Anyone reading the 2009 annual report of a nonprofit organization will expect to see some sobering data: declining revenue, programmatic cutbacks, and other symptoms of a struggling economy. Indeed, the past year has been a difficult one for the National Building Museum as it has been for most cultural organizations. And yet now, as we look back at the Museum’s fiscal year 2009, we are more inclined to reflect on some very encouraging facts and figures: a 14% increase in the number of walk-in visitors over the previous year, a balanced budget achieved despite significant fiscal threats, and above all, a record of excellent exhibitions and programs in keeping with the high standards we have set in the past.

The increase in the Museum’s visitorship really should not come as a surprise. As was the case following past crises, such as the terrorist attacks of 2001 and the devastation of Hurricane Katrina, certain aspects of the current economic morass have served to highlight the importance of the built environment. Citizens and their elected leaders have come to appreciate the value of sound infrastructure, affordable housing, and sustainable communities as essential elements of a healthy society. The National Building Museum remains a vital venue for thoughtful dissemination, discussion, and debate about these issues and other aspects of the world we build. Recession or boom, the Museum’s mission is relevant to everyone.

Engaging Exhibitions

Our flagship exhibition for fiscal year 2009, opening in October 2008, was Green Community, an unprecedented examination of the infrastructure and landscapes that serve as the connective tissue between buildings. It featured large and small communities around the world that offer lessons in environmentally responsible design and planning, from the conversion of disused industrial land into a residential neighborhood in Atlanta, to the creation of an entirely new, carbon-neutral city in the United Arab Emirates. The exhibition’s interactive components received a Gold Award—the highest honor—for Interpretive Interactive Installations in the American Association of Museums’ MUSE Awards program.

The exhibition was complemented by a major symposium titled 1909–2009: Sustaining the Lasting Value of American Planning, which marked the 100th anniversary of the first National Planning Conference, considered the birth of planning in America. In addition, a complementary lecture series, Sustainable Communities, was supported by United Technologies. A companion book, also called Green Community, was published by the Museum and the American Planning Association (APA), the presenting sponsor of the exhibition.

Opening in January 2009, Detour: Architecture and Design Along 18 National Tourist Routes in Norway documented a group of extraordinary works of architecture and landscape architecture intended to enhance travelers’ appreciation of Norway’s stunning natural scenery. The initiative has been hailed as a potential model for other countries with networks of scenic roadways, including the
United States. The centerpiece of the exhibition was an elaborate video chamber that allowed visitors to view scenes—some serene and some exhilarating—of featured sites.

Beginning in the late spring of 2009, the Museum presented a series of photography-based shows. The first exhibition, Architecture of Authority: Photographs by Richard Ross, depicted a variety of architectural spaces that convey the notion of authority—whether intentionally or not. That was followed by Storefront Churches: Photographs by Camilo José Vergara. Vergara is one of the most important chroniclers of America’s cities, and his images of impromptu religious facilities occupying structures built for other purposes reveal a vital thread of urban life. Opening in mid-summer was Form and Movement: Photographs by Philip Trager, which drew compositional connections between Trager’s pictures of dancers and those of Palladian villas and other buildings. Rounding out the photography series was The Places We Live, a moving visual essay about living conditions in four of the world’s most notorious slums.

Several long-term exhibitions continued during fiscal year 2009: Cityscapes Revealed: Highlights from the Collection includes a rotating display of two- and three-dimensional artifacts; Washington: Symbol and City describes the physical history of the capital; and the Building Zone gallery provides a structured learning environment for young children. Meanwhile, two traveling versions of the Museum’s exhibition The Green House: New Directions in Sustainable Architecture and Design continued to circulate, appearing at institutions ranging from the Aurora History Museum, in Aurora, Colorado, to the Yale University Architecture Gallery.

Compelling Programs

Many of the Museum’s adult education programs for fiscal year 2009 reflected our ongoing commitment to sustainable design and planning. In addition to the symposium and lectures related to the Green Community exhibition, the Museum continued its For the Greener Good series, supported by The Home Depot Foundation. One highlight of this series was a program with panelists John Podesta and Ed Mazria titled “A Green World is a Safer One.” Meanwhile, the Community in the Aftermath series, co-presented with the U.S. Department of Housing and Urban Development and the Federal Emergency Management Agency, continued with programs addressing post-disaster housing and recovery.

Other education programs included the venerable Spotlight on Design lecture series, sponsored by Lafarge and The American Institute of Architects, which featured African-British architect David Adjaye, the landscape architecture firm OLIN, New York architect and educator Deborah Berke, and others. The annual L’Enfant Lecture on City Planning and Design, co-presented with APA, was given by Paul Goldberger, the Pulitzer Prize-winning architecture critic for The New Yorker. This past year’s Women of Architecture program, presented in collaboration with the Beverly Willis Architecture Foundation, featured Chicago architect Jeanne Gang.
It was a banner year for the Museum’s popular family festivals, with the National Cherry Blossom Festival Family Day and Opening Ceremony in March smashing previous one-day attendance records: approximately 12,000 people came to the Museum that day for hands-on design activities and performances. Other family-oriented events included the Discover Engineering Family Day, which drew some 10,000 participants, the annual Festival of the Building Arts, sponsored by The Associated General Contractors of America, and the Careers in Construction Expo, supported by the Associated Builders and Contractors.

The Museum is widely respected for its youth education programs, ranging from Be a Green Builder school program, which gives young children the chance to construct a small house in the Great Hall, to teen outreach programs such as Investigating Where We Live, in which participants use photography to analyze neighborhoods and consider how they can be improved. In fiscal year 2009, the Museum expanded distribution of the popular Bridge Basics Program Kit to schools in D.C., with the support of the Office of the Deputy Mayor for Economic Development and Planning, and in Philadelphia, thanks to the support of the Turner Construction Company.

Honoring Leaders in the Design and Building Industry

The Museum’s 2009 Honor Award gala, held in June, recognized four “Visionaries in Sustainability”: S. Richard Fedrizzi and the U.S. Green Building Council; Mayor Richard M. Daley and the City of Chicago; Majora Carter; and Louis R. Chênevert and United Technologies. The gala attracted nearly 600 guests and raised critical funds for the Museum’s exhibitions and programs.

Institutional Development

Over the past year, the Museum made a variety of enhancements to its online presence. Building on the recent redesign of the web site, the Museum is now taking fuller advantage of the site’s true capacity by incorporating more multi-media presentations. The Great Green Places video series, for instance, has opened up opportunities for the public to share observations about successful open spaces in their communities.

One highlight of fiscal year 2009 was the launch of the Industry Council for the Built Environment, which brings together corporate, association, and government leaders to advise and inform the Museum on a range of issues, and facilitates collaboration across disciplines. The council’s membership comprises corporations and associations that make gifts of $15,000 or more per year to the Museum. The group’s inaugural conference, held in June, included highly informative presentations by business leaders and senior officials from Congress, the Center for American Progress, and the City of Chicago, along with a roundtable discussion among council members.

Although the past year was unquestionably a challenging one for just about everybody, it was nonetheless a busy and fruitful time for the National Building Museum. We remain deeply grateful to all of the individuals, corporations, associations, foundations, and government agencies that have lent their support to the Museum, and look forward to a brighter year ahead.

Michael J. Glosserman
Chair
Chase W. Rynd
President and Executive Director
## 2009 Statement of Financial Activities

Year ended September 30, 2009

### Revenue, gains, and other support

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2009 Total</th>
<th>2008 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and grants</td>
<td>1,721,672</td>
<td>1,676,358</td>
<td>-</td>
<td>3,398,030</td>
<td>4,241,470</td>
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<td>Great Hall events</td>
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<td>-</td>
<td>-</td>
<td>1,711,315</td>
<td>1,940,992</td>
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<tr>
<td>Contributed Goods &amp; Services</td>
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<td>-</td>
<td>-</td>
<td>1,129,881</td>
<td>1,064,627</td>
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<tr>
<td>Museum Shop sales</td>
<td>797,413</td>
<td>-</td>
<td>-</td>
<td>797,413</td>
<td>1,109,209</td>
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<tr>
<td>Other</td>
<td>312,660</td>
<td>-</td>
<td>-</td>
<td>312,660</td>
<td>324,069</td>
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<td>Investment income</td>
<td>87,018</td>
<td>163,119</td>
<td>-</td>
<td>250,137</td>
<td>208,811</td>
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<tr>
<td>Membership</td>
<td>222,330</td>
<td>-</td>
<td>-</td>
<td>222,330</td>
<td>267,854</td>
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<tr>
<td>Education program and Museum Tour fees</td>
<td>199,594</td>
<td>-</td>
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<td>199,594</td>
<td>241,540</td>
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<tr>
<td>Event Income</td>
<td>68,559</td>
<td>-</td>
<td>-</td>
<td>68,559</td>
<td>63,825</td>
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<tr>
<td>Contribution box</td>
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<td>-</td>
<td>-</td>
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<td>57,334</td>
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<td>Net assets released from restrictions</td>
<td>1,929,560</td>
<td>(1,929,560)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**TOTAL REVENUE**  
8,220,955  (90,083)  -  8,130,872  9,519,662

### Expenses

#### Program services

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2009 Total</th>
<th>2008 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibitions</td>
<td>1,921,393</td>
<td>-</td>
<td>-</td>
<td>1,921,393</td>
<td>2,563,025</td>
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<td>Education and public programs</td>
<td>1,745,810</td>
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<td>-</td>
<td>1,745,810</td>
<td>2,080,604</td>
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<td>Marketing &amp; Publications</td>
<td>1,165,842</td>
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<td>-</td>
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<td>1,042,009</td>
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<tr>
<td>Museum Shop</td>
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<td>-</td>
<td>847,231</td>
<td>1,015,961</td>
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<tr>
<td>Great Hall events</td>
<td>417,978</td>
<td>-</td>
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<td>500,868</td>
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<tr>
<td>Collections</td>
<td>106,077</td>
<td>-</td>
<td>-</td>
<td>106,077</td>
<td>281,213</td>
</tr>
</tbody>
</table>

**Total program services**  
6,204,331  -  6,204,331  7,453,680

#### Supporting services

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2009 Total</th>
<th>2008 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising</td>
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<td>-</td>
<td>-</td>
<td>1,282,016</td>
<td>1,226,391</td>
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<td>General and administrative</td>
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<td>-</td>
<td>-</td>
<td>343,425</td>
<td>376,407</td>
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<tr>
<td>Membership</td>
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<td>-</td>
<td>-</td>
<td>118,288</td>
<td>122,358</td>
</tr>
</tbody>
</table>

**Total supporting services**  
1,743,729  -  1,743,729  1,725,156

**TOTAL EXPENSES**  
7,948,060  -  7,948,060  9,178,836

**Loss on investments**  
39,652  133,771  -  173,423  776,237

**TOTAL EXPENSES AND LOSSES**  
7,987,712  133,771  -  8,121,483  9,955,073

**Change in net assets**  
$233,243  $(223,854)  -  $9,389  $(435,411)

### Statement of Changes in Net Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer of Net Assets</td>
<td>-</td>
<td>500,000</td>
<td>(500,000)</td>
<td>-</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>(132,921)</td>
<td>(302,490)</td>
<td>-</td>
<td>(435,411)</td>
</tr>
<tr>
<td>Net Assets, September 30, 2008</td>
<td>$586,801</td>
<td>$2,576,372</td>
<td>$165,530</td>
<td>$3,328,703</td>
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<tr>
<td>Transfer of Net Assets</td>
<td>-</td>
<td>125,530</td>
<td>(125,530)</td>
<td>-</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>233,243</td>
<td>(223,854)</td>
<td>-</td>
<td>9,389</td>
</tr>
<tr>
<td>Net Assets, September 30, 2009</td>
<td>$820,044</td>
<td>$2,478,048</td>
<td>$40,000</td>
<td>$3,338,092</td>
</tr>
</tbody>
</table>

The National Building Museum is a nonprofit, educational institution designated under section 501(c)(3) of the Internal Revenue Code. This financial report is based on an independently audited financial statement. For a copy of the complete financial statement please write to: Accounting Department, National Building Museum, 401 F Street, NW, Washington, DC 20001, or call 202.272.2448.

The National Building Museum makes all financial records available to its outside auditors and attests to their accuracy and completeness. Additionally, the Museum attests that it maintains adequate internal accounting controls and uses sound accounting policies.

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President and Executive Director
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Michael Higdon
Candler Hunt
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Yakira Colon
Krist Cotner
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Ronald Fulwood
Leah Haefner
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Lauren Richards
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Kristen Bayans
Megan Becker
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Lindsey Christensen
Sara Clark Guittar
Virginia Colwell
Lisa Elliott
Alison Feigen
Elisa Ferrara
Charlotte Formentia
Russell Harris
Roberta Hertzfeldt
Kanani Hoopai
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Ellen Jackmain
Karen Konrad
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Lilby Rhoads
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Sara Rouse
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Alice Stewart
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Kelly Bressler
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Alicia DiGiammarino
Sara Eagan
Nile Greenberg
Loren Miller
Nicholas Sackos
Eric Schwass

right: The Museum’s members enjoy special events throughout the year such as the Family Membership Pajama Party in the Great Hall! Photo by Museum Staff.
Industry Partners

Industry Partners are the leading institutional partners of the National Building Museum. Comprising the foremost corporations and associations involved in the built environment, this group provides programmatic support (of $15,000+ annually) and engages with the Museum in dialogue about all aspects of the work we build. In 2009, the group convened for the inaugural meeting of the Industry Council for the Built Environment in Washington, D.C.

Industry Partners for fiscal year 2009 (October 1, 2008 – September 30, 2009)
The American Institute of Architects
American Planning Association
American Public Transportation Association
American Society of Landscape Architects
The Associated General Contractors of America
Bentley Systems, Inc.
Deborah Berke & Partners Architects LLP
Beyer Blinder Belle Architects & Planners, LLP
BFC Partners
The Brick Industry Association
Cities Alliance
Clark Construction Group, LLC
James G. Davis Construction Corporation
FXFOWLE ARCHITECTS, LLC
Gensler
Goldman, Sachs & Co.
The Home Depot Foundation
International Masonry Institute
The JBG Companies
Kohn Pedersen Fox Associates PC
Lafarge
MASCO Corporation
McGraw-Hill Companies/
McGraw-Hill Construction
National Parking Association
Patton Boggs LLP
Perkins+Will
David M. Schwarz Architects
Skidmore, Owings & Merrill LLP
STUDIOS Architecture
The Home Depot Foundation
McGraw-Hill Companies/McGraw-Hill Construction*
National Capital Arts and
Cultural Affairs Program
and the U.S. Commission of Fine Arts
Office of the Deputy Mayor for Planning and Economic Development, District of Columbia

$25,000 and above
The Home Depot Foundation
McGraw-Hill Companies/McGraw-Hill Construction*

$100,000 to $249,999
American Public Transportation Association*
Autodesk, Inc.*
Edward P. Bass
David Bonderman
Cities Alliance, USAID, World Bank
The Nathan Cummings Foundation
National Parking Association
U.S. Department of Energy
United Technologies Corporation

$50,000 to $99,999
The Morris and Gwendolyn Cafritz Foundation
James G. Davis Construction Corporation*
D.C. Commission on the Arts
& Humanities
The William Randolph Hearst Foundations
Institute of Museum and
Library Services
Lafarge
National Cherry Blossom Festival, Inc.*
Turner Construction Company
U.S. Green Building Council

$25,000 to $49,999
The Tower Companies
The American Institute of Architects
The Associated General Contractors of America
Sid R. Bass and
Mercedes Bass
Ed Collins* / Washington Design Center
The Community Foundation of Middle Tennessee
D&R International
D.C. Children & Youth
Investment Trust Corp.
The Estate of Richard F. Evans
Gensler/The Gensler Family Foundation

$10,000 to $24,999
American Airlines
American Planning Association
American Society of Landscape Architects
Barnhart, Inc.
The Beech Street Foundation
Bender Foundation, Inc.
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As a private, nonprofit institution, the National Building Museum relies on the generous support of corporations, individuals, associations, foundations, and government entities to fund its innovative exhibitions and award-winning educational programs. This support is given in a variety of ways: from grants and memberships, to volunteer hours and visitor donations. In fiscal year 2009, the Museum raised $8,130,871 in cash for unrestricted and restricted programs. The combined total of cash, pledges, and contributed income was $4,791,194. The Board of Trustees and the Museum’s staff are grateful to all who provided the financial support that enables the Museum to raise awareness of and appreciation for the built environment.

The following donors made gifts or pledges of $250 or more during the 2009 fiscal year (October 1, 2008 through September 30, 2009). While space limitations do not permit listing gifts of less than this amount, the Museum extends its sincere thanks to all donors.

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right: Guests at the 2009 Honor Award: Visionaries in Sustainability enjoy a cocktail reception in the Museum’s majestic Great Hall. Photo by Paul Morigi.
THE CORNERSTONE SOCIETY includes friends of the Museum who leave a lasting legacy through a bequest, charitable gift annuity, trust arrangement, or other estate-plan provision. Gifts from the society are an investment in the Museum’s future and ensure the institution’s ability to advance the quality of the built environment by educating the public about its impact on people’s lives. By becoming a member of The Cornerstone Society, you can help inspire the future stewards of the built environment and provide an enduring source of financial stability for generations to come.

This year in celebration of its 30th anniversary, the National Building Museum will officially launch The Cornerstone Society, and make public a listing of society members for the first time.

Please fill out the following information and return to:
Christina Berkemeyer, Director of Individual Giving
The National Building Museum
401 F Street, NW Washington, DC 20001
202.272.2448, ext. 3501
cberkemeyer@nbm.org

☐ I am interested in becoming a member of The Cornerstone Society.

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I am interested in learning more about the following type of planned gift:

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☐ I have already remembered the National Building Museum in my estate plans.
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Please specify how you prefer to be listed as a member of The Cornerstone Society.

All information will be kept in strict confidence.
FISCAL YEAR 2009 AT-A-GLANCE
(October 2008 through September 2009)

Total Attendance: 436,315
Web Site Hits: 1,747,907
Public Program Attendance: 10,354
Family Program Attendance: 28,932
School Program Attendance: 19,964
Estimated Media Impressions*: 736,155,666
Total Revenue: $8,130,871
Total Contributed Income: $4,791,194
Total Number and Value of Volunteer Hours: 11,231 hours; estimated value $227,428**

*Media impressions are calculated based on a publication's circulation rates and indicate the potential readership for any given news article.
**Source: The Independent Sector