2014 ANNUAL REPORT

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WINGS OVER THE ROCKIES’ MISSION IS TO EDUCATE AND INSPIRE PEOPLE OF ALL AGES ABOUT AVIATION AND SPACE ENDEAVORS OF THE PAST, PRESENT AND FUTURE.

Dear Members and Friends:

On December 1st, 2014, Wings Over the Rockies closed a very busy year with two anniversary events that honored twenty years of dedication to our aerospace heritage and opened a new era for Colorado’s Official Air & Space Museum.

We illuminated 52,000 LED lights on the venerable B-52 which stands as a proud sentinel to our Lowry site, climbing toward the Rockies as a symbol of our name and purpose. And we broke ground in a ceremony at Centennial Airport for a second site to be called Exploration of Flight.

2014 was a year of transition, reflecting and reaffirming a mission that we continue to celebrate throughout our 20th anniversary year in 2015. As a 20-year-old would put wings on his or her dreams and “leave the nest” to fly into adulthood, so too Wings Over the Rockies climbs into a future of great promise and potential.

We are pleased to share highlights of 2014 in this report. Each is a result of the dedication of our Board of Directors, professional staff team and legions of loyal volunteers. And each is fueled by the passion and resources provided by members, visitors and supporters.

As you walk among our exhibitions and programs, take a moment to notice our visitors. We are privileged to serve the grizzled World War II veteran reviving 70-year-old memories that shaped his life (and all of ours since)… a teacher or parent explaining an engineering concept… a spouse or wingman pausing over the Runway of Honor… or a young person wondering if he or she might ever follow in the footsteps of Denver's Jack Swigert. Wings’ mission transcends generations.

Our Wings for Tomorrow master plan—with a heritage center at Lowry and an education and technology center at Centennial—follows the two-site institutional model of the Smithsonian's National Air & Space Museum in Washington DC. We are buoyed by Colorado’s aerospace leadership, and by the little known fact that Colorado was an alternate site for NASM's facility at Dulles.

The 111-year history of flight is told in the stories of men and women overcoming challenges to reach new horizons. So, too, Wings Over the Rockies has overcome challenges in its 20 years. Our landmark Lowry facility likes to remind us of its historic nature, as with the heating system conversion we embraced in 2014. And our Wingspan Campaign for Exploration of Flight has flown through headwinds of recession and aerospace industry sequestrations.

Our confidence in the future is that Wings sustains a spirit that is alive and well in Colorado and America. We are always reaching—for big mountains, bigger skies and frontiers of achievement in flight and all walks of life.

Welcome aboard! It’s going to be a great flight!

Warmest regards,

Greg Anderson
2014 HIGHLIGHTS

20TH ANNIVERSARY BEGINS

- Covered the B-52 with over 52 thousand Christmas lights
- Amelia Rose Earhart kicked off our 20th anniversary celebrations in December. Events included Yoga in the Hangar, Hangar Chats, Date Night with a viewing of The Glenn Miller Story, scavenger hunts and a holiday ornament-making party with Pilot Santa and Mrs. Claus.
- Created 2015-16 calendar in celebration of our 20th year. The calendar covered the history of the Lowry neighborhood and the museum.
EXHIBITS AND RESTORATIONS

- Supplied the majority of our artifacts for a Denver International Airport exhibit on hometown airlines
- Highlighting new and existing exhibits by repositioning aircraft and suspending three new aircraft in our gallery spaces
- Created new exhibit “The Amelia Project” honoring Amelia Rose Earhart’s around-the-world flight in a single engine plane
- Showcased a traveling exhibit, called “Colorado Takes Off!” — which highlighted artifacts and information on Colorado’s contributions to aviation
- Featured Sean Tucker’s aerobatic biplane at Wings as part of our 2014 Spreading Wings Gala
- Began restoration work on the flight deck of the F-14 Tomcat
2014 HIGHLIGHTS

VISITOR SERVICES

- General admission (Visitors): 54,386
- Wings members: 1,249
- Offered new membership levels: Student and Military Family
- Wings joined the Association of Science-Technology Centers, which provides benefits to Wings Members through the ASTC Travel Passport Program. Wings Members can visit other organizations worldwide that are members of ASTC.
- Offered new membership cards that can be scanned by barcode and easily placed inside a wallet
- 26,743 volunteer hours from 200 active volunteers
EDUCATION

- Hosted a total of 6,108 visitors and 70 schools for our on-site tour program
- Trained 164 new teachers in our Wings Aerospace Science Program. 30,180 students, 59 school districts and 1,006 teachers are using the WASP curriculum.
- 1,250 kids were exposed to the wonders of flight through our KidSpace Outreach held at Boulder Airport, our B-17 event in Centennial and Challenge Air
- 111 new teachers took their first flight in our 1940s Stearman biplane and board member Jeff Puckett’s Bell 407 helicopter
- Expanded number of summer camp sessions from four weeks to six weeks
- Added spring and fall break camp sessions that focused on constructing and flying radio-controlled airplanes
- A Teacher Flight Advisory Committee has been formed, consisting of 10 teachers from 6 different school districts around the Colorado Front Range. This is to assure educational assessment feedback for the program.
- 281 Teacher Envoys as of December 2014 with a reach of 33 school districts and 10 out of 17 counties along the Front Range
2014 HIGHLIGHTS

MUSEUM EVENTS

- Created new event, Hops in the Hangar, which featured local Colorado breweries and southern barbecue from Jim 'N Nick's
- Our 2014’s Spreading Wings Gala Guest of Honor was Living Legend of Flight, Sean D. Tucker
- Our 2014’s Spreading Wings Gala host and emcee was Amelia Rose Earhart, the youngest woman to fly around the world in a single engine plane
- Named one of the top fifteen meeting and convention centers by Denver Business Journal
- Corporate and private event attendees
  - Number of events: 188
  - Total number of attendees: 56,158
- Corporate events revenue: $599,604
2014 WINGS EVENT ATTENDEES

**HOPS**
458

**ROBOTICS**
1097

**AEROMODELING**
1242

**TRIBUTE**
93

**CAMPS FULL DAY**
148

**CAMPS HALF DAY**
86

**STAR WARS**
1602

**SPREADING WINGS GALA**
651

**HANGAR DANCE/B-17**
165

**HAUNTINGS**
1025

**EVENING WITH BUZZ**
218
2014 FINANCIAL RESULTS

This year continued to show improvement in Museum culture, staff, programs, exhibits and fundraising.

REVENUES
- Increase in total revenues of $2,100,970 over 2013
- Five of six revenue producing activities exceeded 2013 performance
  - Admissions and Programs
  - Contributions
  - Facility Rental
  - Memberships
  - Special Events

EXPENSES
- Expenses decreased from 2013 by $216,252
- The largest savings were seen in Education and Administration

WINGS OVER THE ROCKIES AIR & SPACE MUSEUM
2014 OPERATING REVENUES
$4,477,896

SPECIAL EVENTS 4%  MUSEUM STORE SALES (NET) 2%
MEMBERSHIPS 2%  ADMISSIONS & PROGRAM INCOME 14%
FACILITY RENTAL & OTHER 13%
CONTRIBUTIONS 65%
WINGS OVER THE ROCKIES AIR & SPACE MUSEUM
2014 OPERATING EXPENDITURES (EXCLUDING DEPRECIATION)
$2,458,983

- **Fundraising, Special Events & Membership**: 14%
- **Restoration & Exhibits**: 33%
- **Corporate Events**: 14%
- **General & Administrative**: 17%
- **Education**: 18%
- **Museum Store**: 4%

### Year to Year Comparison of Unrestricted Income

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<th>2013</th>
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<th>Variance</th>
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<tr>
<td>Grants</td>
<td>$544,977</td>
<td>$698,219</td>
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<td>Special Events</td>
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<td>$1,108,973</td>
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<td>Museum Store (net)</td>
<td>$80,229</td>
<td>$74,138</td>
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BOARD OF DIRECTORS

GREG ANDERSON • President & CEO • Wings Over the Rockies
EMANUEL ANTON • Managing Member • ALG Attorneys, PLLC
JOHN BARRY • President & CEO • Boys & Girls Club of Metro Denver
RICHARD CHARLES • District STEM Director • Cherry Creek Schools
JACK CRONIN • Real Estate Developer • Cronin & Company
WILLIE DANIELS • President & CEO • Shades of Blue
DAVE DICKERSON • Principal • Grace Dickerson
AMELIA ROSE EARHART • Pilot
MAJOR GENERAL MIKE EDWARDS • Colorado Adjutant General • Department of Military Affairs
CLARK GRIGGS • Founder & Principal • Griggs Wealth Management
CHARLIE JOHNSON • President & CEO • Aero Electric Aircraft Corporation
JOHN KNUDSEN • Attorney • Byrne, Kiely & White, LLP
CHRIS LEEVERS • Vice President • Leevers Supermarkets, Inc.
JAY LINDELL • Aerospace and Defense Industry Champion • Colorado Office of Economic Development and International Trade
PETER LUCE • Retired, Founding Wings Board Member
TOM MARSH • Retired, Executive Vice President • Lockheed Martin
CONOR MCCALLIN • Vice President • Morgan Stanley
JEFF PUCKETT • Owner • Jet Linx
RONALD SMITH • Retired, Air Force & Defense Contractor
TERRY STEVINSON • Retired, Stevinson Auto

As of July 1, 2015.

STAFF

GREG ANDERSON • President & CEO
MARK HYATT • Chief Operating Officer
JOHN BOND • Volunteer Historian
MILA BRUNET • Marketing & Communications Manager
MATTHEW BURCHETTE • Curator
HETTY CARLSON • Teacher Flight Program Coordinator
MARILYN CHANG • Volunteer Librarian
CHRISTA DRAKE • Assistant Controller
CAROLINE FARMER • Marketing Assistant
KYLE GRISSINGER • Manager of Visitor Services
JESSICA KING • Controller
HAJJIRA LANSANA • Events & Sponsorship Coordinator
KEISHA MAKONESE • Director of Sales & Corporate Events
COLLEEN MURRAY • Director of Advancement
SCOTT SHINKLE • Facilities Manager
ROB STANNARD • Director of Education
PHIL STEFFES • On-site Program Coordinator
WENDY VERNON-DZAMAN • Executive Assistant & Campaign Administrator, Centennial
CHRISTOPHER WINK • Director of Visitor Services

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WINGS OVER THE ROCKIES AIR & SPACE MUSEUM
7711 East Academy Boulevard, Denver, CO 80230 | Historic Lowry Air Force Base, Hangar No. 1 | Near Quebec & Alameda