Be the most exciting and innovative museum and aerospace center west of the Mississippi.

MISSION
To educate and inspire people of all ages about aviation and space endeavors of the past, present and future.

VALUES
Wings Over the Rockies™
YEAR END REVIEW 2021

Museum Admission™
80,542
Achieved 80% of 2019

Exploration of Flight Admission™
14,823
111% increase over 2019

Museum Store Sales
$339,092
63% increase over 2019

Wings 2021 Virtual Gala
04-22-21
Celebrated aviation and wildfire professionals who helped save lives and land in the record-breaking 2020 Colorado fire season

Exploration of Flight Recurring Monthly Showcases
2,500+
Visitors attended the Commemorative Air Force B-17 Showcase

Behind the Wings Audio Series
5M+
YouTube/Facebook views

Wings on Social
500K+
Views on TikTok & Instagram reels

Flight Training Scholarships
80
Flight training scholarships awarded (2019-2020)

Wings Aerospace Pathways
62
Students enrolled

Membership Growth
42%

Over 150K in scholarships awarded

45 SoloC's, 24 Certifications issued thanks to the James C. Ray Foundation

All the Cosmos in a Canvas
Dream Fly
Skyward

9 New Exhibits Including

WingMuseum.org / ExplorationOfFlight.org
WINGS OVER THE ROCKIES

2020 YEAR END REVIEW

Est. 1994

2020 PANDEMIC IMPACT
(Closed March-June)

100% Staff Remained Intact

WINGS AEROSPACE ALLEY
COLORADO LAUNCH

Celebrating Colorado's strong and thriving aerospace industry

4 Aerospace Alley Proclamations:
Fort Collins, Aurora, Centennial and State Senate

Featuring Gene Kranz, Harrison Schmidt and Eileen Collins

53 FLIGHT SCHOLARSHIPS AWARDED
(01/01-2020)

56 STUDENTS ENROLLED
40% INCREASE OVER 2019

THREE NEW EXHIBITS

WingMuseum.org / ExplorationOfFlight.org
WINGS OVER THE ROCKIES 2019 YEAR END REVIEW
Celebrating 25 Years

WINGS OVER THE ROCKIES GENERAL ADMISSION
130,124 14.7% INCREASE

CELEBRATED
APOLLO PALOOZA
A week-long regional celebration of the 50th anniversary of the moon landing and future human space exploration

HONORED ICON CLAY LACY WITH THE
CLAY LACY FIELD OF DREAMS FLIGHT RAMP DEDICATION

ON CAMPUS

AWARDED
30 FLIGHT TRAINING SCHOLARSHIPS WORTH NEARLY $140,000
Thanks to the Ray Foundation!

AEROSPACE MIDDLE SCHOOL IS NOW OPEN AT EXPLORATION OF FLIGHT CAMPUS

DEBUTED BEHIND THE WINGS ON RMPBS
FLYING IN 44 MARKETS IN 19 STATES!

4.5 MILLION ONLINE VIEWERS
5.300% INCREASE FROM 2018

LOURY HERITAGE ROOM

COMPLETED TWO FANTASTIC NEW EXHIBITS!

SWEET SIOUX OH-1 HUEY

50+ STUDENTS ENROLLED!

WingMuseum.org / ExplorationOfFlight.org
WOTR Story Index

Quick Facts
Leadership & Staff
Volunteers
Air & Space Museum
Exhibits
Events

Membership
Exploration of Flight
Attractions
Programs
Financials
Research Library
Strategic Plan 2022

WingMuseum.org / ExplorationOfFlight.org
Quick Facts

Past

• Museum is located on former Lowry Air Force Base, built in 1937
• Original site of the United States Air Force Academy
• Museum founded in 1994
• Exploration of Flight Blue Sky Gallery opened in 2018.

Present

• Museum currently welcomes more than 160,000 visitors a year
• The Boeing Blue Sky Aviation Gallery is open at Centennial Airport
• Named one of the top 20 Aviation Museums in the World by CNN and Top 10 by USA Today

Future

• Museum will welcome more high profile exhibits
• WAP will educate more than 120 students in grades 6-12
• Exploration of Flight will become a key aerospace destination

WingMuseum.org / ExplorationOfFlight.org

OPR: Marketing | Updated 2021-09-22
John Barry, Maj Gen, USAF (Ret)

John L. Barry, Maj Gen, USAF (Ret) is the President/CEO of the Wings Over the Rockies Air & Space Museum, located in Denver, Colorado.

General Barry served as Superintendent of Aurora Public Schools for seven years, from 2006-2013. Before returning to Colorado, he served in the United States Air Force for over 30 years as a combat veteran, fighter pilot/USAF “Top Gun” graduate (Fighter Weapons School), Military Assistant to the Secretary of Defense, and commander multiple times at the squadron, group and twice at the wing command level. He is also a survivor of the 9/11 attack on the Pentagon. He retired in 2004 as a "Two Star", Major General, and served his last tour on active duty as Board Member and Executive Director for the Space Shuttle Columbia Accident Investigation.

Mr. Barry is a 1973 Honor Graduate of the USAF Academy, with a double major in International Affairs and Political Science and Distinguished Graduate from the USAF Pilot Training. He received his Masters in Public Administration from Oklahoma University, was a White House Fellow in 1986-1987, attended the Kennedy School of Government at Harvard on a fellowship in 1993-1994, and is a 2004 graduate of the Broad Superintendent Academy. He is a member of the 2021 Titan 100 Top CEOs of Colorado.
# Board of Directors

<table>
<thead>
<tr>
<th>Board Chairman</th>
<th>Vice-Chairman</th>
<th>Treasurer</th>
<th>Secretary</th>
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<tbody>
<tr>
<td>Charlie Johnson</td>
<td>John Knudsen</td>
<td>Rob Fuschino</td>
<td>Emanuel Anton</td>
</tr>
<tr>
<td>President</td>
<td>Attorney</td>
<td>Pilot Instructor and Evaluator</td>
<td>Aerospace Attorney</td>
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<tr>
<td>Bye Aerospace</td>
<td>Law Office of John Knudsen</td>
<td>United Airlines</td>
<td>Anton Ammar PLLC</td>
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<table>
<thead>
<tr>
<th>Name</th>
<th>Title 1</th>
<th>Title 2</th>
<th>Contact 1</th>
<th>Contact 2</th>
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<tbody>
<tr>
<td>Mike Allen</td>
<td>President &amp; CEO</td>
<td>Air Methods</td>
<td></td>
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<tr>
<td>John Barry</td>
<td>Major General, USAF (Ret)</td>
<td>President and CEO</td>
<td>Wings Over the Rockies</td>
<td>Air &amp; Space Museum</td>
</tr>
<tr>
<td>Randy Brodsky</td>
<td>President &amp; CEO</td>
<td>Primus Aerospace</td>
<td></td>
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<tr>
<td>Daniel Carter</td>
<td>Broker</td>
<td>Mirr Ranch Group</td>
<td>Owner</td>
<td>True West Aerial Co.</td>
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<tr>
<td>Jack Cronin</td>
<td>Real Estate Developer</td>
<td>Cronin &amp; Company</td>
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<tr>
<td>Willie Daniels</td>
<td>President &amp; CEO</td>
<td>Shades of Blue</td>
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<tr>
<td>Glenn Davis</td>
<td>Chief Retail Officer</td>
<td>Alpine Bank</td>
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<tr>
<td>Dave Dickerson</td>
<td>Principal</td>
<td>Grace Dickerson</td>
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<tr>
<td>Megan Fisher</td>
<td>Interim Vice President for Development &amp; Marketing</td>
<td>Denver Museum of Nature &amp; Science</td>
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<tr>
<td>Kathleen Geise</td>
<td>Professor</td>
<td>Science Department</td>
<td>Community College of Aurora</td>
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<tr>
<td>Dagmar Kress</td>
<td>Competitive Aerobatic Pilot &amp; Coach</td>
<td>Metropolitan State University</td>
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<tr>
<td>Chris Leach</td>
<td>Partner</td>
<td>Attorney</td>
<td>Camerer &amp; Little LLP</td>
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<tr>
<td>Chris Leevers</td>
<td>Vice President</td>
<td>Leeevers Supermarkets, Inc.</td>
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<tr>
<td>Steve Lindsey</td>
<td>Vice President of Space Exploration Systems</td>
<td>Sierra Nevada Corporation</td>
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<tr>
<td>Conor McCallin</td>
<td>Vice President</td>
<td>Morgan Stanley</td>
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<tr>
<td>Chase Puckett</td>
<td>President &amp; CEO</td>
<td>Gravity Resource Group</td>
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<tr>
<td>Jeff Puckett</td>
<td>President &amp; CEO</td>
<td>Jet Linx</td>
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<tr>
<td>Lt. Colonel James Reeman</td>
<td>Commander</td>
<td>136th Space Control Squadron</td>
<td>767 Captain</td>
<td>Delta Airlines</td>
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<tr>
<td>Collin Scott</td>
<td>Regional Vice President</td>
<td>Salesforce</td>
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<tr>
<td>Milton “Skip” Smith</td>
<td>Attorney</td>
<td>Sherman &amp; Howard</td>
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<tr>
<td>Ronald Smith</td>
<td>Retired</td>
<td>Air Force &amp; Defense Contractor</td>
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<tr>
<td>Craig Teasdale</td>
<td>Area Director</td>
<td>Signature Flight Support</td>
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<tr>
<td>Shawn Wallace</td>
<td>787 Instructor and Pilot</td>
<td>United Airlines</td>
<td>Managing Director</td>
<td>Ratio Wealth Group</td>
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</tbody>
</table>

**BOARD MEMBER EMERITUS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>Greg Anderson</td>
<td>Board Member Emeritus</td>
</tr>
<tr>
<td>Tom Marsh</td>
<td>Board Member Emeritus</td>
</tr>
</tbody>
</table>
Leadership Team

Eric Atwood
Chief Financial Officer

Jessica Castellano
Chief Development Officer

Keith Palmer
Executive Director
Exploration of Flight

Chuck Stout
Curator

Scott Shinkle
Facilities Director

Michelle McMahon
Director of Education

Erin Schmitz
Director of Visitor Services

Karen Slye
Director of Marketing

Chris Manos
Events Senior Operations Manager

WingMuseum.org / ExplorationOfFlight.org

OPR: Marketing | Updated 2021-11-01
Volunteers

247 Active Volunteers

- Docents
- EoF Sim Operators
- Greeters
- Events
- Archivists
- Restorations
- Educational

11,981 hours volunteered in 2020*

*Data includes a 3 month closure and operation restrictions for the remainder of 2020
From 1937 to 1994, Lowry Air Force Base served Denver and the nation. The airbase was primarily a technical training center. More than a million people trained at Lowry, in skills ranging from armament to photography. In the 1980s and 1990s, Lowry was one of Colorado’s largest employers, providing work for about 10,000 military and civilian men and women.

When Lowry Air Force Base closed in 1994, a group of dedicated volunteers led by retired Air Force Colonel Russ Tarvin formed the Wings Over the Rockies Air and Space Museum.

The Colorado legislature designated Wings Over the Rockies as Colorado’s official air and space museum in 1997. Inside the museum, Navy and civilian aircraft joined the Air Force aircraft to present a more diverse and representative picture of Colorado’s aviation heritage. Now the museum hums with exciting flight simulators and amazing interactive experiences as well as world-class historical exhibits. The museum is becoming recognized as one of the best aviation and space museums in the world.

In 2014 Wings Over the Rockies broke ground for its second location, the Exploration of Flight campus at Centennial Airport. The Boeing Blue Sky Gallery opened in July 2018, followed in 2019 by the Colorado SKIES Academy, an aerospace-focused middle school.

Visit often as these two locations continue to develop and add interesting new attractions!
Exhibits

- Century Series
- Alexander Eaglerock
- Flight for Life Alouette III
- Bell UH-1 "Huey"
- Star Wars X-Wing
- Douglas B-18A Bolo
Public Events
Facility Rentals

Wings Over the Rockies hosts a variety of social and corporate events at Lowry and Exploration of Flight, including:

• Fundraisers
• Corporate Events
• Retirement Parties
• Holiday Parties
• Weddings and Receptions
• Team Building Events
• Networking Events
Membership

Total Active Membership: 1,647

Membership Level
• Friends and Family = 30%
• Individual Plus = 23%
• Grandparent = 12%
• Senior = 12%
• Student = 7%
• Teacher Flight = 4%
• Lifetime = 3%
• WAP Family = 3%
• Other = 6%

How Long They’ve Been Members
• >1 Year = 46%
• 1-3 years = 23%
• 4-6 years = 9%
• 7+ years = 22%

Where Our Members Live
• CO = 95%
• CA = 0.3%
• Other states/unknown: 4.97%
Exploration of Flight, located at Centennial Airport, aims to become a center for aerospace education, experience and connectivity.

Two galleries will be located on this 15-acre campus. The Boeing Blue Sky Aviation Gallery is focused on aviation inspiration and education while the Ozmen Black Sky Space Gallery will be focused on space exploration and education.
Immerse yourself in aviation! Located at one of the busiest general aviation airports in the nation, the Boeing Blue Sky Aviation Gallery, an immersive aviation attraction, provides a behind-the-scenes experience that is sure to have you looking to the heavens. Explore interactive exhibits, see the latest in general aviation technology, hop into pilot-quality flight simulators, listen to the chatter from Centennial tower, and more.
Boeing Blue Sky Aviation Gallery

- **FLYTHISSIM TOUCHTRAINER**
- Redbird XWind
- Redbird FMX
- Gyro Chair
The Ozmen Black Sky Space Gallery will house various exhibits dedicated to the future of space exploration. The gallery will include interactive exhibits completed in partnership with some of the aerospace industries biggest names.
Wingspan Leadership Donors

RAY FOUNDATION

SIERRA NEVADA CORPORATION

THE DENVER FOUNDATION

BOEING

IHS Markit

Tony & Delisa Mayer

Clay Lacy

Ozmen Foundation

WingMuseum.org / ExplorationOfFlight.org

OPR: Leadership | updated  2020-07-27
Programs

Behind the Wings
Teacher Flight Program
Young Eagles Flight Experience
Wings Aerospace Pathways
Behind the Wings®

Want to learn something new and have a little fun along the way? Join us as we go behind-the-scenes of history’s most iconic aerospace treasures. In Season 3, explore the role of aviation in firefighting, get an inside look at the iconic Century Series fighter jets, hear from aviation icons on the legacy of the Learjet and so much more.

As seen on PBS, YouTube and Facebook.
Teacher Flight Program

As one of the most significant educational outreach initiatives ever undertaken, the Wings Over the Rockies Teacher Flight Program aspires to provide a personal flight experience to one teacher in every school in Colorado.

To date, the Teacher Flight Program has flown over 700 teachers from throughout Colorado.
In an effort to inspire tomorrow’s pilots and other future aerospace leaders, Greg Anderson, while he was with the Experimental Aircraft Association (EAA), created the Young Eagles Program back in 1992. The program offers free introductory flights to kids aged 8 – 17 through various chapters around the nation.

Today, the program has flown more than 2 million young people with no signs of slowing down. Wings is proud to partner with a chapter of EAA to continue inspiring the future at our Boeing Blue Sky Gallery on the third Saturday of each month.
Wings Aerospace Pathways™ (WAP) is a hands-on enrichment program with a focus on aviation and space. Students in grades 6-12 are engaged in project-based learning in a wide range of STEAM-related courses, and have the ability to earn industry certificates through Spartan College of Aeronautics and Technology. The skills learned, such as teamwork, problem solving, design thinking and applied technology reach beyond aerospace and are skills needed in many fields today.
Financials

“I AM PROUD TO BE A MEMBER AND HOPE MY CONTRIBUTIONS NOW AND IN THE FUTURE HELP OTHERS TO FIND, GROW, AND ENJOY THEIR OWN LOVE OF AVIATION.”

- Member Feedback

$4,493,744
2020 OPERATING EXPENDITURES
(excluding depreciation)

$4,073,076
2020 REVENUES

2020 EARNED REVENUE

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tr>
<td>General &amp; Administrative</td>
<td>$1,118,000</td>
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<td>Programs &amp; Services</td>
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<td>Facility &amp; Maintenance</td>
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<td>Admissions</td>
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<td>Restoration &amp; Exhibits</td>
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<td>Corporate Events</td>
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<tr>
<td>Fundraising</td>
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<td>Museum Store</td>
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<td>Membership</td>
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<tr>
<td>Special Events</td>
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</table>

WingMuseum.org / ExplorationOfFlight.org

OPR: Finances | 2021-09-22
Staffed by knowledgeable volunteers, the Wings Over the Rockies Air & Space Museum Research Library was established to serve researchers and historians worldwide. It welcomes donations of books, manuscripts, etc. related to aviation and aerospace.

The Wings Over the Rockies Air & Space Museum Research Library/Archives is available by appointment. Colorado residency or Museum membership is not required.

Contact us at library@wingsmuseum.org 303.360.5360 ext 103.
Strategic Plan 2022

P eople

L eading Edge

A chievement

N eighborhood

E nvironment

WingMuseum.org / ExplorationOfFlight.org
People

Treatment of individuals inside and outside of the organization

Goal 1: Staff Hiring and Retention: Make Wings a place where people want to work.

Goal 2: Improve Public Perception: Make Wings an organization with which the community wants to work.

Goal 3: Better Facilities & Infrastructure: Make Wings a destination to which people want to go.
Leading Edge
Be an innovator in aerospace preservation, education, and advancement

**Goal 1:** Create exciting and pioneering exhibits that attract and educate aviation and non-aviation enthusiasts alike.

**Goal 2:** Become a thought leader in aerospace knowledge and research in Colorado.
Achievement
Striving for a better tomorrow

**Goal 1:** Increase museum admission rates and attendance at hangar events.

**Goal 2:** Be recognized as a top three event venue in the State of Colorado.

**Goal 3:** Increase development of future aviators and aviation professionals
Neighborhood
Build a better community

Goal 1: Create community partnerships with museums, aerospace companies, schools, and our community to build our image and strengthen our brand.

Goal 2: Increase museum admission rates and attendance at hangar events.

Goal 3: Provide outstanding customer service so that our guests leave the museum satisfied and excited to return (for their next trip).
**Environment**
Create an environment where all people feel included, valued, celebrated, and respected

**Goal 1:** Create a positive center for aerospace education and learning.

**Goal 2:** Develop a culture where every resident of our community feels welcomed, engaged, and has a meaningful visit.
Air & Space Museum Exhibits
The museum is proud to display five airplanes from the Century Series of early supersonic fighters. The North American F-100 Super Sabre was the first production airplane that could fly faster than sound in level flight. The McDonnel F-101 Voodoo became an effective interceptor. Former president George W. Bush flew the Convair F-102 Delta Dagger in the National Guard. The Lockheed F-104 Starfighter could fly twice the speed of sound. And the huge Republic F-105 Thunderchief gained fame for dangerous “Wild Weasel” anti-radar missions in Vietnam.
In the 1920s, a large movie company in Englewood, Colorado, needed a better way to distribute their films to clients. Unable to procure enough new airplanes, they formed their own aircraft company—Alexander Aircraft. They hired a young South High School graduate named Al Mooney, who quickly became their chief engineer. He designed the Alexander Eaglerock, which soon became the best-selling airplane in the nation. Mooney went on to design many fast, efficient aircraft, including the Culver Cadet, the popular line of Mooney light airplanes, and the first business jet, the Lockheed JetStar.
Flight for Life was the first civilian hospital-based helicopter ambulance service. It started in 1972 here in Denver Colorado. They chose the powerful French Alouette helicopter for its outstanding high-altitude performance. Flight for Life used them for 20 years, from 1972 to 1992. The helicopter we display has been expertly restored, right down to the period medical equipment that would have been carried in the 1970s and 1980s. Flight for Life became the model for hundreds of similar helicopter ambulance services around the world, which have saved hundreds of thousands of lives since.
Whether flying troops into battle, attacking enemy positions, suppressing enemy fire, or evacuating the wounded, the Huey was involved in virtually every aspect of the Vietnam War. In the 1960s and 1970s, the reliable Huey became the most familiar icon of the war in Vietnam. This exhibit honors the men and women who flew and fought with courage and honor under very difficult conditions in an unpopular war, as well as the amazingly versatile, durable, and capable helicopter produced by Bell Aircraft.
Many of today’s astronauts and space scientists were inspired by science fiction in their youth. The Star Wars saga is likely the most successful science fiction media franchise, and seeing fantastic starships zipping across the screen often stimulates an interest in real science. Our large-scale replica of Luke Skywalker’s Incom T-65 is on loan from Lucasfilm, and displays autographs of many of the famous actors and crew from the film series. The X-Wing Starfighter is one of the most popular of the many space-related exhibits at Wings, and is also a fun backdrop for selfies and family photos.
Along with the RF-84K FICON and the Rockwell B-1A Lancer, the Douglas B-18 Bolo is one of several extremely rare vintage aircraft you can see at Wings Over the Rockies. Douglas based this twin-engine bomber design on their successful DC-2 airliner. Of the 350 built, only a handful survive. Our Restorations team has done an impressive job of bringing this classic late-1930s bomber back from oblivion to show how a new B-18 might have looked when training student bombardiers for WWII here at Lowry.
Exploration of Flight Attractions
Engineered to be introduced in the first stages of a pilot’s aviation experience, the FAA-approved TouchTrainer FM 210 flight simulator provides an immersive dual seat cockpit. It includes pilot/co-pilot intercoms, complete audio simulation, and an on-board instructor’s station. The massive 64 square feet of wrap around visual display will keep you coming back for more. Your experience will be guided by a trained Wings Over the Rockies volunteer who will assist you with setup, a brief orientation and flight in a Cessna aircraft. Fly the Cessna 172, 182 and more as you understand the unique characteristics of each aircraft. Your experience in the TouchTrainer FM210 is 10 minutes in length with a 5 minute orientation.
Redbird Xwind

Since the early days of powered flight, pilots have struggled with landing in crosswinds and learning proper crosswind landing techniques. That’s where the Redbird Xwind comes in. It teaches pilots the proper techniques to conquer challenging crosswind conditions. By placing pilots in gusty conditions for extended periods of time, the Xwind gives users a unique appreciation for the skill of pilots. Your experience will be guided by a trained Wings Over the Rockies volunteer who will assist you with setup, a brief orientation and flight. Your experience in the Redbird Xwind is 10 minutes in length with a 5 minute orientation.
The Redbird FMX is an FAA-approved partial motion simulator that offers immersive visuals and motion technology. With standard features that are anything but standard the FMX delivers ultra-realistic training environments and provides you a range of opportunities to fly today’s most advanced aircraft. Your experience will be guided by a trained Wings Over the Rockies volunteer who will assist you with setup, a brief orientation and flight in a state-of-the-art Cessna 172. Your Cessna 172 will feature the G1000 glass cockpit, the latest in general aviation avionics. Your experience in the Redbird FMX is 10 minutes in length with a 5 minute orientation.
Gyro Chair

The tumbling gyro chair helps you understand the effect of G-forces on your body, circulatory system and spatial disorientation. See if you are fit for the skies!