



AN INSPIRING VIEW



Marcus A. Harshaw, Jr. President & CEO Wings Over the Rockies

From Hangar 1

Although I joined Wings Over the Rockies just as 2025 was beginning, it is clear that 2024 was a year marked by meaningful progress and powerful moments that will shape the future of our institution. I've stepped into an organization with strong momentum, dedicated supporters, and a passionate team, all working together to inspire the next generation of aviation and aerospace leaders.

This year, Wings celebrated its 30th anniversary, a milestone that honored three decades of impact while looking confidently toward the next chapter. We also saw the expansion of Wings Aerospace Experience (WAE) to our Centennial campus, broadening our reach and deepening our commitment to preparing young people for careers in flight and space.

We also launched our first-ever Veterans Coffee Hour, opening space for community and connection among those who have served. It's the first step in building a suite of veteran-focused programs that recognize and celebrate their role in our aviation story.

In 2024, we also embraced new tools for accessibility and engagement with the release of the Wings app and digital self-guided tours, making our museum more accessible and engaging for all.

These are just a few of the ways we've worked this year to honor our mission: to educate, inspire, and excite all and elevate the future of aerospace. Thank you to our donors, members, guests, and partners, you are the liftoff behind everything we do. I look forward to soaring higher with you in the year ahead.

With gratitude,

Dear Friends of Wings Over the Rockies,

With 2024 marking the 30th anniversary of Wings Over the Rockies Air & Space Museum, I find myself reflecting with deep gratitude and thanks to everyone who has made this journey possible. Through the dedication of our leadership, teams, volunteers, board, donors, and partners, Wings continues to be a place where the past, present, and future of flight come to life.

Wings Over the Rockies continues to grow, welcoming thousands of guests across both of our locations. I am inspired by the team's unwavering commitment to sparking curiosity and creating meaningful opportunities for learners of all ages to engage with the wonder of flight and space.

As we look ahead, I'm confident in our future. With new leadership at the helm and a steadfast commitment to our mission, Wings remains focused on inspiring, educating, and exciting the next generation of aviation and space explorers.



With gratitude,

Chapter of

Charlie Johnson

Board Chair Wings Over the Rockies





Over the past three decades, Wings Over the Rockies has soared beyond the bounds of a traditional museum — it's become a hub for inspiration, innovation, and community. What began as a dream in Hangar 1 has transformed into a dynamic launchpad for future aerospace innovators, offering a powerful blend of education, inspiration, and hands-on engagement. Throughout our remarkable journey, Wings Over the Rockies has reached new

altitudes thanks to the steadfast commitment of those who believe in aviation's unique ability to spark imagination, foster learning, and bring people together across generations. With every exhibit, program, and flight experience, Wings continues to be a beacon for curiosity and innovation, uniting communities through the wonder of flight and inspiring future aerospace pioneers to take their own first steps toward the sky.

OUR MISSION & VISION



MISSION

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



VISION

To inspire innovation and action for the next generation of aviation and space explorers.



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A YEAR TO CELEBRATE

MUSEUM[†] & EXPLORATION OF FLIGHT ADMISSION

135,800+ 5.6% INCREASE





MEMBERS

2,000+

7.1% INCREASE

CORPORATE & PRIVATE EVENT SALES

\$1.1M+**

**includes vendor commission



Behind the Wings PBS is an Emmy-nominated series aired in 106 markets and 39 states, reaching over 120M households. **WINGS ON SOCIAL**

105.5M+

Youtube Lifetime Views

386K+

Followers



EXPLORATION OF FLIGHT

8,600+

Guests were inspired with aviation showcases and fly-ins.



BEHIND THE WINGS PODCAST

Peaked at #16 of Top 100 U.S. Aviation Podcasts 54K+
Downloads

WINGS AEROSPACE EXPLORATION PATHWAY

72 STUDENTS ENROLLED

Middle School: 38 High School: 34



A YEAR TO CELEBRATE





VOLUNTEERS SPENT:

- » 1,300 Hours Guiding Tours and Educating Students
- » 2,100 Hours Operating Simulators
- » 7,200 Hours Assisting Guests
- » 11,600 Hours Preserving Artifacts, Restoring Aircraft, and Maintaining Hangar



FLIGHT TRAINING SCHOLARSHIPS



156

Flight Training Scholarships Awarded (2019-2024)

\$1.5M

in Scholarships Awarded

PILOTS (2019-2024)

122 77
Solos Certifications

SUPPORTED BY THE RAY FOUNDATION

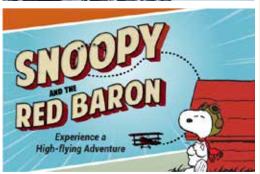


NAMED "20 BEST AVIATION MUSEUMS AROUND THE WORLD"











*Over 2023

ONE ORGANIZATION / TWO LOCATIONS

AIR & SPACE MUSEUM





135,000+

Total General Admission at Both Locations 5.61% Increase



285
Total Museum Tours



2,000+

Total Members 7.12% Increase*



8,500+
Total Tour Participants
18.74% Increase*

*Over 2023

Milestones & Momentum

In 2024, more than 135,000 guests experienced the wonder of flight at our two locations - an exciting milestone that underscores our continued commitment to sharing the legacy and future of aerospace.

Our dedicated tour guides led over 8,500 guests on inspiring journeys through aviation history, marking an 11% increase from the previous year. This success was made possible in part by our incredible volunteer team, who contributed over 23,600 hours - a 10% increase from 2023.

Their impact was felt in every corner of the museum: from guiding 1,300 hours of tours and educational programs, to preserving artifacts and restoring aircraft. Together, these efforts helped create a vibrant, welcoming experience that continues to educate, excite and inspire.

ONE ORGANIZATION / TWO LOCATIONS

EXPLORATION OF FLIGHT





\$18,300+

Flights Revenue (including donation flights)





Flight Experiences (including donation flights)



8,600+

Weekend Showcase and Breakfast Fly-In Guests

Milestones & Momentum

At Exploration of Flight, the spirit of aviation came alive with amazing aircraft and pilots. From our monthly Breakfast Fly-ins to the energy of weekend showcases on the sprawling 100,000-square-foot Clay Lacy Field of Dreams, guests enjoyed the thrill of flight. We welcomed more than 8,600 visitors to these special weekend experiences, a 30.8% increase over 2023, helping Wings soar to new heights of community engagement.

A standout moment of the year was our fourday "History Comes to Life" showcase, where aviation fans stepped back in time to witness legendary aircraft up close. The awe-inspiring C-47 "That's All Brother," which led the D-Day invasion in 1944, and the B-25J Mitchell bomber "Yellow Rose" drew over 1,300 guests into an unforgettable encounter with living history.

Beyond inspiring awe, Exploration of Flight also fueled futures. Our Aviation Career Symposium connected students with industry professionals and educators, opening eyes to the exciting and diverse career opportunities within aviation.



CURATORIAL SPOTLIGHT

Snoopy and the Red Baron

Museum guests were delighted to spend their summer with Snoopy! This popular exhibit shared the thrilling world of aerial combat through the daring escapades of Snoopy and his arch-nemesis, The Red Baron. The exhibit featured vintage aircraft displays and hands-on activities including a paper airplane station, doghouse photo booth, coloring activities and more.





Space: A Journey to our Future

"Space: A Journey to our Future" took guests on an adventure through the wonders of the universe. In this immersive exhibit, visitors could touch actual rocks from the lunar surface and the red planet, take a spin on a centrifuge, get up-close to artifacts from the space program and so much more.



The Berlin Airlift: Supplies from the Sky

"The Berlin Airlift" exhibit captured an iconic moment in history that bridged hope and freedom during a pivotal period. Guests learned about the historic airlift through the courageous stories of the people involved, and explored interactive displays, rare artifacts and gripping narratives that brought the remarkable event to life.

CURATORIAL SPOTLIGHT

OUR GROWING COLLECTION





A Piece of Aviation History, On Display at Wings

We were honored to showcase a replica of the 1949 U.S. Air Force "Top Gun" trophy, a symbol of excellence earned by a groundbreaking team of Tuskegee Airmen, including Col. James Harvey, the first African American fighter pilot to fly in combat. This remarkable piece is on special loan to Wings from aviation historian Brian Shorkey of Eastpointe, Michigan, offering guests a rare glimpse into a proud chapter of American aviation history.



Honoring the Golden Age of Flight

Two exquisite 1920s French tapestries, celebrating Charles Lindbergh and fellow Trans-Atlantic aviation pioneers, were anonymously donated to the Wings collection. These rare pieces reflect the global admiration for the bold aviators who helped shape the future of flight.

The Collections department accepted 79 individual donations of aircraft engines, uniforms, flight gear, books and historical aviation artifacts.



Powering the Pilots of WWII

Donated by Patricia Espejo, the Ranger L-440 aircraft engine is a powerful piece of World War II history. Used in multiple aircraft, including the PT-19 trainer, this engine helped launch the aviation careers of thousands of military pilots, playing a vital role in preparing America's airmen for the skies of war.



WINGS AEROSPACE EDUCATION



Wings Aerospace Exploration (WAE)

In 2024, Wings expanded the Wings Aerospace Exploration (WAE) Pathway to its Centennial campus, reinforcing our commitment to innovative, career-focused education in aerospace.

Building on five years of success at Lowry, the new high school program launched in Fall 2024 with two courses: Drone Pilot and Private Pilot, designed to give students in grades 9–12 a strong foundation in aviation and aerospace careers.

72 Total WAE Students

Graduates

- 2 Students received college credit from Spartan Aeronautics and Technology College
- Students earned the FAA Part 107 Drone Pilot Certificate
- Students competed in the Academic Drone Soccer Championship in San Diego, CA

I go to public school
4 days a week, but
the only real learning
I have for my future is
what I learn here
at WAE.





99

66

I'm so glad that WAE
has been part of my
high school journey.
I have been able to
get my Part 107 drone
license and learn skills I
never would have without WAE.

99

- Ariel Overholt

66

WAE is the best place to learn about all things aerospace.
I have learned a lot about rocketry, payloads, designs and more and I know it will benefit me with my future career goals.

99

- Asher Powell

WINGS AEROSPACE EDUCATION











--- Thanks to the generosity of the Ray Foundation ---

28

Total Scholarships Awarded in 2024 15

Total Certificates
Farned in 2024*

33

Total Solos in 2024*



Wings is proud to partner with EAA's Chapter 301 Young Eagles to give youth ages 8-17 their first ride in an airplane.

165
Young Eagles Flown

Pilot Pathway

Wings' Pilot Pathway continues to inspire students on their journey to becoming pilots.

This program offers a comprehensive introduction to aviation, with courses including Introduction to Pilot Pathway and Private Pilot Ground School. In addition, students have the opportunity to apply for a Flight Training Scholarship, providing them with the resources to pursue their passion and take their first steps toward a successful aviation career.

'Students who earned certificates or soloed in 2024 may have been previous year scholarship recipients.



WINGS AEROSPACE EDUCATION







21 Students Achieved their Part 107 Certificate



Students Reported Being Hired as a Drone Pilot

Drone Pilot Pathway

Wings' Drone Pilot Pathway is designed to guide students on their journey to becoming certified drone pilots, shaping the future of the drone industry.

Aimed at individuals aged 15 and older, this program offers comprehensive training, from the fundamentals of drone operation and flight techniques to preparation for the Part 107 certification exam. In 2024, 25 participants had the opportunity to explore career opportunities within the growing field of drone piloting and learned the skills and knowledge to succeed in this innovative industry.

AIR & SPACE SUMMER CAMP & COMMUNITY OUTREACH









365

Total Summer Camp Participants in 2024

Air & Space Camp

Wings' STEAM-focused Air & Space Camp sparks curiosity and passion for aviation and space exploration in 2024. This immersive experience goes beyond the skies, fostering creativity, critical thinking and problem-solving skills in young minds. Camp ran for 10 weeks at both Wings' locations for campers aged 8-12.

Community Outreach

Wings continues to make a difference by educating the next generation of explorers through community outreach and field trips.

Our volunteers led 5,594 students on tours through the Air & Space Museum, inspiring a passion for aerospace in young learners!

In 2024, we launched the new Wingsphere planetarium. This portable experience brings high-quality space education directly to schools, community centers and events.

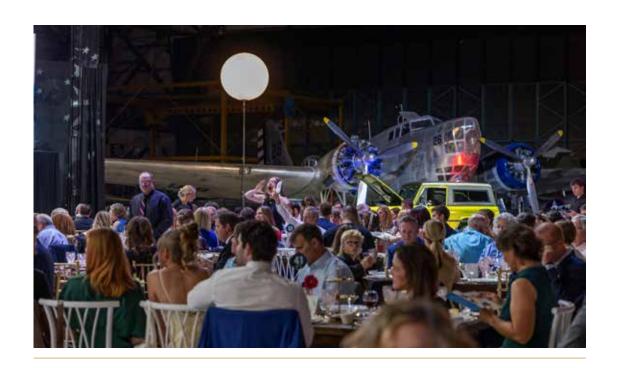


53
Schools/Community
Events





PRIVATE & CORPORATE EVENTS



Wings' two locations serve as premier venues for a wide range of Denver events, from fundraisers and banquets to retirement ceremonies and professional networking gatherings.

Highlights from 2024 included Willie Daniels' book signing, Lt. Col. Loh's retirement celebration, American Red Cross blood drives and the Aurora Chamber Young Professionals event.

In addition to hosting external groups, Wings proudly presented its own signature events throughout the year. National Aviation Day, Hauntings in the Hangar, Santa in the Hangar, and the 30th Anniversary Spreading Wings Celebration brought families, aviation enthusiasts and our community together to celebrate the wonder of flight. These experiences help ignite a lifelong love of aviation and space in guests of all ages.

Taking Celebrations to New Heights

\$1.1 MILLION

In Revenue

48

Events Held at Wings Over the Rockies Exploration of Flight 167

Events Held at Wings Over the Rockies Air & Space Museum

66

The feedback we've received from attendees has been overwhelmingly positive, with many people raving about the venue, especially the simulators!

- Carly Event Client "

PARTNERSHIPS & COLLABORATIONS





Centennial 5k

In June, Wings was thrilled to host the first ever "Run the Runway" 5K by our partner and supporter, Centennial Airport. The event saw over 700 runners, walkers and joggers take to the tarmac, beginning and ending at Exploration of Flight. Following the race, participants enjoyed simulator rides, open cockpits and access to our facility. Wings was proud to support this event and the Centennial Airport Foundation in our mutual goals of exciting and educating the next generation of aviators.



Fall Fly-In & Food Drive

Wings partnered with Food Bank of the Rockies to fight hunger in our community. Wings offered \$1 off admission to guests who donated a non-perishable food item to support the cause.



Air N Space-A-Palooza

Wings joined forces with Colorado Space Business Roundtable, Adams/ Douglas Works!, Denver South, South Metro Chamber of Commerce and City of Centennial to host Air N Space-A-Palooza at Exploration of Flight in August. An immersive day of discovery, the event brought in over 40 exhibitors and partners in the aerospace industry, including United Launch Alliance, Lunar Outpost, Astroscale and more!



FINANCIAL OVERVIEW

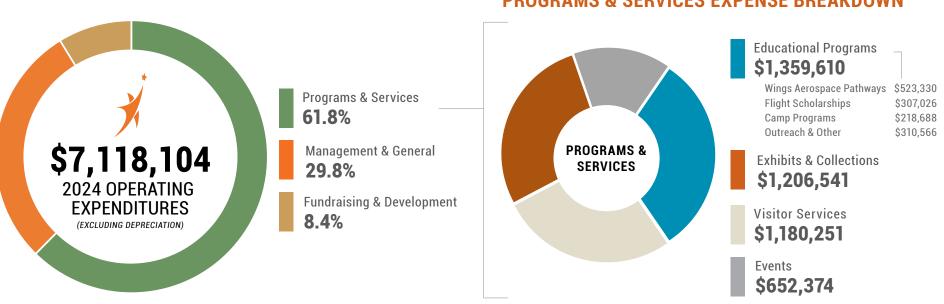
Operating Expenses

2024 operating expenses, excluding depreciation, increased by 11% or \$708,751 compared to 2023. This was primarily due to increased staffing, insurance, professional fees and facility maintenance costs. Staffing or payroll costs increased in response to the competitive Denver employment market and to more effectively support our expanding programs and services, especially within education and guest exeriences.

Overall, our expenditures supporting program & services represented 61.8% the museum's total operating costs, while administrative and fundraising costs equalled 29.8% and 8.4%, respectively. Within

"programs & services", our various educational programs accounted for just over \$1.3 million or 31% of total program costs. Our primary educational programs included our Wings Aerospace Pathways education program for high school and middle schoolers (\$523K), our Ray Foundation sponsored flight scholarship program (\$307K), the Wings youth camp program (\$219K), and our educational outreach activities, including our Teacher Flight program (\$311K). Guest experience and various curatorial and exhibit costs collectively accounted for about \$2.4 million or 54% of program & service costs.

PROGRAMS & SERVICES EXPENSE BREAKDOWN



FINANCIAL OVERVIEW



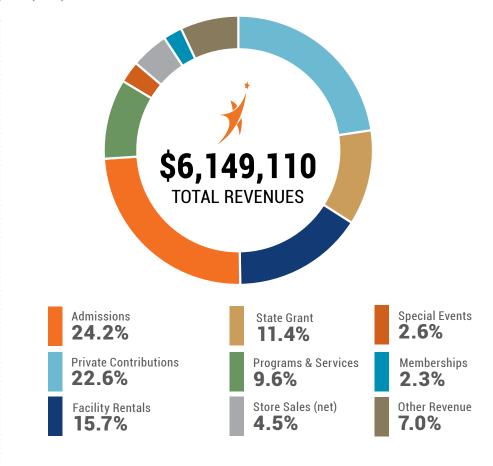
Earned Revenue

In 2024, total revenues were less by 34% or just over \$3.1 million over 2023 primarily due to a \$2.7 million gain realized from the settlement of an insurance claim related to roof damages from a hail storm that was recognized in the prior year. Excluding the net gain on the insurance proceeds, total revenue retracted 6.71% compared to 2023. Earned revenue generated from visitor admissions, programs, event facility rental and net museum store sales collectively enjoyed growth with an increase of 5.5%. Total donation revenue contributed nearly \$1.4 million or 23%

\$1.600.000 \$1,400,000 \$1,200,000 \$1,000,000 \$800.000 \$600.000 \$400.000 \$200.000 special frents Memberships \$139.892 Store Sales (net) \$277.544 Programs & Services \$ 590,530 **Special Events** \$160,973 Admissions \$1,489,483 Miscellaneous \$320,654 **Facility Rentals** \$ 966.625

of total revenue, a decrease of 28% over the prior year. The Scientific and Cultural Facilities District grant accounted for \$703,131 or 11% of total contributions received. Additionally, the Museum store achieved \$277,544 in net sales, a 1% decrease over 2023 net sales of \$280,520.

The top four revenue sources were visitor admissions (24%), private contributions (23%), event facility rental (16%), and the SCFD State grant (11%).





PROGRAMS & EVENTS



Sensory Friendly Hours

Wings is proud to host quarterly Sensory Friendly Hours to offer a more comfortable museum experience for those with sensory processing sensitivities and their families. Guests can enjoy the museum and hands-on sensory activities with lower lighting, sounds and crowds.



Fueling Connection & Camaraderie

New in 2024, Wings proudly introduced Veterans Coffee Hours - a quarterly program honoring those who served. These free, early-access gatherings invite veterans and their support networks to enjoy coffee, connection, and community inside the museum before it opens to the public. It's a space to share stories, build bonds, and celebrate service surrounded by the aircraft and history they helped shape.



Summer Teen Volunteer Program

The first Teen Volunteer Program launched in 2024 with 16 students at both locations. Teens made valuable contributions to Wings by operating science carts and simulators, assisted guests and developed reference materials. Volunteering is an opportunity for them to learn workplace skills and foster their love for aviation as aspiring teachers, pilots and aerospace engineers.



Meaningful Tours

The World Eye Cancer Hope organization brought a group of children with varying levels of visual impairment for a tour of the museum. The Restorations team went above and beyond to give the kids a tactile experience that included handling tools, feeling rivets, touching airplanes and much more! The Education Department also provided learning materials and a 3D printed model to allow our guests to "explore" space.



Enhancing the Guest Journey with the Wings App

Wings launched the Wings App, offering guests a new way to explore the museum through self-guided audio tours, available in both English and Spanish. From astronaut insights and aviation history to kid-friendly adventures and neighborhood walking tours, the app transforms every visit into a deeper, more personalized experience.

BEHIND THE WINGS®









SHARING AEROSPACE INNOVATION

Behind the Wings extends Wings Over the Rockies' mission beyond the museum.

Behind the Wings on PBS is an Emmy-nominated series aired in 106 markets, 39 states, and reaching over 120M households. In addition, Wings' **Behind the Wings** programming is also available on YouTube and as a podcast. Through expert interviews and behind-the-scenes storytelling, **Behind the Wings** educates, inspires, and captivates audiences about the history of aviation, pioneering figures, and groundbreaking innovations. It elevates Colorado's aerospace presence while sparking national conversations on exploration and industry growth.



Behind the Wings Season 6

Season 6 of **Behind the Wings** explored cutting-edge aerospace innovation and history.

Episode 1 covered the evolution of AI in military aviation, from simulations to flight tests.

Episode 2 tackled ethical and global concerns around AI-piloted Collaborative Combat Aircraft.

Episode 3 recounted the surprising story of the Super Guppy, a vital cargo plane in NASA's Apollo program. Episode 4 wrapped up with breakthroughs in hypersonic flight, featuring the Stratolaunch Roc, the world's largest operational aircraft. It's time to go **Behind the Wings**!

Wings wouldn't have been able to tell these remarkable stories without the help of our Season 6 collaborators:

- Secretary of the US Air Force
- Stratolaunch
- Ursa Major
- Public Citizen
- RAND
- Edwards AFB

- Eglin AFB
- NASA
- Clay Lacy
- Kratos
- General Atomics



SPREADING WINGS CELEBRATION

FUNDRAISING & DEVELOPMENT





2024 marked 30 years of Wings Over the Rockies Air & Space Museum.

Over the past three decades, Wings has soared to extraordinary heights thanks to the unwavering dedication of visionaries, staff, volunteers and supporters who believe in the power of flight to inspire, educate, and connect us all

We celebrated this milestone anniversary at our Spreading Wings Celebration, our largest annual fundraising event, where we honored six Wings' visionaries. The evening featured a flyover by Wings' own aircraft, live entertainment, dinner, drinks, and a live auction, highlighted by a beautifully restored 1966 Ford Bronco. Proceeds from the event supported our mission to educate, inspire, and excite the next generation of aerospace enthusiasts.

As we reflect on our journey from humble beginnings to becoming a premier aerospace museum and learning center, we look to the future with excitement, ambition, and a continued commitment to elevating what's possible.





WHERE YOUR GENEROSITY TAKES OFF

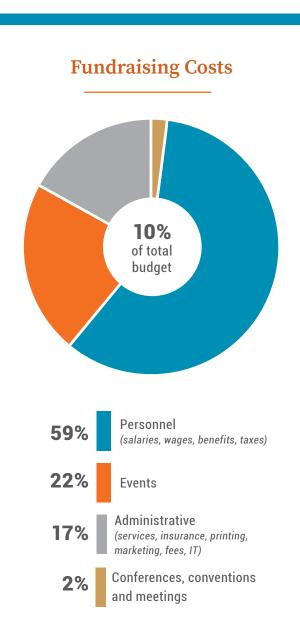
FUNDRAISING & DEVELOPMENT





With 2024 marking Wings Over the Rockies 30th anniversary, we have deep appreciation of history being a key to shaping a bold future.

Our story is one of perseverance, preservation, and passion. Wings Museum was once home to Lowry Air Force Base, a hub of technical training whose motto was, Sustineo Alas ("I sustain the wings"). This still resonates today and we carry that legacy forward in Hangar One. Every day, we build on that foundation, finding innovative ways to expand our impact and inspire the next generation to sustain and elevate the wings of aerospace.





THANK YOU FOR YOUR SUPPORT!

DONORS - Organizational

100,000+

Ray Foundation, Inc. Scientific and Cultural Facilities District (SCFD)

\$20,000 - \$100,000

Alpine Bank Daniels Fund Peggy & Steve Fossett Foundation Lockheed Martin **Redbird Flight Simulations** SunBorne XVI. LTD.

Si Robin Foundation **Woodward Family Endowment United Airlines**

\$5.001-\$10.000

505 Southwestern Arapahoe County Public Airport Authority (Centennial Airport) **Bates Family Foundation** Clay Lacy Foundation **Greenberg Traurig Hutchison Family Trust** Leevers Family Foundation

MDC Holdings. Inc/Richmond American Homes Foundation

\$1,000-\$5,000

Anschutz Family Foundation Braconier Mechanical & Plumbing Services Children's Hospital Colorado Foundation Colorado Air and Space Port Colorado Aviation Historical Society **Denver International Airport**

Effectual Inc. El Pomar Foundation Flights to Freedom Halic Catering **IMA Financial Group** International Jet Aviation Raber Flight Services The Seth Rich Foundation Records-Johnston Family Foundation. Inc. Richard and Diane Van Grunsven **Family Foundation**

UP TO \$1.000

Arcadia Publishing Atkinson Giving Fund Community First Foundation Hasche Family Donor Fund Timothy and Lenore Hoops Charitable Fund Robert Lawton & Jennifer Lawton Fund Mile High Wing - CAF Justin and Gabrielle Murphy Family Charitable Fund

Allison and Lincoln Paine Donor Advised Fund Pinnacol Assurance Spacelady Foundation

Rick Stolte

DONORS - Individual

\$100.000+

Harry B. Combs Steve Wells

\$5,001-\$20,000

Jack Cronin Freddy Fredricks Pat Giarritano Scott Kartvedt Stephen Strachan Diane G. Wallach

\$1,000-\$5,000

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Beth Watson

Frank Watson

Vance Watson Mason Whitney Nelson J. Wolfmeier

UP TO \$1.000

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Board Member Emeritus

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Board Member Emeritus

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Mark Wethington Exhibits Manager

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John Cieraszynski Flight Training Manager Nedra Hall

Education Program Coordinator

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Public Programs Manager

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FINANCE & HR

Christa Drake
Director of Accounting

Drew Davidge Human Resources Manager

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Exploration of Flight Deputy Director

Tandra Chavaree Lead Custodian

Xavier White
Maintenance Technician

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MARKETING

Cray Novick
Content Director

Jessica Ede Marketing Manager

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Director of Guest Experience

Jonathon Thurston Visitor Services Manager

Bree Glover
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Cassidy Sandoval
Museum Store Coordinator

Drew Stengel Flight Simulations Coordinator

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The 2024 Wings Over the Rockies Annual Report is available online at: WingsMuseum.org/Financials

For more information about how to give, please visit **WingsMuseum.org/Donate** or call us at 303-360-5360.

The citizens of the Scientific & Cultural Facilities District (SCFD) are heroes for the arts. Their support of this special district affords arts and culture organizations like us flexibility to entertain guests and plan for the future.

