world's only flying PBJ (the Marine variant of the B-25 bomber) was back in the air.

Named *Semper Fi*, the airplane carries the legacy not only of those who built, flew and maintained the airplane in World War II, but also the CAF volunteers who dedicated tens of thousands of hours to the restoration project. The PBJ represents a tangible link to the Greatest Generation, a flying monument to the accomplishments of a united nation.



CAF Aircraft were
returned to **flying
status** in 2016



RIGHT Flying above the California coastline, the world's only flying PBJ was restored by members of the CAF Southern California Wing, more than 200 volunteers strong.



Saving an American Icon — *That's All, Brother*, the Airplane that Led the D-Day Invasion

IN 2015 THE CAF LOCATED *That's All, Brother*, the C-47 Skytrain that led the D-Day invasion, languishing in an aircraft boneyard in Wisconsin. Supported by hundreds of thousands of social media followers and more than 3,000 donors the airplane was saved and its restoration started. The goal was to restore the airplane to its exact condition on June 6, 1944, when it led the formation of more than 800 aircraft that dropped 13,000 paratroopers behind enemy lines.

The aircraft was gutted and left for scrap following the war and no restoration of this scale has ever been attempted on a C-47 before. Components needed to equip the aircraft have been sourced from around the world, with experts from as far afield as France and the Netherlands supporting the CAF restoration team.

As the restoration nears completion, all eyes have turned towards Normandy — where the airplane will travel in 2019 to mark the 75th Anniversary of D-Day, alongside the last living veterans of the invasion.



16,213

Man Hours invested in
Restoration

RIGHT Restored by the skilled hands of expert C-47 technicians at Basler Turbo Conversions, *That's All, Brother* is expected to return to the sky in late 2017.





COMMEMORATIVE
AIR FORCE

CAUTION
ONE WAY



ABOVE Working with world renowned architects HKS and experience designers Gallagher & Associates, the CAF has created a vision for its future home in Dallas.

BELOW Modeled on successful programs in Seattle, WA, Grand Rapids, MI and Lakeland, FL. Blending an aerospace focus with a STEM curriculum provides students with the opportunity to prepare for both employment opportunities as well as fulfilling college aspirations.



250,000+



guests are projected to **visit** the facility **annually**



A National Home for the Commemorative Air Force

SINCE RELOCATING ITS national headquarters to Dallas in 2015, the CAF has been developing a vision for its new educational campus. Combining a world-class flying museum attraction and a four-year STEM based aviation oriented high school, the CAF is poised to create a center of aviation excellence.

Architecturally iconic, the museum will focus on providing memorable WWII educational and

historical experiences through flight simulation, interactive displays, living history, films, videos, artifacts and a continual rotation of the CAF's WWII operational aircraft collection. The mission of the flying museum will be to make the CAF's fleet of restored classic aircraft available for close-up inspection and visitor flights while igniting passion and interest for WWII aviation knowledge and history.

A comprehensively equipped education and distance learning

center will allow the CAF to share its in-depth educational programming with other centers, schools, museums and organizations across the country. The CAF's commitment to a four year high school represents an investment intended to impact the Dallas community with both educational opportunities and a path for career choices in the region's rich aerospace environment.

Fiscal Year 2016

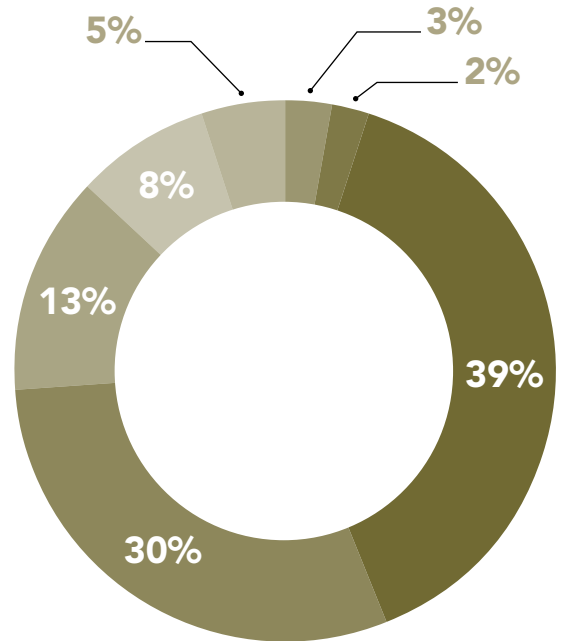
THE COMMEMORATIVE AIR FORCE COMPANIES refers to four corporations which compose the organization: American Airpower Heritage Flying Museum (AAHFM) “the aircraft,” American Airpower Heritage Museum (AAHM) “the artifacts,” American Airpower Heritage Foundation (AAHF) “the endowment,” and the Commemorative Air Force (CAF) “the members.”

RIGHT Through fiscal responsibility, active revenue generation and the implementation of sustainable business practices, the Commemorative Air Force is able to acquire, preserve and restore the iconic aircraft of World War II like this 1945 General Motors FM-2 Wildcat.

2016 Revenue

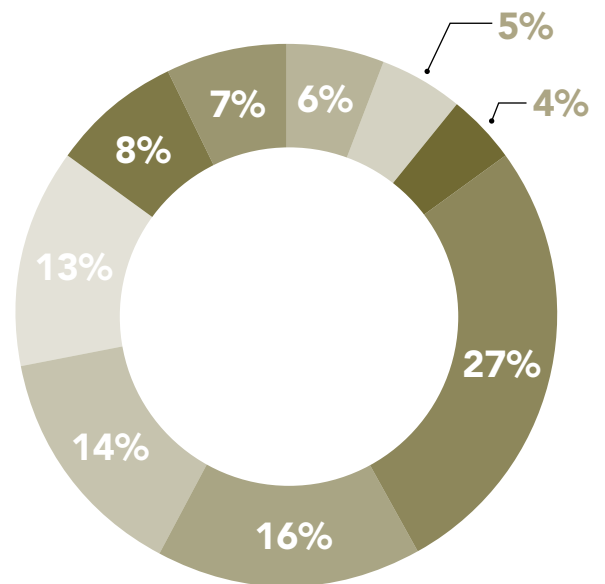
Contributions	\$11,680,832	39%
Airshow, Display & Education*	\$9,069,670	30%
Grants	\$3,746,225	13%
Operating & Merchandising	\$2,468,915	8%
Membership	\$1,438,731	5%
Other	\$877,649	3%
Investment Income	\$553,238	2%
TOTAL	\$29,835,260	100%

*Event Sponsorship, Ticket Sales, Aircraft Rides, Aircraft Tours, and Appearance Fees



2016 Expenses

Aircraft Maintenance & Restoration	\$7,110,952	27%
Airshow, Display & Education	\$4,299,555	16%
Operations & Facilities	\$3,587,396	14%
Personnel	\$3,385,968	13%
General & Administration	\$2,097,547	8%
Fundraising	\$1,872,378	7%
Membership & Marketing	\$1,455,366	6%
Other	\$1,231,438	5%
Contracted Services	\$1,157,455	4%
TOTAL	\$26,198,055	100%



Change in Net Assets: \$3,637,205



PHOTO: JAKE PETERSON



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