

Wings' Story





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VISION

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



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MISSION

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



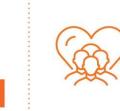
VALUES

Passion. Integrity. Teamwork. Curiosity. Honor.

2023 YEAR END REVIEW







мемвег visits **18,215**

CORPORATE & PRIVATE EVENT SALES \$1.2M^{+**} 20.92% INCREASE* *includes vendor commission





WINGS ON SOCIAL 200K⁺ Youtube/Facebook

Subscribers



Behind the Wings® PBS seasons 1–5 aired in 106 markets and 39 states reaching 60% of the nation



BEHIND THE WINGS PODCAST

Peaked at #16 of Top 100 U.S. Aviation Podcasts

20K+



EXPLORATION OF FLIGHT RECURRING MONTHLY SHOWCASES



HISTORY COMES TO LIFE **1,698** Visitors Attended and Over 500 Flights Given







VOLUNTEERS SPENT:

- » 1,000 Hours Guiding Tours and Educating Students
- » 2,000 Hours Operating Simulators
- » 5,600 Hours Assisting Guests
- » 11,400 Hours Preserving Artifacts, Restoring Aircraft, and Maintaining Hangar
- 200 Hours Assisting with Events



FLIGHT TRAINING SCHOLARSHIPS



Flight Training Scholarships Awarded (2019-2023)

\$1.25M

in Scholarships Awarded

PILOTS (2019-2023)



SUPPORTED BY THE RAY FOUNDATION







WINGS OF VALOR 9.18.23

A tribute to Vietnam Air War Veterans with Guest Speaker General Ron Fogleman USAF (Ret) NAMED "20 BEST AVIATION MUSEUMS AROUND THE WORLD"





WINGS OVER THE ROCKIES STORY

TABLE OF CONTENTS LINKS

Quick Facts »

Leadership & Staff »

Volunteers »

Air & Space Museum »

Exhibits »

Corporate & Private Events »

Membership »

Exploration of Flight »

Attractions »

Programs & Pathways »

Financials »

Research Library »

Strategic Plan 2023 »



QUICK FACTS

PAST

- Museum is located on former Lowry Air Force Base, built in 1937
- Original site of the United States Air Force Academy (1955-1958)
- Museum founded in 1994
- Exploration of Flight Blue Sky Gallery opened in 2018.

PRESENT

- Museum currently welcomes more than 160,000 visitors a year
- Wings Exploration of Flight has become a key aerospace destination
- Named one of the top 20 Aviation Museums in the World by CNN and Top 10 by USA Today

FUTURE

- Museum will premiere more high-profile exhibits
- WAP will educate more than 120 students in grades 6 -12
- Wings Exploration of Flight will grow as a venue of choice for private events and local aerospace showcases, as well as increasing Wings' educational capacity.



Chief Executive Officer: John Barry » Board of Directors »

Leadership Team »

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JOHN BARRY, MAJ GEN, USAF (RET)



John L. Barry, Maj Gen, USAF (Ret) is the President and CEO of the Wings Over the Rockies Air & Space Museum (WOTR), located in Denver, Colorado. WOTR is Colorado's Official Air and Space Museum with two locations and in 2018, WOTR was recognized by CNN as one of the top 20 Aviation Museums in the World and by USA Today as the top 10 Museums in the USA.

Mr. Barry served as President and CEO of the Boys and Girls Clubs of Metro Denver (BGCMD) from 2014-2016. He was responsible for 2,000 kids each day with 10,000 members, 225 full and part-time staff, and a \$16 million annual budget.

General Barry served as Superintendent of Aurora Public Schools for seven years, from 2006-2013 with 40,000 students, 60 schools, and a \$500 million budget. His team instituted Concurrent Enrollment in 2008 (college credit in the APS High Schools) that went nation-wide.

Before returning to Colorado, he served in the United States Air Force for over 30 years as a combat veteran with 270 hours of combat time, fighter pilot, Fighter Weapons School Graduate (USAF "Top Gun" School), winning team member at the "Top Gun" international Air-to-Air William Tell Competition, Military Assistant to the Secretary of Defense, and commander multiple times at the squadron, twice at the group command level and twice at the wing command level. He is also a survivor of the 9/11 attack on the Pentagon while serving as the lead Strategic Planner for the USAF. He retired in 2004 as a "Two Star", Major General, and finished his USAF career as Board Member and Executive Director for the Space Shuttle Columbia Accident Investigation.

Mr. Barry is a 1973 Honor Graduate of the United States Air Force Academy, with a double major in International Affairs and Political Science and a Distinguished Graduate of USAF Pilot Training. He received his Master's Degree 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.

In 2011, John Barry was selected by the Colorado Association of School Executives as the Colorado Superintendent of the Year. In 2021, he was recognized with a Lifetime Achievement Award from the Colorado Aviation Historical Society and in 2022 he was awarded the Annual Colorado Space Business Coalition Cosmic Contributor Award. In 2023, John was inducted into the Titan 100 CEOs Hall of Fame in Colorado, inducted into the Colorado Aviation Hall of Fame and honored by the Denver Business Journal as a Most Admired CEO.

BOARD OF DIRECTORS

BOARD CHAIRMAN

Charlie Johnson President (Ret) Cessna Aircraft

VICE CHAIRMAN

John Knudsen Attorney Law Office of John Knudsen

TREASURER

Megan Fisher Director of Philanthropy Denver Health Foundation

SECRETARY

Emanuel Anton Managing Partner Bizjet Law PLLC

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

Steve Bates Advisory Partner (Ret) | KPMG

Michael Bonner Managing Director – Aviate & Pilot Strategy United Airlines

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 (Ret) | Sierra Nevada Corp

James Reeman Lt Col, CONG (Ret) F-16 Pilot, Former Space Commander | Colorado National Guard 767 Captain | Delta Airlines

Collin Scott Regional Sales Manager | Salesforce Milton "Skip" Smith Attorney | Sherman & Howard Ronald Smith Colonel, USAF (Ret)

Shawn Wallace 787 Captain & Evaluator | 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



LEADERSHIP TEAM





Eric Atwood Chief Financial and Operations Officer





Amanda Morton Director of Guest Experience



Jordan Ashley Director of Exploration of Flight Programs



Dawn Heaton Director of Corporate Sales & Events



Scott Shinkle Director of Facilities



Michelle McMahon Director of Education



Karen Slye Director of Marketing



Kristina Stuber Director of Development



VOLUNTEERS



Bill Gearhart Volunteer of the Year

372 Active Volunteers

- Docents
- EoF Sim Operators
- Greeters
- Exhibits
- Events
- Museum Collections
- Restorations
- Educational



20,681 Hours Volunteered in 2023



AIR & SPACE MUSEUM





History »

Exhibits »

Events »

Membership »

WingsMuseum.org

HISTORY



Air & Space Museum

When Lowry Air Force Base closed in 1994, a small group of volunteers formed the Wings Over the Rockies museum using loaned aircraft from the US Air Force Museum.

Wings Over the Rockies became Colorado's official air and space museum in 1997. The collection expanded and diversified to include spacecraft and civilian aircraft. In 2011, the museum got a new entrance area and the enormous Boeing B-52 was raised onto pedestals. Now the museum offers amazing interactive experiences alongside world-class historical exhibits. Wings is becoming recognized as one of the best aviation and space museums in the world.



Exploration of Flight

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

Now the Air & Space Museum and Exploration of Flight campus hum with realistic flight simulators, awe-inspiring interactive experiences and world-class historical exhibits. Together, these two locations make Wings Over the Rockies one of the best aviation and space organizations in the country.

EXHIBITS

Wings displays more than 60 aircraft and spacecraft, and has incredible exhibit galleries dedicated to Lowry history, the Colorado Air National Guard, military uniforms and flight gear, Colorado aviation history, Avionics, and the Colorado Aviation Hall of Fame and more.



Centaur Upper Stage »



Alexander Eaglerock »



Flight for Life Alouette III »



Bell UH-1 "Huey" »

Star Wars X-Wing »

Douglas B-18A Bolo »



CORPORATE & PRIVATE EVENTS



Candlelight Concert





Corporate Holiday Party

Yoga in the Hangar



Wedding at EoF



Wedding at Lowry



Dance Recital

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HOST YOUR NEXT EVENT WITH US!





Make your event unforgettable at one of our two iconic locations.

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

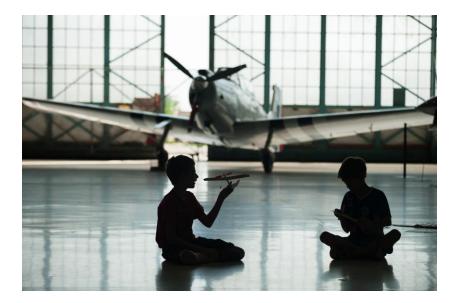
- Cocktail Parties
- Corporate Meetings
- Elegant Dinners
- Fundraisers
- Luncheons
- Training Sessions
- Tradeshow & Expos
- Galas
- Exhibitions

- Proms and Homecomings
- Weddings and Receptions
- Holiday and Themed Parties
- Military Ceremonies and Events
- Celebration of Life
- And More



MEMBERSHIP

Thanks to our Members who support us and help to fulfill our mission.





2,020 Active Members



Half of Wings' members have been members for more than 1 year (52.28%, currently)

Most popular membership levels:

- Friends and Family = 23.81%
- Family = 20.2%
- Individual Plus = 15.25%



82.8% of our members currently reside in Colorado



EXPLORATION OF FLIGHT

Overview »

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Blue Sky Gallery »

Black Sky Gallery »

WingsMuseum.org

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OVERVIEW







EXPLORATION OF FLIGHT

Exploration of Flight, located at Centennial Airport, is a center for aerospace education, experience and fun.

On our 15-acre campus, visitors can experience The Blue Sky Aviation Gallery focused on aviation inspiration and education. Yet to come is the Ozmen Black Sky Space Gallery that will focus on space exploration and education.



BLUE SKY GALLERY







EXPLORATION OF FLIGHT

Wings Over the Rockies Exploration of Flight campus is located at Centennial Airport, one of the busiest general aviation airports in the nation. The Blue Sky Gallery is an immersive aviation attraction that combines fun hands-on activities with opportunities to look behind-thescenes at airport operations.

Experience the joy of flight up close with weekend showcases and fly-ins. See amazing airplanes and meet the pilots who fly them. Explore the latest in general aviation technology, hop into pilot-quality flight simulators, listen to the chatter from Centennial tower, and more.



ATTRACTIONS



FlyThisSim Touchtrainer »



Redbird Xwind »



Redbird FMX »



Gyro Chair »







Breakfast Fly-ins »

FUTURE PROJECTS - BLACK SKY GALLERY





The Ozmen Black Sky Space Gallery is a future project that 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 industry's biggest names.



PROGRAMS AND PATHWAYS

Behind the Wings[®] » Flight Experiences » Young Eagles Flight Experience » Drone Pilot Pathway » Pilot Pathway » Teacher Flight Pathway » Aerospace Exploration Pathway »

WingsMuseum.org



BEHIND THE WINGS®





Want to learn something new and have a little fun along the way?

Join us as we go Behind the Wings and share inspiring stories about iconic aircraft, aerospace change makers, development history and the future of aerospace through our Behind the Wings' series.

Behind the Wings reaches millions of people each year with our PBS TV series, monthly YouTube videos and podcasts.

As seen on <u>PBS</u>, <u>YouTube</u>, <u>Facebook</u> and wherever you get your podcasts!

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FLIGHT EXPERIENCES





At Wings Over the Rockies Exploration of Flight you can feel the thrill of flight by flying in a variety of modern and vintage aircraft – like a North American SNJ-5 or Beechcraft T-34, take a trip to the '70s in near factory original condition Varga 2150A, or fly in a state-of-the-art Tecnam P2010.

Your flight experience will include a 30-minute trip. Flights are run by certified pilots and pricing and availability vary. Schedule your flight at: <u>Wingsmuseum.org/Flight-Experiences/</u>



YOUNG EAGLES FLIGHT EXPERIENCE



The Young Eagles program was developed by the Experimental Aircraft Association (EAA) to introduce children, ages 8 to 17 to the exciting world of flight. The Young Eagles program consists of EAA member pilots who volunteer their time and aircraft to give free introductions to flight to youth.

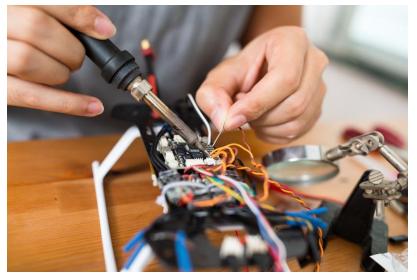
Wings Over the Rockies Exploration of Flight proudly hosts EAA Chapter 301 Young Eagle Rallies. On the 3rd Saturday of each month, EAA Chapter 301 provides free rides to youth, many of which go on to participate in Exploration of Flight aerospace activities, as well as various other youth aviation groups in the area.

To date, Wings Over the Rockies has hosted over 2,057 Young Eagle kids on the Clay Lacy Field of Dreams Ramp, many who have gone onto amazing careers in aviation.

DRONE PILOT PATHWAY



As part of Wings Over the Rockies Drone Pilot Pathway, participants will learn the information and skills needed to become certified as a CFR Part 107 Unmanned Small Aircraft Systems pilot during the four-part class.



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PILOT PATHWAY





Wings Over the Rockies[™] supports youth on their path to becoming a pilot with programs that help them get their pilot certification – with: introduction to ground school, private pilot ground school, flight training scholarships in addition to the help of Wingman mentors.



TEACHER FLIGHT PATHWAY







TEACHER FLIGHT

The Teacher Flight Pathway immerses K-12 formal educators in aviation and provides educational opportunities, museum membership, access to aviation programs, and more.

Teacher Flight is designed to bring the joy of flight to educators and encourage aviation and aerospace topics in the classroom. Teacher Flight...it's more than a plane ride!

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AEROSPACE EXPLORATION PATHWAY







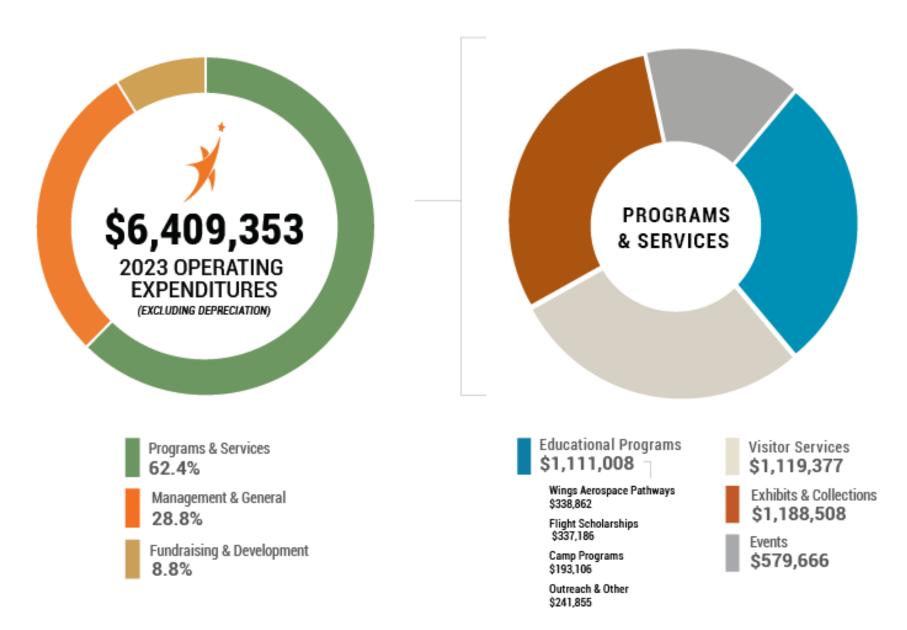
Aerospace Exploration Pathway is a hands-on enrichment program that focuses on project-based learning through the lens of aviation and space.

Aerospace Exploration at Lowry is open to students in grades 6-12 and offers a variety of STEAM courses including 3D printing, Drones, Remote-Controlled Aircraft, Coding, Robotics, Cube Satellite Design, Rocketry, Tool Skills, Martian Greenhouse, StellarXplorers and more. Students can also earn industry certificates and concurrent enrollment credits through Spartan College of Aeronautics and Technology.

Aerospace Exploration at Centennial is open to high school students in grades 9-12 with a focus on two primary pathways: a drone pilot course and airplane pilot course. Each of the courses will prepare students for a career in aviation and to become certified by the FAA.

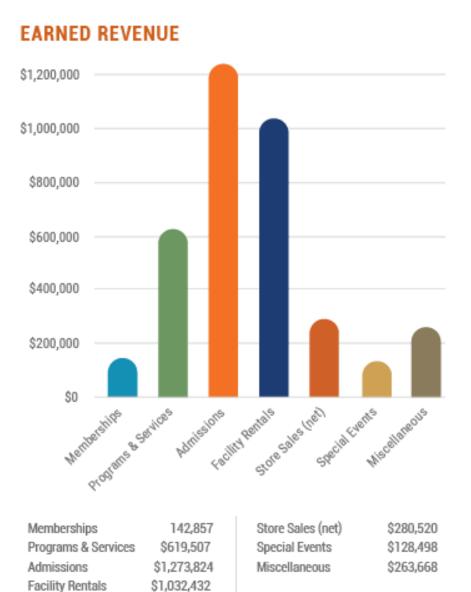


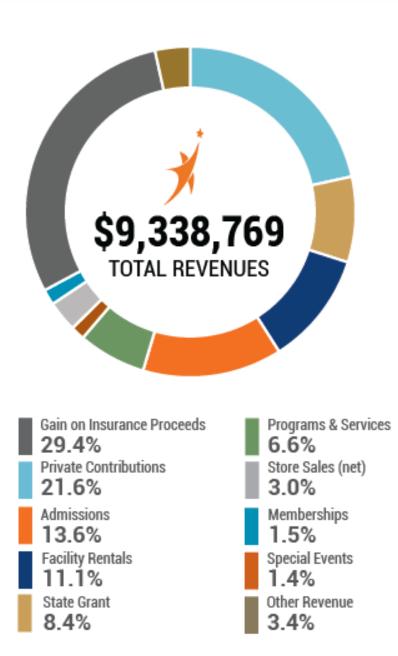
FINANCIALS



WingsMuseum.org

FINANCIALS



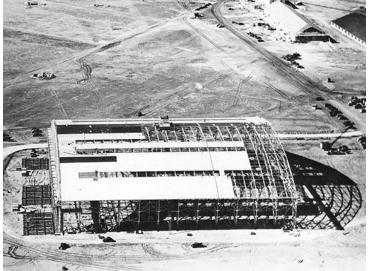


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WingsMuseum.org

RESEARCH LIBRARY AND ARCHIVES





Staffed by the Collections Manager and knowledgeable volunteers, the museum's Research Library and Archives serve researchers, authors, and historians worldwide. It welcomes donations of books, manuscripts, and other documents 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 <u>library@wingsmuseum.org</u> 303.360.5360 ext 103.



STRATEGIC PLAN 2023-2027



WingsMuseum.org

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STRATEGIC PLAN 2023-2027

Branding

Brand Positioning: Celebrate innovation and exploration through inspiring moments of true adventure and the awe of flight in all its forms.

GOAL 1: Cultivate an Inspirational Culture

GOAL 2: Cultivate Experiences that are memorable and easily retold

GOAL 3: Diversify our guest profile

GOAL 4: Broaden our family appeal GOAL 5:

Develop highly effective post-gift donor development program

GOAL 6: Become a mission-based membership organization

GOAL 7:

Build a strong connection to the Aerospace cluster in our region.



STRATEGIC PLAN 2023-2027



People

Treatment of individuals inside and outside of the organization



GOAL 1:

Make Wings Over the Rockies a more desirable, fun and rewarding place to work

GOAL 2:

Make Wings Over the Rockies a more desirable and rewarding place to volunteer





Leading Edge

Be an innovator in aerospace preservation, education, and advancement





GOAL 1:

Create exciting exhibits and activities that attract, educate, and inspire visitors about the impact that aerospace has on visitors' lives and on the world today.

GOAL 2:

Increase the size, visibility, and impact of Wings' presence in both the aerospace and non-aerospace communities.

GOAL 3:

Establish Wings as a recognized authority on aerospace history and technology.

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Fueling the future by cultivating opportunities, increasing connectivity and innovating with purpose





GOAL 1:

Increase Museum/EoF Admission Levels and Program Participation.

GOAL 2: Build Our "Bench" & Maximize Lifetime Engagement & Value

GOAL 3: Drive sustainable year-over-year Revenue Growth





Neighborhood Embrace Our Community



GOAL 1:

Create partnerships with Lowry residential and business community, Local and national museums, veteran organizations, military, the aerospace community, civic associations, and youth organizations.

GOAL 2:

Expand and enhance our programs for underprivileged and/or underrepresented individuals, schools or groups in Denver and the surrounding cities.

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Environment

Create an environment where all people feel included, valued, celebrated, and respected



GOAL 1:

Ensure public face of museum represents diversity within our community

GOAL 2:

Improve access to both facilities for people with disabilities



Centaur Upper Stage » Alexander Eaglerock » Flight For Life Alouette III » Bell UH-1 "Huey" » Star Wars[™] X-Wing » Douglas B-18A Bolo »

CENTAUR UPPER STAGE



In more than 260 launches, Centaurs have launched communication satellites, scientific observatories, weather satellites, and military reconnaissance satellites. The Centaur upper stage has also played a key role in our exploration of the solar system for more than half a century. Centaur's very first payloads were Surveyor Moon landers that scouted landing sites for the Apollo Moon landings in the 1960s. Centaurs launched Mariner probes to Mercury, Venus, and Mars, Viking orbiters and landers to Mars, and the amazing Pioneer and Voyager probes to the outer solar system.

Later missions have delivered rovers to Mars and sent the New Horizons spacecraft to Pluto and beyond. Five Centaur payloads are headed out of our solar system into the vast unexplored space between star systems.

ALEXANDER EAGLEROCK



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 ALOUETTE III



Flight for Life was the first civilian hospitalbased 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.



BELL UH-1 "HUEY"



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.

STAR WARS™ X-WING



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.

DOUGLAS B-18A BOLO



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



FlyThisSim TouchTrainer FM210 » Redbird Xwind » Redbird FMX » Gyro Chair » Weekend Showcases » Breakfast Fly-ins »

WingsMuseum.org

FLYTHISSIM TOUCHTRAINER FM210



Engineered to be introduced in the first stages of a pilot's aviation experience, the FAAapproved 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 wraparound 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.

REDBIRD FMX



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 and flight in your choice of a single-engine Cessna 172 or a twin-engine Piper PA44 Seminole.

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!

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WEEKEND SHOWCASES





Wings Over the Rockies Exploration of Flight's weekend showcases provide an incredible chance for guests to see and experience the wonder and awe of flight. Guests can get up-close and personal with some of the most amazing aircraft and meet the pilots who fly them.

Some showcases include: the Warbird Invasion, Aerobatics, Gliders, Balloons & Ballistics and much more.

BREAKFAST FLY-INS





On the first Saturday of every month, Wings Over the Rockies Exploration of Flight hosts fly-ins featuring planes, pilots, speakers and breakfast from a local food truck. Guests can watch aircraft fly in, meet and talk with pilots, hear from guest speakers and explore interactive exhibits and simulators.



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WingsMuseum.org

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