

2022 ANNUAL REPORT





OUR MESSAGE TO YOU

▪ A LETTER FROM THE PRESIDENT AND CEO

While reflecting on 2022, I have both tremendous appreciation for what we accomplished and great optimism for our future. It's evident that we continued to deliver on our mission of educating, inspiring and exciting all people about aviation and space endeavors of the past, present and future. We strive to capture imagination and release inspiration in all that we do and hope our enthusiasm is contagious for the amazing display of human achievement in aviation and space that we see happening in the world.

I'm grateful for the unwavering support of our donors and community partners, the leadership of our Board of Directors, and the extraordinary dedication of our staff and our volunteers as the museum accomplished a great deal in 2022, including:

- developing and put in motion our next 5-year strategic plan (2023-27) along with a new brand strategy to lay out the foundations for future success,
- introducing a chart-topping aviation podcast, a complement to our successful PBS program, *Behind the Wings*®,
- increasing admissions at both locations by more than 12%,
- bringing unique in-house exhibits as well as traveling exhibits such as *Planet Pioneers to Mars and Beyond* to our Lowry location,
- adding exciting items to our collection including the ULA Centaur upper-stage rocket now prominently featured on the floor at Lowry,
- and offering the public access to flights and ground tours to aircraft such as the iconic B-29 Superfortress known as "Doc" at our Centennial location.

Our educational programming is another example of how we continue to find innovative ways to educate and reach new audiences. This year saw the return of all in-person education classes and outreach, a milestone we are grateful to have achieved after the pandemic. Our Pilot Pathway, Drone Pilot Pathway, Teacher Flight Pathway, Wings Aerospace Pathway™, summer camps and professional development seminars offered students, teachers and lifelong learners opportunities to engage first hand in STEAM education at both of our locations.

It is a great privilege to lead Wings Over the Rockies™. It is the generosity of all our supporters, members, donors, friends, staff, volunteers, board members and leadership that allow us to continue to provide unique STEAM educational programming as well as continue to expand our world-class collection of aircraft and artifacts. As you will see in this report, there are many accomplishments to be proud of in 2022. We all look forward to what we can achieve together in 2023.

John L Barry Maj Gen, USAF (Ret)
President & CEO
Wings Over the Rockies



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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OUR ACCOMPLISHMENTS

▪ 2022 YEAR END REVIEW

MUSEUM
ADMISSION
96,936
12.95% INCREASE*



*includes City Pass

EXPLORATION OF FLIGHT
ADMISSION
16,876
13.84% INCREASE*



9M+
YOUTUBE LIFETIME
VIEWS

WINGS ON SOCIAL
21M+
VIEWS ON TIKTOK,
INSTAGRAM/FACEBOOK REELS

100K+
YOUTUBE/FACEBOOK
SUBSCRIBERS



INTRODUCTION OF
BTW PODCAST

PEAKED AT #20 OF TOP
US AVIATION PODCASTS



WINGS AEROSPACE PATHWAYS

62
STUDENTS ENROLLED
MIDDLE SCHOOL: 37
HIGH SCHOOL: 25



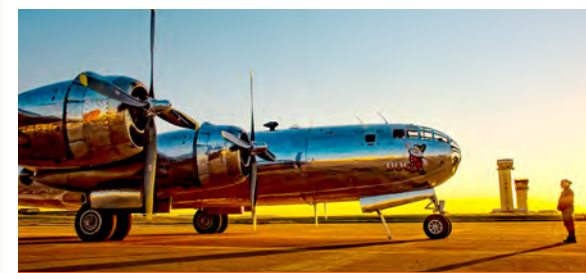
RV-12is BUILD COMPLETED

MEMBERSHIP
GROWTH*

5.1%

MEMBERSHIP
REVENUE*

22.1%



★ EXPLORATION OF FLIGHT ★
RECURRING MONTHLY SHOWCASES



5,000+

VISITORS ATTENDED
THE B-29 SHOWCASE

CORPORATE & PRIVATE EVENT SALES

\$1M+ **38%**
INCREASE*

18% MORE EVENTS HELD*



*OVER 2021

75TH ANNIVERSARY

1947-2022

09.17.22

CELEBRATED THE UNITED STATES AIR FORCE
75TH ANNIVERSARY WITH SPECIAL GUEST
SPEAKER GENERAL GREG MARTIN



106

FLIGHT TRAINING
SCHOLARSHIPS
AWARDED
(2019-2022)

\$1M⁺

IN SCHOLARSHIPS
AWARDED

PILOTS
(2019-2022)

68 SOLOS

43 CERTIFICATIONS
ISSUED

THANKS TO THE
JAMES C. RAY FOUNDATION

NAMED



NAMED "20 BEST AVIATION
MUSEUM AROUND THE WORLD"

BY **CNN**  Travel

★ NEW EXHIBITS INCLUDING ★

SKYWARD
Breakthroughs in Flight

AMAZING STORIES
AND SPECTACULAR
ARTIFACTS

PLANET PIONEERS
TO MARS AND BEYOND



ULA CENTAUR UPPER STAGE



WITH YOUR SUPPORT WE CELEBRATE!



2022 was an extraordinary year during which we celebrated many successes.

Wings welcomed over 113,000 visitors at both locations. Throughout the year, nearly 6,000 tour participants were guided through the museum to learn about the history of aviation and space and hear awe-inspiring stories. This is an increase of more than 3,000 tour participants over 2021.

Wings' Museum Store continued to further our educational mission by offering unique themed and branded aviation and space merchandise. In 2022, the Museum Store achieved over \$259K in net sales.

Our membership grew in 2022 by 5.1% resulting in over \$130K in membership revenue, an increase of 22.1% over 2021.



113,812

Total General Admission



1,656

Total Membership



218

Total Museum Tours



5,977

Total Tour Participants

TAKING FLIGHT



At Exploration of Flight, visitors viewed aircraft up close, met pilots, learned from aviation professionals and more.

Throughout 2022 Exploration of Flight hosted monthly Breakfast Fly-ins with hundreds of pilots, guests and aviation enthusiasts. In addition, we held a range of weekend showcases on the 100,000 square foot Clay Lacy Field of Dream Flight Ramp, including the Women in Aerospace Showcase, the Dream Machine Showcase, the ever-popular Warbird Invasion and more.

In May, the iconic B-29 Superfortress known as "Doc" visited Exploration of Flight in partnership with Signature Flight Support APA, offering flights and ground tours while drawing over 5,000 visitors.



EXPLORATION OF FLIGHT



\$3,500

Total Donation Flights Earned



323

Simulator Rentals



219

Young Eagles Flown





HELPING TO SHARE OUR STORIES

■ OUR VOLUNTEERS

We are immensely grateful for the generosity of our volunteers in supporting Wings' mission. They are vital to the work of the museum and continue to make a remarkable impact on Wings. Volunteers spent over 19,000 hours, an increase of more than 20% over 2021. Volunteers welcomed guests, helped restore aircraft, and educated guests and students. Most importantly, our volunteers share their knowledge, unique stories and experiences.



Total Volunteers

383



Total Volunteer Hours

19,699



BUILDING OUR BRAND

Brand Position:

Celebrate innovation and exploration through inspirational moments of true adventure and the awe of flight in all its forms.

In 2022, Wings embarked on a new Brand Strategy initiative which included building on public research to benchmark awareness, identify key attributes and more.

The efforts resulted in updating our brand positioning, brand logos, brand standards and creating an in-depth brand action plan. Knowing that connecting with audiences virtually continues to be more important than ever, Wings developed a new single integrated website for both Wings' locations to increase brand awareness, attract new visitors, and improve customer interactions and user experience.

Wings continued to gather and share incredible stories about the awe and wonder of flight and provide best-in-class content through our social media channels, our exclusive *Behind the Wings*® PBS series and monthly YouTube videos. Additionally, the *Behind the Wings* Podcast launched in 2022 to help increase access.

----- How We Have Expanded Our Reach -----

2022 website
page views

788,022

New followers of Wings' social
media accounts in 2022

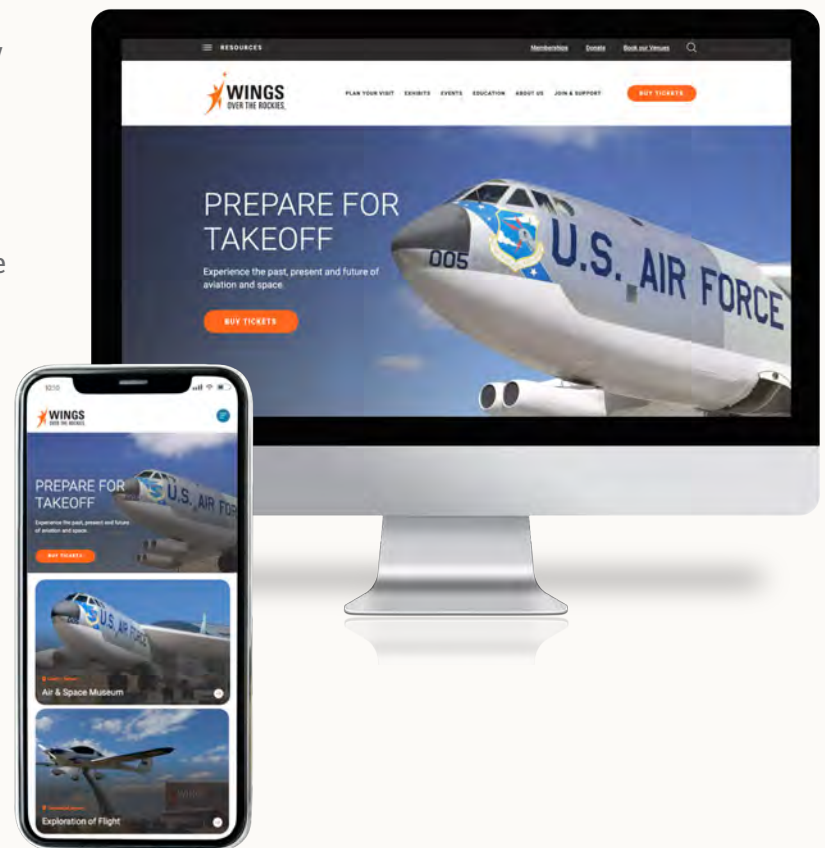
66,985

Hours of Wings' content
viewed on YouTube in 2022

94,095

Households reached nationally with
Seasons 1-4 of *Behind the Wings*
PBS video Series

120M





CURATORIAL SPOTLIGHT

The Curatorial team has had an exciting year!

Generous people donated important historical photos and artifacts dating from World War I to the present. Our in-house exhibit design and fabrication capabilities continued to expand. The Curatorial team continued their outreach efforts with 14 presentations to schools and outside organizations.

----- New Exhibitions in 2022 -----



"Skyward: Breakthroughs in Flight"

Amazing Stories and Spectacular Artifacts

On display through September 2022 after its December 2021 opening. An abridged version of this popular exhibit has reopened on the museum's mezzanine level.



"Planet Pioneers to Mars and Beyond"

17 Hands-on Exhibits

This traveling exhibition, added in Fall 2022, uniquely inspired and engaged potential astronauts and space explorers as they interacted with several STEM-related activities and challenges.

OUR GROWING COLLECTION



----- Here's What's New -----

The Collections department accepted over 60 donations of aircraft, uniforms, flight gear, artwork, books, and other artifacts.

Collections volunteers upgraded the shelving in the Research Library, Periodicals Room and Lowry Archive.

Our landmark Boeing B-52 was repainted.

Fascinating additions to the museum's collections in 2022 include:

- The ULA Centaur upper-stage rocket
- A rare Hiller Rotorcycle on loan from Hiller Aviation Museum
- The Boom Supersonic XB-1 mockup was displayed at both Exploration of Flight and at the museum



The ULA Centaur upper-stage rocket becomes one of the newest of the museum's space exhibits.





EXPLORE WINGS OVER THE ROCKIES™ PATHWAYS



Pilot Pathway



Drone Pilot Pathway



Wings Aerospace Pathway



Teacher Flight Pathway

For years, Wings Over the Rockies has been developing new and innovative educational pathways.

These pathways are at the core of Wings' mission and are designed to help prepare Colorado's youth for a career in aerospace. With multiple entry points into aviation and the industry's increased demand for workforce growth, the education pathways are a significant preparation for aerospace students.

Whether it's for a career as a pilot, drone pilot, engineer, aviation maintenance technician, or other endeavor, Wings helps launch the future.

PILOT PATHWAY

▪ WINGS HELPS DREAMS TAKE FLIGHT!



Wings Pilot Pathway supports youth on their path to becoming a pilot.

All year long, Wings partners with EAA's Young Eagles Chapter 301 to help give youth ages 8-17 their first free ride in an airplane.

“

We just wanted to say thank you for such a great opportunity for Ella, who will soon be a full blown Private Pilot, something she never would have accomplished without the scholarship and your guidance.

Best Wishes

- Kristen and Kevin Dann – Parents of Ella Dann

”

“

Izzi completed her solo flight 119 years and 1 day after the Wright Brothers flew their first solo. We are so proud of her. Thank you for all of your support for Izzi to accomplish this goal. Without you and the Wings Over the Rockies scholarship this would not have been possible.

- Michelle Wilson – Parent of Izzi Ingrah

”

- Wings' Introduction to Ground School workshop provided basic pilot training to 42 students to help feed the love of flight.
- Private Pilot Ground School was an 8-week course, which was attended by 10 in 2022.

----- Thanks to the generosity of the James C. Ray Foundation -----

Total Scholarships
Awarded

26

Total Recipients
Who Soloed

23

Total Recipients Who
Earned Certificates

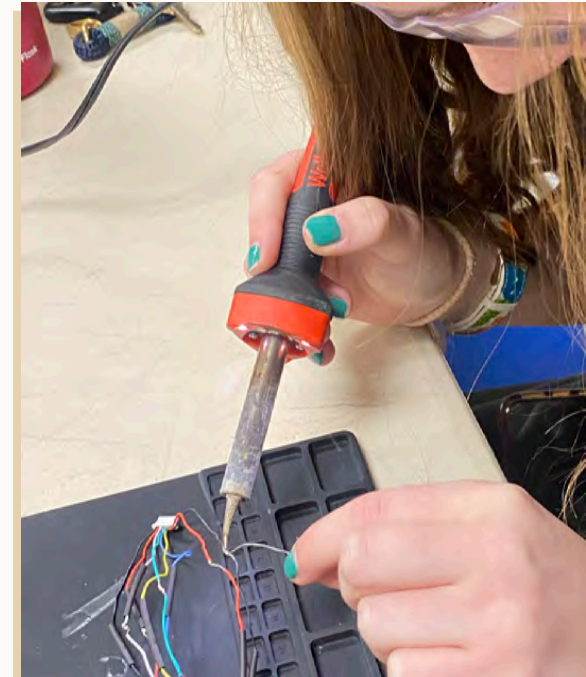
19

Students who soloed or earned certificates in 2022 may be previous year scholarship recipients.



DRONE PILOT PATHWAY

▪ PAVING THE PATH TO BECOMING A CERTIFIED DRONE PILOT



STEM Drone Programs are creating career pathways for today's modern workforce. Wings' Drone Pilot Pathway program helps both students and adults gain the knowledge to pass the CFR Part 107 unmanned small aircraft systems test.

This certification helps people enter an exciting career path and it supports wide-reaching applications and career roles in many different industries.

Wings' Drone Pilot Pathway includes:

- Introduction to Drones
- Drone Flight Training
- Part 107 Exam Prep
- Making a Living as a Drone Pilot



TEACHER FLIGHT PATHWAY

▪ BRINGING AVIATION TO THE CLASSROOM



Wings' unique Teacher Flight Pathway brings the joy of flight to K-12 educators and encourages aviation and aerospace topics and programs in the classroom. In 2022, Wings flew 30 teachers with ongoing plans to fly hundreds more.

Wings' Teacher Flight Pathway includes:

- Free Teacher Flight Experience
- Free Wings Annual Membership
- Teacher Resources & Support
- Teacher Professional Development Opportunities
- Referral Programs



WINGS AEROSPACE PATHWAY

▪ INSPIRING THE NEXT GENERATION



62 TOTAL WAP STUDENTS
7 GRADUATES

Inspiring the next generation through STEAM (Science, Technology, Engineering, Arts and Math) Wings Aerospace Pathways is a hands-on enrichment program that focuses on project-based learning through the lens of aviation and space.

In 2022, students, staff and volunteers looked to the sky and celebrated a feat that has been several years in the making. Students built 80% of Wings' RV-12iS aircraft. In 2022, students spent 1,700 hours completing the airplane, with support and help from Wings staff and volunteers. John Barry, Wings President and CEO, made its successful maiden flight.

6 Students received college credit from Spartan College

7 Students earned the FAA Part 107 Drone License

8 Students passed the UAS Safety Test (FAA Trust Certificate)

5 Students participated in the "First LEGO League" Tournament

7 Students participated in National US Drone Soccer Championship (5th place overall)



DISCOVERING FUN & ADVENTURE

▪ WINGS OVER THE ROCKIES AIR & SPACE SUMMER CAMP



Wings' Air & Space Summer Camp is a week-long aerospace experience that covers STEAM-related subjects and exposes campers to teamwork, problem solving and more.

- Summer camp ran for 10 weeks from Memorial Day until mid-August.
- 2022 was the first year ever having summer camp at both locations.
- New camps included Aspiring Aviators, Skyward and Engineering for Mars.

Total Summer Camp
Participants in 2022

297



OUR UNIQUE SPACES

▪ HIGHLIGHTS FROM OUR PRIVATE & CORPORATE EVENTS



Both Wings locations continue to be the largest and most unique crowd-pleasing venues for private and corporate events.

The museum in Lowry was delighted to have Candlelight Concerts, United Airlines Family Day, Women of AT&T and many more events take place in 2022. At Exploration of Flight, we accommodated the Tuskegee Mile High Flight, City of Centennial State of the State and more. Wings hosted over 52K guests at over 200 private events at both locations and reached just over \$1M in rental revenue.

2022 also marked the return of many popular Wings-presented events at the museum, like Hops in the Hangar and Santa in the Hangar, and shared in the legacy of the United States Air Force's 75th Anniversary at Exploration of Flight.

\$1 MILLION

In Revenue

51

Private Events Held at
Wings Over the Rockies
Exploration of Flight

150

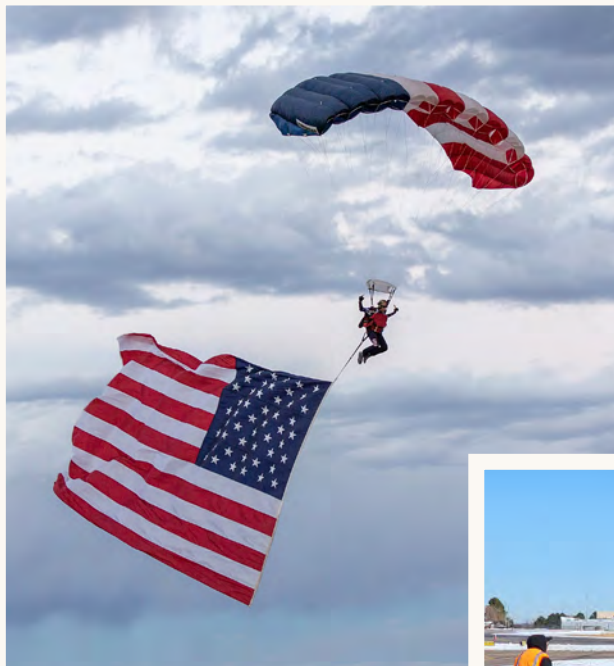
Private Events Held at
Wings Over the Rockies
Air & Space Museum

52,383

Total Private Event Attendees
at Both Locations



SPECIAL MOMENTS FROM 2022





WINGS BY THE NUMBERS 2022

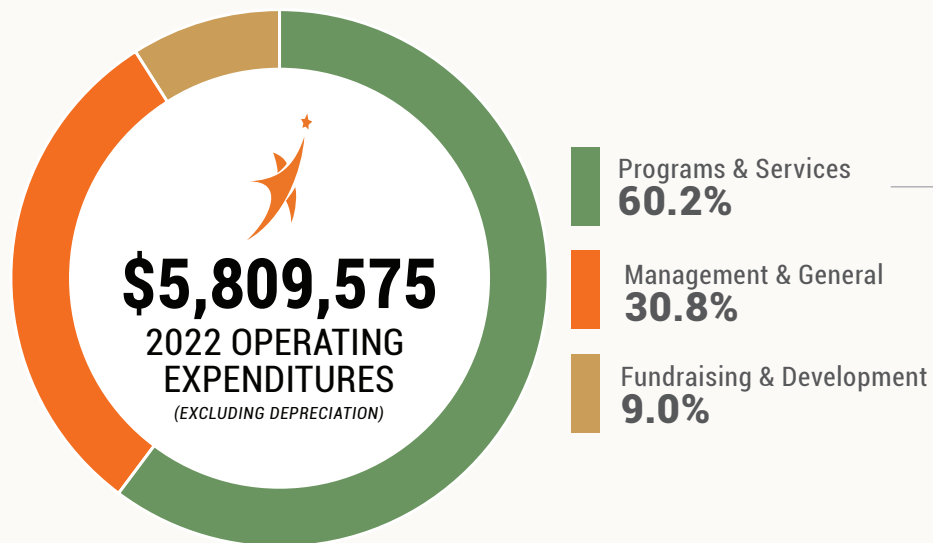
The museum's 2022 revenues and expenses are summarized in the charts as shown.

In 2022, total revenues decreased by 17% from 2021 due to the substantial amount of federal assistance grants (\$2.3 million) received in 2021. Federal grants represented 32% of the museum's total revenue in 2021. No federal grants were received in 2022. However, earned revenue generated from visitor attendance, programs, event facility rental and museum store sales enjoyed significant growth with an increase of \$869,287 or 38% compared to 2021.

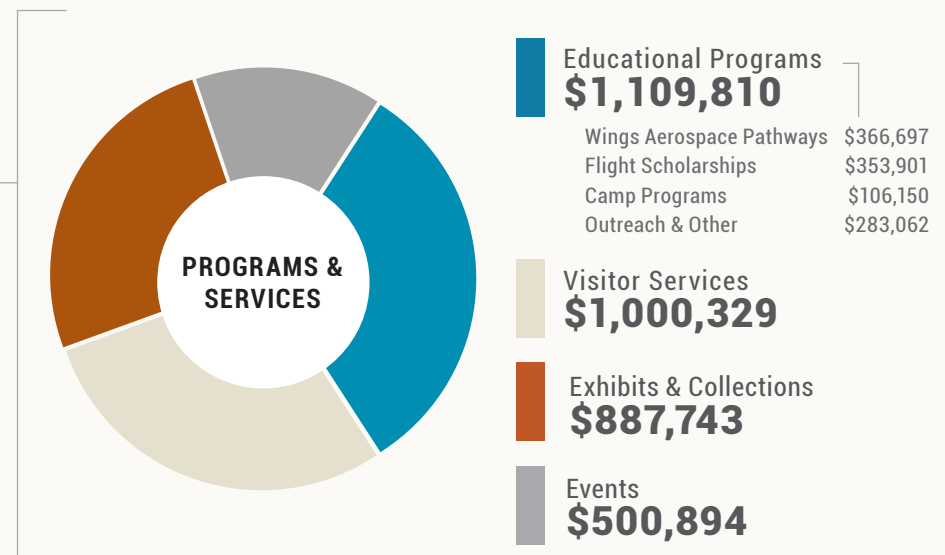
As a breakdown, private contributions (27.4%), visitor admissions (19.5%), event facility rental (15.3%) and the SCFD State grant (12.3%) represented the 4 largest sources of operating revenues for 2022.

2022 operating expenses, excluding depreciation, increased by nearly 24% compared to 2021. This was primarily due to an increase in operating activity and staffing as we continued to transition from the effects of the coronavirus pandemic. Also contributing to the expense growth were the incremental costs of providing some new exhibits and the impact of higher utility and repair and maintenance costs.

Overall, program and services related expenditures represented just over 60% of the museum's total costs, while general administrative and fundraising costs equalled 30.8% and 9.0%, respectively.



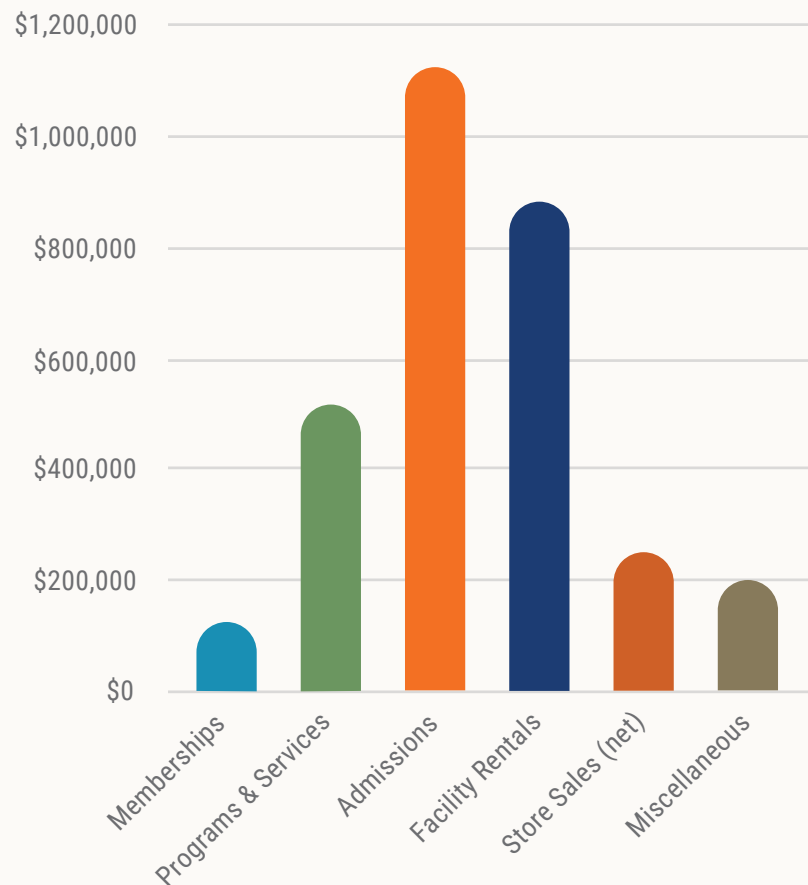
PROGRAMS & SERVICES EXPENSE BREAKDOWN



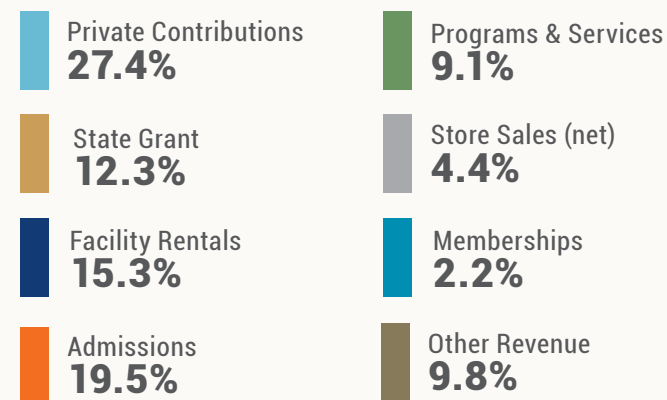
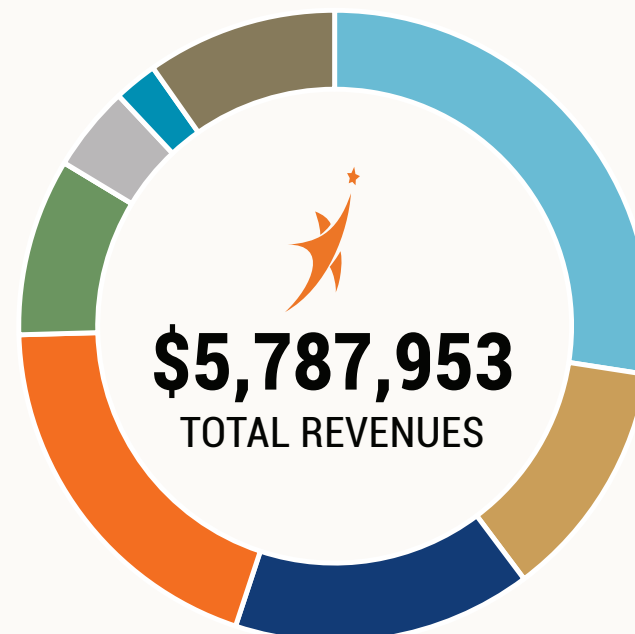


WINGS BY THE NUMBERS 2022

EARNED REVENUE



Memberships	\$129,240	Facility Rentals	\$886,285
Programs & Services	\$525,654	Store Sales (net)	\$252,746
Admissions	\$1,127,927	Miscellaneous	\$203,448





THANK YOU FOR YOUR SUPPORT!

DONORS – ORGANIZATIONAL

\$750,000+

Ray Foundation, Inc.

\$500,000-\$749,999

Scientific and Cultural Facilities District

\$50,000-\$99,999

The Daniels Fund
Peggy & Steve Fossett Foundation

\$25,000-\$49,999

Alpine Bank
The Anschutz Foundation

The Engles Family Foundation
Woodward Family Endowment
CDOT Division of Aeronautics

\$10,000-\$24,999

505 Southwestern
Bates Family Foundation
Colorado Air & Space Port
Denver International Airport
Gabriele & Michael Allen Family Charitable Fund
Lockheed Martin
O'Meara Ford
United Airlines

\$5,000-\$9,999

Air Force Academy Foundation
Arta Tequila
Boom Supersonic
FlyteCo Brewing
Kitty Hawk Corporation
Records-Johnston Family Foundation
UCHealth
United Launch Alliance
USAA

\$2,500-\$4,999

Creative Bakery Solutions

El Pomar Foundation
International Jet Aviation
Red Canyon Engineering & Software
Richard & Diane Van Grunsven Family Foundation
Sherman & Howard, LLC
SunBorne XVI, LTD.

\$1,000-\$2,499

Frontier Airlines, Inc.
Museum Store Association
Silver Wings Fraternity

\$500-\$999

Atkinson Giving Fund
The Central National Gottesman Foundation
Commemorative Air Force – Mile High Wing
Freedom Golf Carts, LLC
Graf Engineering
Hasche Family Donor Fund
SkyWest Airlines
Theda & Tamblin Clark Smith Family Foundation

\$100-\$499

Community First Foundation
KipAero
Manhard Consulting
M&N Aviation
Nike World Headquarters
Officers Club Lowry
Performing Arts Camp, LLC
The Thomas Stepnosky Fund

DONORS – INDIVIDUAL

\$100,000+

Seymour "Si" Robin
Terry & Fran Combs

\$10,000-\$24,999

George Brewer
Stephen Strachan

\$5,000-\$9,999

Pat Giarritano
Steve Hollowell
Dagmar Kress
Steve Lindsey
Conor McCallin
Ron Smith
Richard Waryn

\$2,500-\$4,999

Jim Cimiluca
Jack Cronin
Lou Hutchinson
John Raber

\$1,000-\$2,499

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Mitchell L. Brinkhuis
Valerie Clark
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Joyce Jeppesen
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Dana Kirchmar
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Michael Quam
James Reeman
Keith R. Serkes
Milton "Skip" Smith
George Sparks
Richard Springer
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Diane G. Wallach

Kathryn Willson

\$500-\$999

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Greg J. Anderson
Randy Brodsky
Megan Fisher
Nathaniel Graf
James Hall
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Barbara Hoversten
Johanna Hurley
Mark Kasimatis
Andy Klosterman
John Knudsen
Regina Musyl
Bob LeGare
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Chad Robbins
Jen Scofield

William Skulley
Lydia Snyder
Thomas L. Stoffel
David V. Tomecek
Andrew Trentmann
Shawn Wallace

\$100-\$499

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Eric Bartczak
Norman Blome
Sara Blue
Robert Brodt
Danny Brown
Peter Brown
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Rob Cernich
Craig Chiesi
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Sandra Paser

Stefan Petryszyn
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Michael Schaffer
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Marty Schmitz
Collin Scott
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Sandra Stedman
Anthony J. Stone
Sara Swisher
Heidi Taylor
Kristen Turner
Joseph T. Walsh
Bradley Weber
Craig Velenski
Daniel Vigil
Paul Yaksic

OUR ORGANIZATION



CURRENT BOARD OF DIRECTORS

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President (Ret) | Cessna Aircraft

JOHN KNUDSEN

Vice Chairman
Attorney | Law Office of John Knudsen

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Director of Major Gifts | Denver Health Foundation

EMANUEL ANTON

Secretary
Managing Partner | Bizjet Law PLLC

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Major General, USAF (Ret)
President and CEO | Wings Over the Rockies

Steve Bates

Advisory Partner (Ret) | KPMG

Jack Cronin

Real Estate Developer
Cronin & Company

Willie Daniels

President & CEO | Shades of Blue

Glenn Davis

Chief Retail Officer | Alpine Bank

Dave Dickerson

Principal | Grace Dickerson

Rob Fuschino

Pilot Instructor / Evaluator | United Airlines

Ryan Howsam

Founder & CEO | BLDX Inc.

Dana Kirchmar

Vice President, Customer Support
Operations | SmartSky Networks, LLC

Andy Klosterman

Owner | Peak Beverage

Dagmar Kress

Competitive Aerobatic Pilot & Coach |
Metropolitan State University of Denver

Chris Leach

Partner / Attorney | Carriere & Little, LLP

Steve Lindsey

Vice President | Sierra Nevada

Conor McCallin

Vice President | Morgan Stanley

Jeff Puckett

CEO | Jet Linx

Lt. Colonel James Reeman

F-16 Pilot | Air National Guard
767 Captain | Delta Airlines

Collin Scott

Regional Sales Manager | Salesforce

Milton "Skip" Smith

Attorney | Sherman & Howard

Ronald Smith

Retired | Air Force & Defense Contractor

Shawn Wallace

787 Instructor and Pilot | United Airlines
Managing Director | Ratio Wealth Group

Richard Waryn

CEO | LDK Logistics, Inc.

Donata Ziedins

Senior Manager of Fleet Standards |
United Airlines

Greg Anderson

Board Member Emeritus

Tom Marsh

Board Member Emeritus

CURRENT FULL-TIME STAFF

LEADERSHIP

John L. Barry
Maj Gen, USAF (Ret)
President & CEO

Kathy Brownfield
Executive Assistant

CURATORIAL

Chuck Stout
Curator

Stewart Bailey
Collections Manager

Carolyn Quick
Exhibits Coordinator

MUSEUM FACILITIES

Scott Shinkle
Director of Facilities

D Jay Harshman
Senior Facilities Technician

SALES & CORPORATE EVENTS

Dawn Heaton
Director of Corporate Sales
& Events

Emily Sarantschin
Corporate Events Sales Manager

Sabine Dordick
Corporate Events Coordinator

Molly Manner
Corporate Events Coordinator

MARKETING

Karen Slye
Director of Marketing

Cray Novick
Senior Content Producer

Jessica Ede
Marketing Manager

Brian Funke
Content Coordinator

ADVANCEMENT & MEMBERSHIP

Kristina Stuber
Director of Development

Nancy Burke
Major Gifts Officer

VISITOR SERVICES

Erin Schmitz
Director of Visitor Services

Jordan Rossi
Assistant Director of
Volunteer & Visitor Services

Jonathon Thurston
Visitor Services Manager

Phil Steffes
Public Programs Manager

Taylor LaPoint
Program Engagement
Coordinator

Peter Brown
Flight Simulation Coordinator

Jeffrey Fields
Museum Store Manager

Kirsten Shoup
Museum Store Coordinator

Drew Stengel
Visitor Services Associate

EDUCATION

Michelle McMahon
Director of Education

Gus Posey
Education Program Manager

Nedra Hall
Programs Coordinator

FINANCE & ACCOUNTING

Eric Atwood
Chief Operating &
Financial Officer

Christa Drake
Director of Accounting

EXPLORATION OF FLIGHT

Jordan Ashley
Director of Programs

Derek Isaak
Operations Manager

Valerie Blome
Flight Training Supervisor



CONNECT WITH US



@wingsmuseum

WingsMuseum.org



ONE ORGANIZATION. TWO LOCATIONS

AIR & SPACE MUSEUM
7711 E. Academy Blvd
Denver, CO 80230

EXPLORATION OF FLIGHT
13005 Wings Way
Englewood, CO 80112

The 2022 Wings Over the Rockies Annual Report
is available online at: WingsMuseum.org/Annual-Reports

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

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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.