

# LET YOUR IMAGINATION TAKE FLIGHT

**2007 Annual Report**



**WINGS**  

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**OVER THE**  

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**ROCKIES**  

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**AIR & SPACE MUSEUM**



## Dear Friends:

The front panel of Wings Over the Rockies' newest museum brochure conveys an important point for all of our 2007 activities, and for our plans for the future. Out in front of the Museum, mimicking the soaring wingspan of our B-52, two-and-a-half-year-old Lindsey Pride sits on the shoulders of one of our volunteers, retired Air Force veteran Hugh Greenwood.

Wings' mission of education and inspiration through flight transcends generations. Hugh grew up during World War II and flew the F-84, F-86 and B-47 to defend freedoms we still enjoy today. Little Lindsey is one of a generation who will very likely walk on the surface of Mars. The future of her generation depends on Hugh's, and all of us who care about preserving the heritage and hopes of flight.

## HONORING *our heritage*

In 2007, we turned the clock back to 1940 with capital improvements that have restored the original setting which served over one million service men and women. On the exterior, covering the area of two football fields, we added a new roof, complete with false skylight panels. On the inside, we removed a dropped ceiling to return the immense appearance of our 90-foot-high main hangar space. We also invested in long-overdue life safety upgrades.

Visitors now step into a hangar in which one can imagine the filming of the *Glenn Miller Story*, actually shot in the northeast corner, or sense the training of young airmen in our Century Series of fighters that served on the front lines of the Cold War.

## HONORING *our hopes*

A good museum must also be relevant to people today, and for generations to come. In 2007, exhibits like *Space Adventures* appealed to all generations, and the *Flightline*, featuring pedal planes and a control tower, provided the learning experience of a miniature traffic pattern to tomorrow's aerospace community. At the same time, programs including the B-17 "Aluminum Overcast" and traveling KidSpace and Science of Flight activities took Wings' mission to Centennial Airport and around Colorado.

Our "Spreading Wings" education mission served nearly 14,500 young people in 2007, up almost 17 percent over 2006. Many of these young people were at-risk kids, served through special funding as part of Wings' SOAR (Special Outreach with Aerospace Resources) Program. Support for Wings' mission also came from our "Spreading Wings" Gala, which honored adventurer Steve Fossett through his wife Peggy and fellow adventurers Dick Rutan and Barrington Irving.

## THE BEST *is yet to come*

Since time began, flight has motivated people of all ages to look up, wonder, and be at their best. We are also in a business which requires us to be at our best, to weather the challenges of life in the nonprofit world. At Wings Over the Rockies, we strive to improve every day. Hard-working staff and volunteers — who provided a record 33,525 hours — made 2007 a very special year. Overcoming a five-week closure for improvements, we achieved SCFD Tier II status for the second year, increased contributions 23 percent and membership revenues 47 percent.

I want to thank the entire Wings Over the Rockies family of members, volunteers, staff and Board of Directors for their dedication to our mission in 2007. But we are not looking back. We are looking forward... we will continue to seek an adaptive re-use plan for Hangar 2 in order to provide critical infrastructure improvements... we will invest in interactive exhibits which reflect Colorado's aerospace community... we will explore opportunities at Centennial Airport which will celebrate flight activities like the B-17... we will continue to spread our wings to serve young people like Lindsey with education and inspiration for new horizons...

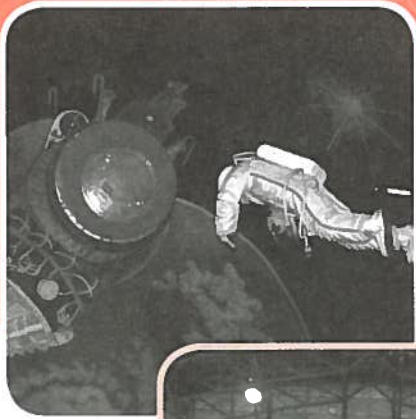
And we will continue to serve YOU with a mission that justifies your interest, membership and support.

Sincerely,

Gregory J. Anderson  
President & CEO







# MUSEUM

Wings Over the Rockies Air & Space Museum made several huge leaps forward in 2007. Improvements were made in facilities, exhibits, and visitor services. Some of the major upgrades can be seen immediately, while others remain “behind the scenes.” Here are just a few:

With the help of a \$200,000 grant from the State Historical Fund, the Museum finally replaced its aging and leaking roof with a new and improved version. It now boasts panels to replicate the original roof’s skylights, bringing the building closer to its original look.

While work on the exterior of the building was being completed, improvements on the interior also moved forward at a feverish pace. When the dropped hangar ceiling was removed, new lighting was installed. The look and feel of the original interior space finally has been restored, and the effect is dramatic.

While the ceiling was coming down, fans, insulation, and fire detection systems were going up. In conjunction with insulating the side and end walls of the hangar, Wings installed very large ceiling fans to help moderate the temperature in the main hangar. Winter was proof of the results, with most visitors and staff amazed at the warmth in the building!

In a “behind the scenes” project, the Museum’s boiler was completely overhauled after a broken tube was discovered in the boiler. The repaired boiler will now last for many more years. In another “behind the scenes” task, the F-14 Tomcat was “demilled” by members of the U.S. Navy and Museum volunteers. The aircraft retains its seats, gun, and engines – a rarity – and is now on permanent loan to Wings from the National Naval Aviation Museum in Pensacola, FL.

The Museum’s elite Volunteer Restoration Department made great gains in their efforts to complete work on the F-86 and RF-84K. In 2006, the large lathe was repaired and has been used repeatedly in 2007 by all areas of the Museum. Wings also upgraded and expanded a few existing exhibits with a mural painted behind the Russian air lock, the completion of the children’s pedal plane airport, and a \$25,000 grant from Ball Corporation to fund the Jetwing exhibit.

## MEMBERSHIP

At the end of 2007, Wings counted over 1,300 families and individuals as Museum members – an increase of 16 percent over 2006. Members enjoyed unlimited access to the Museum, as well as complimentary admission to special exhibits and activities such as *Space Adventures* and *KidSpace*.

As exhibits increase in substance and relevance to Wings’ mission, Museum members continue to see an increase in the level of return they are receiving for their membership investment. This year members were more satisfied than ever before.

# EDUCATION



Participation in Museum Education programs in 2007 was 14,000, up from 10,700 in 2006, despite the Museum being closed for five weeks. "Spreading Wings" outreach programs served 8,244, up from 1,800 in 2006, including 1,256 people reached through the efforts of our all-volunteer Speakers Bureau.

## **Outreach**

By adding the KidSpace program to the Museum's repertoire in 2007, Wings was able to provide its programming to 3,190 people around the State. KidSpace features hands-on activities including building rubber-band-powered rockets and balsa planes, as well as the opportunity to test flying skills using our state-of-the-art traveling flight simulators. The year began with a trip to Cortez for the Four Corners SUN Conference and two days at Cortez Middle School, introducing educators and students to Project Pilot. Then KidSpace visited the Rocky Mountain Regional Fly-In as well as other fly-ins and air shows in Rifle, Steamboat, Akron, Glenwood and Vail.

## **Experience Aviation with Barrington Irving**

On October 8th and 9th, 700 Denver Public School, Aurora Public School and home-school students visited the Museum and heard the inspiring words of Barrington Irving, the youngest person and first African American to fly solo around the world. In addition to listening to this motivational young speaker, students spent time sitting in open cockpits, building balsa planes, learning about world-record setting kites, testing their skills in the flight simulator labs and meeting Tuskegee Airmen, Air Force Academy cadets and airline pilots.

## **Space Adventures Educational Components**

The Education Department enhanced the *Space Adventures* experience with hands-on, interactive computer simulations acquired from the Space Science Institute. These programs enabled visitors to experiment with building a solar system and playing golf in microgravity, and challenged them to a word game using solar system facts.

Education also acquired and implemented a team-oriented computer exploration of the subterranean sea of Europa (one of Jupiter's moons) in the advanced simulator lab. And Education staff and volunteers built over 3,000 Goddard rockets for visitors to the hands-on WOW (Wings of Wonder) activity station during the course of the exhibit.

## **Permanent KidSpace Exhibit**

With help from a generous donor, Wings completed and opened a permanent KidSpace Exhibit. Targeted at visitors ages three through 12, the exhibit features hands-on activities with constellations and robots, computer interactives, puzzles, books and computer simulations. Many parents have purchased memberships so they can bring their children back to KidSpace often.

## **B-17 Week**

Wings Education staff and volunteers provided and staffed four traveling flight simulators during the B-17 event in June, giving an estimated 1,300 adults and kids the chance to "fly" the B-17 over Denver.



### Summer Camp @ Wings

Over 40 future aviators and space explorers participated in two, week-long summer camps in 2007. The camps were led by a certificated teacher from Cherry Creek, with many years' experience using aviation in the classroom, and University of Denver physics graduate students, who were solar system and rocket experts. Evaluations from parents and students were excellent, with one camper even saying it was "the best thing she'd ever done."

### Taking Aerospace to Local Schools

In August, Education facilitated visits by NASA speakers to five local schools and 575 students during the visit from the NASA traveling exhibit over Labor Day weekend. Education also facilitated visits by Dick Rutan and Barrington Irving to two local schools and 165 kids, while they were here for Wings' Gala in November. Education also offered an after-school program at Lowry Elementary which provided eight classes over four weeks for 3rd – 5th graders on Mondays and K-2nd graders on Tuesdays.

## MUSEUM EVENTS



The Wings of Wonder Special Event Series brought everything from remote-controlled airplanes to aviation art to aerospace personalities and family fun to those who visited Wings throughout the year. The series launched in February with the 3rd annual Rocky Mountain Aeromodeling Expo. In March, Wings opened *I Learned About Flying from That: The Aviation Art of Barry Ross*, showcasing his 25 years of work for *Flying* magazine. Summer brought the return of the EAA B-17 "Aluminum Overcast" to Centennial Airport and the ice-cream social grand opening of Wings' first traveling exhibit *Space Adventures*, with special guests astronauts Richard Truly and Digger Carey. Over Labor Day weekend, Wings provided a glimpse into the future of the space program with NASA's Vision for Space Exploration Experience, a traveling exhibit detailing NASA's plans for future travel to the moon and Mars. Wings finished out the year with fun for the whole family during Lowry's annual Glory Days community celebration, Hauntings at the Hangar for Halloween and Kids Days in December.

As always, the largest, most grand event of the year was the annual "Spreading Wings" Gala held in November. Wings filled with 650 people for an inspiring tribute to aviator and adventurer Steve Fossett. Fellow around-the-world aviators Dick Rutan and Barrington Irving shared stories from conversations with Fossett and how his accomplishments and never-give-up attitude inspired them. Sir Richard Branson reflected on his good friend and business associate via a videotaped message, and Fossett's wife Peggy accepted the "Spreading Wings" award on her husband's behalf. Wings was honored to receive a presenting sponsorship from Barron Hilton; the support of other major contributors including Jeppesen, John Pritzlaff, Larry Romrell and XJet; as well as table sponsorships, ticket purchases and auction bidders. In all, the gala generated a total revenue of \$385,473 to further Wings' mission to educate and inspire through aviation and space.

# CORPORATE EVENTS



Wings Over the Rockies made great strides in its corporate events business with facility improvements in 2007. The new roof and removal of the old interior dropped ceiling revealed a fabulous gallery space overhead that had been hidden for many years. Old and new clients hosting corporate events in 2007 fell in love with the renovated space and quickly found creative new ways to light and decorate the steel structure of the arched hangar gallery overhead. Extensive planning and testing went into maximizing audio and the effects of sound in the new open space.

Every event, from off-site conference receptions to nonprofit fundraising gala dinners, provides an opportunity for our clients and guests to expand their aviation and aerospace knowledge while having great fun climbing into aircraft cockpits, and trying their hands at our flight simulators or pedal planes. Wings Over the Rockies hosted 112 events in 2007. Some of the highlights were...

Central City Opera – Denver Antique Show & Sale  
City of Aurora Veteran's Salute  
100th TFW National Reunion  
Mizel Museum 25th Anniversary Gala Dinner

Highlands Ranch High School Prom  
Collectors Extravaganza Antique Show & Sale  
Galileo Corporate Holiday Party  
Imprints Wholesale Annual Expo & Fashion Show

# VOLUNTEERS

The cadre of volunteers at Wings continues to grow, bringing a wealth of experience, skill and heart-felt passion to the Museum. In 2007, 241 volunteers provided 33,525 hours of dedicated service. Our volunteers come from all walks of life. We have doctors helping maintain our facility, career business people greeting our visitors, and many with military and commercial aviation experience providing mechanical and technical skill. The common passion of all Wings volunteers is the love of aviation and the desire to foster this interest among all our guests, especially our young visitors.



Wings volunteers provided energy and support for all the major projects of 2007, some of which were the removal of the old dropped ceiling, the opening of *Space Adventures* and the "Spreading Wings" Gala. During the week of the B-17 Aluminum Overcast event, 112 volunteers put in 2,313 hours enabling Wings to offer this exciting event to the community. Our volunteers worked hard in the high heat again to win the designation of number one tour stop in the country. Additionally, the routine day-to-day maintenance and operation of our facility is done by volunteers who willingly give of their knowledge and skill.



The recipient of the Don Welsh Volunteer of the Year Award for 2007 was Marilyn Chang, Librarian. Marilyn's tireless dedication to the maintenance and organization of the extensive library was recognized by her peers and staff.

The Research Library, Restoration, Avionics, Speakers Bureau and Welcome Center continue to be areas that are managed completely by volunteers. The energy of Wings volunteers is a vital and necessary component of the success of Wings Over the Rockies.





# MUSEUM STORE

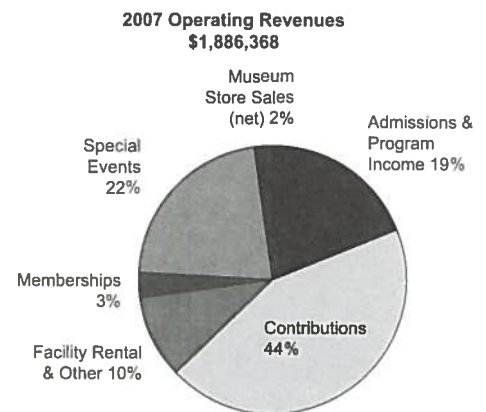
The Museum Store realized significant growth in 2007. The closure of the Museum to remove the dropped ceiling allowed for a redesign of the Store's floor plan and an improvement in Store fixtures. Increased lighting, new carpet and a new entrance added to the appeal. With visitor numbers increasing and our membership base growing, the Store benefited from greater exposure. New and returning visitors have come with requests for special orders, and the staff has made every attempt to meet these needs. The Store has never had a wider and more diverse inventory from which to choose. Added to the normal fare of t-shirts and aviation toys, the Store has a large selection of DVDs, ranging from historical documentaries to programs on scientific advances in both aviation and space exploration. As the Education Department has grown, so have the educational offerings in the Store. Both children's books and DVDs have added to the selection for interested parents. New "branded" products are being pursued all the time and are introduced in the Store as they become available. The traveling exhibit *Space Adventures* called for an increase in the selection and diversity of space-related products. This created a successful balance to the aviation-themed inventory already available.

The staff continues to pursue partnerships not only with Education, but also exhibit development, WOW events and often with corporate events. With all of these having specific audiences, the Store staff tries to compliment and profile these projects. Opportunities continue to present themselves and we look forward to 2008 and the challenges ahead.

## REVENUES AND EXPENSES

The Museum's operating income and expenses for the year 2007 are summarized below. As shown in the pie charts, contributions and fundraising events comprise the largest share of income, while museum and education programs make up the largest share of the expenses.

The \$2,000,000 in capital improvements made to the Museum in late 2006 and early 2007 resulted in the higher depreciation expense allocated to the functional costs in 2007. The functional expenses also reflect proportional staff time spent on the various Museum programs as well as facility operating costs.



# STAFF & DIRECTORS

## Museum Management

Greg Anderson, President & CEO  
Matthew Burchette, Curator & Director of Operations  
Liz Ann Fischer, Volunteer & Admissions Coordinator  
Jeff Franta, Facilities Manager  
Yael Franzen, Onsite Program Manager  
Shelly Fritzier, Director of Marketing & Development

Kristin Love, Director of Administration  
Ed Massman, Controller  
Nancy McCurdy, Museum Store Manager  
Jennifer Seaman, Onsite Education Project Manager  
Courtney Walsh, Director of Sales & Corporate Events  
Darci Wert, Director of Education

## Board of Directors

Rod Atherton, Legal Advisor  
Terry Barnhart  
John Barry  
Barney Carlson  
Margaret Cozzens  
Jack Cronin, Treasurer  
Willie Daniels  
Dave Dickerson  
Don Estey, Director Emeritus

John France  
Charlie Johnson  
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Lindsay Kough  
Peter Luce  
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Ron Smith  
Joe Thibodeau

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Pat Wiesner, Co-Vice Chairman  
Carl Williams, Co-Vice Chairman



**WINGS  
OVER THE  
ROCKIES**

Main Phone: 303-360-5360  
Museum Store: 303-360-8535  
Tour Booking: 303-360-5360 ext. 116

### Join Us

Visit [www.WingsMuseum.org](http://www.WingsMuseum.org) for information on upcoming events and how you can become involved in our inspiring and educational programming as a member or volunteer.



The Museum gratefully recognizes its educational and cultural support from the Science and Cultural Facilities District Program. This enlightened public program continues to make a critical difference in advancing Wings' mission throughout our communities.

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