Return of Organization Exempt From Income Tax

Form 990

For the 2013 calendar year, or tax year beginning 10-01-2013, 2013, and ending 09-30-2014

B Check if applicable

C Name of organization
National Constitution Center

D Employer identification number
23-2434447

E Telephone number
(215)409-6739

F Name and address of principal officer
MR JEFFREY ROSEN
525 Arch Street
Philadelphia, PA 19106-1514

H(a) Is this a group return for subordinates?
Yes

H(b) Are all subordinates included?
Yes

H(c) Group exemption number
- 0-

J Website: www.constitutioncenter.org

1 Briefly describe the organization's mission or most significant activities
Disseminate information about the U.S. Constitution on a non-partisan basis

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets

3 Number of voting members of the governing body (Part VI, line 1a) 332

4 Number of independent voting members of the governing body (Part VI, line 1b) 31

5 Total number of individuals employed in calendar year 2013 (Part V, line 2a) 194

6 Total number of volunteers (estimate if necessary) 112

7a Total unrelated business revenue from Part VIII, column (C), line 12 $1,136,317

7b Net unrelated business taxable income from Form 990-T, line 34 $-192,264

8 Contributions and grants (Part VIII, line 1h) 7,338,426

9 Program service revenue (Part VIII, line 2g) 3,119,502

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 978,821

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 2,428,020

12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) 13,864,769

13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) 0

14 Benefits paid to or for members (Part IX, column (A), line 4) 0

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 6,950,716

16a Professional fundraising fees (Part IX, column (A), line 11e) 65,663

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) 13,857,311

18 Total expenses—add lines 13–17 (must equal Part IX, column (A), line 25) 20,873,690

19 Revenue less expenses Subtract line 18 from line 17 7,008,921

20 Total assets (Part X, line 16) 145,752,516

21 Total liabilities (Part X, line 26) 4,699,561

22 Net assets or fund balances Subtract line 21 from line 20 141,052,955

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, in accordance with my knowledge and belief, it is true, correct, and complete. Declaration of preparer has no knowledge.

Sign Here

CHRISTINE DONNELLY VP OF FINANCE

May the IRS discussion this return with the preparer shown above? (see instructions)

For Paperwork Reduction Act Notice, see the separate instructions.
Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III.

1 Briefly describe the organization's mission.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 90-EX?

[ ] Yes [ ] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services?

[ ] Yes [ ] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenditures

Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for any program service reported.

4a The Museum of We The People Exhibit - The Center maintains a multimedia, interactive permanent exhibit, which is open to the public 362 days a year. The Story of We the People traces the American quest for freedom from the signing of the U.S. Constitution to the present through more than 100 interactive offerings, including the interactive Constitutional Hallway, an exhibition that includes the original Constitution, Bill of Rights, and major amendments, and a multimedia exhibit that allows visitors to interact with the Constitution.

4b A Headquarters for Civic Education Educators Resources - The Center produces a variety of standards-based teaching materials for use in the classroom and at the museum. These include online and on-site workshops for educators, class field trips, themed on-site educational programs, and the creation of a wide array of teaching materials. Ongoing Teacher Workshops - The Center’s professional development opportunities enable educators to deepen their understanding of civic education and its role in democratic participation. The Center hosts a variety of events, including conferences, workshops, and seminars, to provide educators with the opportunity to learn about cutting-edge educational materials and programs. In addition, the Center offers educational materials and programs that are relevant to their students, such as the video series, “The Constitution in the Classroom,” and the Classroom App, which students and teachers can use to engage with the Constitution. The Center also produces a wide range of materials for students, including lesson plans, activities, and interactive experiences that help students understand the Constitution and its relevance to their everyday lives. The Center’s Civic Education Educators Resources include American History for Teachers, which provides resources for teaching American history, and Civic Education Tools, which offers interactive tools and activities for teaching civic education. The Center’s exhibition on Prohibition, American Spirits: The Rise and Fall of Prohibition, will travel to 24剂 different venues from June 2016 through March 2017.

4c America's Town Hall Town Hall Programs - America's Town Hall, the National Constitution Center has hosted more than 300 Town Hall programs focusing on timely issues facing America. In addition to year-long initiatives, the Center currently produces an annual Supreme Court Program Series, focusing on the ongoing debate over the role of the Supreme Court in American democracy.

4d Total program service expenses $15,526,061

Form 990 (2013)
1. Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A.

2. Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?

3. Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I.

4. Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II.

5. Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III.

6. Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I.

7. Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II.

8. Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III.

9. Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV.

10. Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V.

11. If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable:
   a. Did the organization report an amount for land, buildings, and equipment in Part X, line 10?
   b. Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16?
   c. Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16?
   d. Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16?
   e. Did the organization report an amount for other liabilities in Part X, line 25?

12. a. Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII.
   b. Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional.

13. Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E.

14. a. Did the organization maintain an office, employees, or agents outside of the United States?
   b. Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? If "Yes," complete Schedule F, Parts I and IV.

15. Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV.

16. Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV.

17. Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions).

18. Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II.

19. Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III.

20. a. Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H.
   b. If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?
Part IV Checklist of Required Schedules (continued)

21 Did the organization report more than $5,000 of grants or other assistance to any domestic organization or government on Part IX, column (A), line 1? If “Yes,” complete Schedule I, Parts I and II.

22 Did the organization report more than $5,000 of grants or other assistance to individuals in the United States on Part IX, column (A), line 2? If “Yes,” complete Schedule I, Parts I and III.

23 Did the organization answer “Yes” to Part VII, Section A, line 3, 4, or 5 about compensation of the organization’s current and former officers, directors, trustees, key employees, and highest compensated employees? If “Yes,” complete Schedule J.

24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? If “Yes,” answer lines 24b through 24d and complete Schedule K. If “No,” go to line 25a.

b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?

c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?

d Did the organization act as an “on behalf of” issuer for bonds outstanding at any time during the year?

25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If “Yes,” complete Schedule L, Part I.

b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization’s prior Forms 990 or 990-EZ? If “Yes,” complete Schedule L, Part I.

26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If so, complete Schedule L, Part II.

27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If “Yes,” complete Schedule L, Part III.

28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)

a A current or former officer, director, trustee, or key employee? If “Yes,” complete Schedule L, Part IV.

b A family member of a current or former officer, director, trustee, or key employee? If “Yes,” complete Schedule L, Part IV.

c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If “Yes,” complete Schedule L, Part IV.

29 Did the organization receive more than $25,000 in non-cash contributions? If “Yes,” complete Schedule M.

30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If “Yes,” complete Schedule M.

31 Did the organization liquidate, terminate, or dissolve and cease operations? If “Yes,” complete Schedule N, Part I.

32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If “Yes,” complete Schedule N, Part II.

33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If “Yes,” complete Schedule R, Part I.

34 Was the organization related to any tax-exempt or taxable entity? If “Yes,” complete Schedule R, Part II, III, or IV, and Part V, line 1.

35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?

b If “Yes” to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If “Yes,” complete Schedule R, Part V, line 2.

36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If “Yes,” complete Schedule R, Part V, line 2.

37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If “Yes,” complete Schedule R, Part VI.

38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?

Note. All Form 990 filers are required to complete Schedule O.
<table>
<thead>
<tr>
<th>Part V</th>
<th>Statements Regarding Other IRS Filings and Tax Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Check if Schedule O contains a response or note to any line in this Part V</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>Option 1</th>
<th>Option 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. a. Enter the number reported in Box 3 of Form 1096.</td>
<td>42</td>
<td>Yes</td>
</tr>
<tr>
<td>b. Enter the number of Forms W-2G included in line a.</td>
<td>0</td>
<td>No</td>
</tr>
<tr>
<td>c. Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>2. a. Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.</td>
<td>194</td>
<td></td>
</tr>
<tr>
<td>b. If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <strong>Note.</strong> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. (see instructions)</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>3. a. Did the organization have unrelated business gross income of $1,000 or more during the year?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>b. If &quot;Yes,&quot; has it filed a Form 990-T for this year? <strong>If &quot;No&quot; to line 3b, provide an explanation in Schedule O.</strong></td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>4. a. At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>b. If &quot;Yes,&quot; enter the name of the foreign country.</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>c. If &quot;Yes,&quot; did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>5. a. Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>b. Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>c. If &quot;Yes,&quot; to line 5a or 5b, did the organization file Form 8886-T?</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>6. a. Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>b. If &quot;Yes,&quot; did the organization file Form 8882 during the year?</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>c. Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>7. Organizations that may receive deductible contributions under section 170(c).</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>a. Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>b. If &quot;Yes,&quot; did the organization notify the donor of the value of the goods or services provided?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>c. Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>d. If &quot;Yes,&quot; indicate the number of Forms 8282 filed during the year.</td>
<td>7d</td>
<td></td>
</tr>
<tr>
<td>e. Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>f. Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>g. If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>h. If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>8. Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>9. Sponsoring organizations maintaining donor advised funds.</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>a. Did the organization make any taxable distributions under section 4966?</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>b. Did the organization make a distribution to a donor, donor advisor, or related person?</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>10. Section 501(c)(7) organizations. Enter.</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>a. Initiation fees and capital contributions included on Part VIII, line 12.</td>
<td>10a</td>
<td></td>
</tr>
<tr>
<td>b. Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities</td>
<td>10b</td>
<td></td>
</tr>
<tr>
<td>11. Section 501(c)(12) organizations. Enter.</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>a. Gross income from members or shareholders</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>b. Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)</td>
<td>11b</td>
<td></td>
</tr>
<tr>
<td>12a. Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>b. If &quot;Yes,&quot; enter the amount of tax-exempt interest received or accruing during the year.</td>
<td>12b</td>
<td></td>
</tr>
<tr>
<td>13. Section 501(c)(29) qualified nonprofit health insurance issuers.</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>a. Is the organization licensed to issue qualified health plans in more than one state? <strong>Note.</strong> See the instructions for additional information the organization must report on Schedule O.</td>
<td> </td>
<td></td>
</tr>
<tr>
<td>b. Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans</td>
<td>13b</td>
<td></td>
</tr>
<tr>
<td>c. Enter the amount of reserves on hand</td>
<td>13c</td>
<td></td>
</tr>
<tr>
<td>14a. Did the organization receive any payments for indoor tanning services during the tax year?</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>b. If &quot;Yes,&quot; has it filed a Form 720 to report these payments? <strong>If &quot;No,&quot; provide an explanation in Schedule O.</strong></td>
<td> </td>
<td></td>
</tr>
</tbody>
</table>
### Section A. Governing Body and Management

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1a</strong> Enter the number of voting members of the governing body at the end of the tax year.</td>
<td>32</td>
</tr>
<tr>
<td>If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.</td>
<td></td>
</tr>
<tr>
<td><strong>1b</strong> Enter the number of voting members included in line 1a, above, who are independent.</td>
<td>31</td>
</tr>
<tr>
<td><strong>2</strong> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>3</strong> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or key employees, to a management company or other persons?</td>
<td>No</td>
</tr>
<tr>
<td><strong>4</strong> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?</td>
<td>No</td>
</tr>
<tr>
<td><strong>5</strong> Did the organization become aware during the year of a significant diversion of the organization's assets?</td>
<td>No</td>
</tr>
<tr>
<td><strong>6</strong> Did the organization have members or stockholders?</td>
<td>No</td>
</tr>
<tr>
<td><strong>7a</strong> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?</td>
<td>No</td>
</tr>
<tr>
<td><strong>7b</strong> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?</td>
<td>No</td>
</tr>
<tr>
<td><strong>8</strong> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following?</td>
<td></td>
</tr>
<tr>
<td><strong>8a</strong> The governing body?</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>8b</strong> Each committee with authority to act on behalf of the governing body?</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>9</strong> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If &quot;Yes,&quot; provide the names and addresses in Schedule O.</td>
<td>No</td>
</tr>
</tbody>
</table>

### Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>10a</strong> Did the organization have local chapters, branches, or affiliates?</td>
<td>No</td>
</tr>
<tr>
<td><strong>10b</strong> If &quot;Yes,&quot; did the organization have written policies and procedures governing the activities of such chapters, branches, or affiliates, and branches to ensure that their operations are consistent with the organization's exempt purposes?</td>
<td></td>
</tr>
<tr>
<td><strong>11a</strong> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>11b</strong> Describe in Schedule O the process, if any, used by the organization to review this Form 990.</td>
<td></td>
</tr>
<tr>
<td><strong>12a</strong> Did the organization have a written conflict of interest policy? If &quot;No,&quot; go to line 13.</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>12b</strong> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>12c</strong> Did the organization regularly and consistently monitor and enforce compliance with the policy? If &quot;Yes,&quot; describe in Schedule O how this was done.</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>13</strong> Did the organization have a written whistleblower policy?</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>14</strong> Did the organization have a written document retention and destruction policy?</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>15</strong> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?</td>
<td></td>
</tr>
<tr>
<td><strong>15a</strong> The organization's CEO, Executive Director, or top management official</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>15b</strong> Other officers or key employees of the organization</td>
<td>Yes</td>
</tr>
<tr>
<td>If &quot;Yes&quot; to line 15a or 15b, describe the process in Schedule O (see instructions).</td>
<td></td>
</tr>
<tr>
<td><strong>16a</strong> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?</td>
<td>No</td>
</tr>
<tr>
<td><strong>16b</strong> If &quot;Yes,&quot; did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?</td>
<td></td>
</tr>
</tbody>
</table>

### Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed: AL, AK, AZ, AR, CA, CO, CT, GA, IL, IA, ME, MD, MA, MN, MS, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, RI, SC, TN, UT, VA, WA, WV, WI

18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3) is only) available for public inspection. Indicate how you made these available. Check all that apply:
- [x] Own website
- [ ] Another's website
- [ ] Upon request
- [ ] Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization:

CHRISTINE DONNELLY VP OF FIN
525 ARCH STREET
PHILADELPHIA, PA 19106 (215) 409-6739
### Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization’s tax year.

- List all of the organization’s current officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter 0 in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization’s current key employees, if any. See instructions for definition of “key employee.”
- List the organization’s five current highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations.
- List all of the organization’s former officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization’s former directors or trustees that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

<table>
<thead>
<tr>
<th><strong>(A)</strong> Name and Title</th>
<th><strong>(B)</strong> Average hours per week (list any hours for related organizations below dotted line)</th>
<th><strong>(C)</strong> Position (do not check more than one box, unless person is both an officer and a director/trustee)</th>
<th><strong>(D)</strong> Reportable compensation from the organization (W-2/1099-MISC)</th>
<th><strong>(E)</strong> Reportable compensation from related organizations (W-2/1099-MISC)</th>
<th><strong>(F)</strong> Estimated amount of other compensation from the organization and related organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Individual trustee or director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Institutional Trustee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Key Employee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Highest Compensated Employee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Former</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(A) Name and Title</td>
<td>(B) Average hours per week (list any hours for related organizations below dotted line)</td>
<td>(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)</td>
<td>(D) Reportable compensation from the organization (W-2/1099-MISC)</td>
<td>(E) Reportable compensation from related organizations (W-2/1099-MISC)</td>
<td>(F) Estimated amount of other compensation from the organization and related organizations</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------------------------------</td>
<td>---------------------------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>Flatiron Building Co Inc, 5189-91 Ridge Avenue PHILADELPHIA PA 19128</td>
<td>Building Maintenance</td>
<td>470,018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mayo Seitz Media, Hillcrest 1 751 Arbor Way Suite 1 BLUE BELL PA 19422</td>
<td>Media</td>
<td>668,864</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C ERICKSON AND SONS INC, 2200 ARCH STREET SUITE 200 PHILADELPHIA PA 19103</td>
<td>BUILDING MAINTENANCE</td>
<td>764,626</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allied Barton Security Services, PO Box 828854 PHILADELPHIA PA 19182</td>
<td>Security Services</td>
<td>433,703</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TEAM CLEAN INC, 4900 SOUTH BROAD STREET SUITE 110 PHILADELPHIA PA 19112</td>
<td>Cleaning Service</td>
<td>379,864</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section B. Independent Contractors

1. Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization’s tax year.

<table>
<thead>
<tr>
<th>(A) Name and business address</th>
<th>(B) Description of services</th>
<th>(C) Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flatiron Building Co Inc, 5189-91 Ridge Avenue PHILADELPHIA PA 19128</td>
<td>Building Maintenance</td>
<td>470,018</td>
</tr>
<tr>
<td>Mayo Seitz Media, Hillcrest 1 751 Arbor Way Suite 1 BLUE BELL PA 19422</td>
<td>Media</td>
<td>668,864</td>
</tr>
<tr>
<td>C ERICKSON AND SONS INC, 2200 ARCH STREET SUITE 200 PHILADELPHIA PA 19103</td>
<td>BUILDING MAINTENANCE</td>
<td>764,626</td>
</tr>
<tr>
<td>Allied Barton Security Services, PO Box 828854 PHILADELPHIA PA 19182</td>
<td>Security Services</td>
<td>433,703</td>
</tr>
<tr>
<td>TEAM CLEAN INC, 4900 SOUTH BROAD STREET SUITE 110 PHILADELPHIA PA 19112</td>
<td>Cleaning Service</td>
<td>379,864</td>
</tr>
</tbody>
</table>

2. Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization: 13
## Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII.

### (A) Total revenue

<table>
<thead>
<tr>
<th>1a Federated campaigns</th>
<th>1b Membership dues</th>
<th>1c Fundraising events</th>
<th>1d Related organizations</th>
<th>1e Government grants (contributions)</th>
<th>1f All other contributions, gifts, grants, and similar amounts not included above</th>
<th>1g Noncash contributions included in lines 1a-1f</th>
<th>1h Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16,921,428</td>
</tr>
</tbody>
</table>

### (B) Related or exempt function revenue

<table>
<thead>
<tr>
<th>2a ADMISSIONS</th>
<th>2b OTHER PROGRAM SERVICES</th>
<th>2c</th>
<th>2d</th>
<th>2e</th>
<th>2f</th>
<th>2g Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>900999</td>
<td>900999</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,899,676</td>
</tr>
</tbody>
</table>

### (C) Unrelated business revenue

<table>
<thead>
<tr>
<th>3 Investment income (including dividends, interest, and other similar amounts)</th>
<th>4 Income from investment of tax-exempt bond proceeds</th>
<th>5 Royalties</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,227,241</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### (D) Revenue excluded from tax under sections 512-514

<table>
<thead>
<tr>
<th>6a Gross rents</th>
<th>6b Less rental expenses</th>
<th>6c Rental income or (loss)</th>
<th>6d Net rental income or (loss)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

### Business Code

<table>
<thead>
<tr>
<th>7a Gross amount from sales of assets other than inventory</th>
<th>7b Less cost or other basis and sales expenses</th>
<th>7c Gain or (loss)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,286,000</td>
<td>2,255,272</td>
<td>30,728</td>
</tr>
</tbody>
</table>

### Net gain or (loss) 30,728 30,728

<table>
<thead>
<tr>
<th>8a Gross income from fundraising events (not including contributions reported on line 1c)</th>
<th>8b Less direct expenses</th>
<th>8c Net income or (loss) from fundraising events</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 1,287,500</td>
<td>18,936</td>
<td>-18,936</td>
</tr>
</tbody>
</table>

### Net income or (loss) from fundraising events -18,936 -18,936

<table>
<thead>
<tr>
<th>9a Gross income from gaming activities See Part IV, line 19</th>
<th>9b Less direct expenses</th>
<th>9c Net income or (loss) from gaming activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

### Net income or (loss) from gaming activities 0 0

<table>
<thead>
<tr>
<th>10a Gross sales of inventory, less returns and allowances</th>
<th>10b Less cost of goods sold</th>
<th>10c Net income or (loss) from sales of inventory</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

### Net income or (loss) from sales of inventory 0 0

### Miscellaneous Revenue Business Code

<table>
<thead>
<tr>
<th>11a FACILITY RENTALS</th>
<th>11b CATERING</th>
<th>11c PARKING</th>
<th>11d All other revenue</th>
<th>11e Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>532000</td>
<td>722320</td>
<td>812930</td>
<td></td>
<td>1,383,851</td>
</tr>
</tbody>
</table>

### Total revenue. See Instructions 22,443,988 2,899,676 1,136,317 1,486,567
# Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

<table>
<thead>
<tr>
<th>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</th>
<th>(A) Total expenses</th>
<th>(B) Program service expenses</th>
<th>(C) Management and general expenses</th>
<th>(D) Fundraising expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Grants and other assistance to governments and organizations in the United States. See Part IV, line 21</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2 Grants and other assistance to individuals in the United States. See Part IV, line 22</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3 Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4 Benefits paid to or for members</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5 Compensation of current officers, directors, trustees, and key employees</td>
<td>647,350</td>
<td>219,844</td>
<td>182,023</td>
<td>245,483</td>
</tr>
<tr>
<td>6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7 Other salaries and wages</td>
<td>5,324,801</td>
<td>3,932,432</td>
<td>1,138,586</td>
<td>253,783</td>
</tr>
<tr>
<td>8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)</td>
<td>140,927</td>
<td>98,871</td>
<td>32,783</td>
<td>9,273</td>
</tr>
<tr>
<td>9 Other employee benefits</td>
<td>398,312</td>
<td>279,448</td>
<td>92,656</td>
<td>26,208</td>
</tr>
<tr>
<td>10 Payroll taxes</td>
<td>530,861</td>
<td>296,316</td>
<td>197,755</td>
<td>36,790</td>
</tr>
<tr>
<td>11 Fees for services (non-employees)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>a Management</td>
<td>62,159</td>
<td>62,159</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>b Legal</td>
<td>125,505</td>
<td>47,767</td>
<td>73,189</td>
<td>4,549</td>
</tr>
<tr>
<td>c Accounting</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>d Lobbying</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>e Professional fundraising services. See Part IV, line 17</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>f Investment management fees</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)</td>
<td>703,467</td>
<td>225,213</td>
<td>225,254</td>
<td>253,000</td>
</tr>
<tr>
<td>12 Advertising and promotion</td>
<td>797,428</td>
<td>797,428</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>13 Office expenses</td>
<td>825,225</td>
<td>507,656</td>
<td>136,076</td>
<td>181,493</td>
</tr>
<tr>
<td>14 Information technology</td>
<td>132,807</td>
<td>132,807</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>15 Royalties</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>16 Occupancy</td>
<td>2,172,995</td>
<td>2,064,345</td>
<td>86,920</td>
<td>21,730</td>
</tr>
<tr>
<td>17 Travel</td>
<td>151,372</td>
<td>138,803</td>
<td>4,014</td>
<td>8,555</td>
</tr>
<tr>
<td>18 Payments of travel or entertainment expenses for any federal, state, or local public officials</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>19 Conferences, conventions, and meetings</td>
<td>23,187</td>
<td>10,661</td>
<td>11,926</td>
<td>600</td>
</tr>
<tr>
<td>20 Interest</td>
<td>31,100</td>
<td>31,100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>21 Payments to affiliates</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>22 Depreciation, depletion, and amortization</td>
<td>6,308,800</td>
<td>5,993,360</td>
<td>252,352</td>
<td>63,086</td>
</tr>
<tr>
<td>23 Insurance</td>
<td>424,125</td>
<td>424,125</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>a RENTALS AND INSTALLATION FEES</td>
<td>376,563</td>
<td>376,563</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>b PERFORMANCES AND EVENTS</td>
<td>257,400</td>
<td>203,877</td>
<td>47,239</td>
<td>6,284</td>
</tr>
<tr>
<td>c FEES &amp; HONORARIA</td>
<td>81,377</td>
<td>81,377</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>d CONGRESSIONAL LIAISON</td>
<td>60,000</td>
<td>60,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>e All other expenses</td>
<td>190,120</td>
<td>119,293</td>
<td>37,251</td>
<td>33,576</td>
</tr>
<tr>
<td>25 Total functional expenses. Add lines 1 through 24e</td>
<td>19,765,881</td>
<td>15,526,061</td>
<td>3,095,408</td>
<td>1,144,412</td>
</tr>
<tr>
<td>26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here if following SOP 98-2 (ASC 958-720)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
## Part X  Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X.

<table>
<thead>
<tr>
<th></th>
<th>(A)</th>
<th>(B)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beginning of year</td>
<td>End of year</td>
</tr>
<tr>
<td>1</td>
<td>Cash—non-interest-bearing</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Savings and temporary cash investments</td>
<td>1,217,113</td>
</tr>
<tr>
<td>3</td>
<td>Pledges and grants receivable, net</td>
<td>1,677,404</td>
</tr>
<tr>
<td>4</td>
<td>Accounts receivable, net</td>
<td>1,495,335</td>
</tr>
<tr>
<td>5</td>
<td>Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees [Schedule L]</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations [Schedule L]</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>Notes and loans receivable, net</td>
<td>0</td>
</tr>
<tr>
<td>8</td>
<td>Inventories for sale or use</td>
<td>0</td>
</tr>
<tr>
<td>9</td>
<td>Prepaid expenses and deferred charges</td>
<td>140,352</td>
</tr>
<tr>
<td>10a</td>
<td>Land, buildings, and equipment cost or other basis [Schedule D]</td>
<td>151,753,781</td>
</tr>
<tr>
<td>10b</td>
<td>Less accumulated depreciation</td>
<td>65,538,028</td>
</tr>
<tr>
<td>11</td>
<td>Investments—publicly traded securities</td>
<td>45,066,274</td>
</tr>
<tr>
<td>12</td>
<td>Investments—other securities [Part IV, line 11]</td>
<td>5,928,107</td>
</tr>
<tr>
<td>13</td>
<td>Intangible assets</td>
<td>0</td>
</tr>
<tr>
<td>14</td>
<td>Other assets [Part IV, line 11]</td>
<td>0</td>
</tr>
<tr>
<td>15</td>
<td>Total assets [Add lines 1 through 15 (must equal line 34)]</td>
<td>145,752,516</td>
</tr>
<tr>
<td>16</td>
<td>Accounts payable and accrued expenses</td>
<td>1,507,771</td>
</tr>
<tr>
<td>17</td>
<td>Grants payable</td>
<td>0</td>
</tr>
<tr>
<td>18</td>
<td>Deferred revenue</td>
<td>0</td>
</tr>
<tr>
<td>19</td>
<td>Tax-exempt bond liabilities</td>
<td>591,790</td>
</tr>
<tr>
<td>20</td>
<td>Escrow or custodial account liability [Schedule D]</td>
<td>0</td>
</tr>
<tr>
<td>21</td>
<td>Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons [Schedule L]</td>
<td>0</td>
</tr>
<tr>
<td>22</td>
<td>Secured mortgages and notes payable to unrelated third parties</td>
<td>0</td>
</tr>
<tr>
<td>23</td>
<td>Unsecured notes and loans payable to unrelated third parties</td>
<td>0</td>
</tr>
<tr>
<td>24</td>
<td>Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) [Part X of Schedule D]</td>
<td>2,600,000</td>
</tr>
<tr>
<td>25</td>
<td>Total liabilities [Add lines 17 through 25]</td>
<td>4,699,561</td>
</tr>
<tr>
<td>26</td>
<td>Organizations that follow SFAS 117 (ASC 958), check here [and complete lines 27 through 29, and lines 33 and 34].</td>
<td>111,317,955</td>
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<tr>
<td>27</td>
<td>Unrestricted net assets</td>
<td>16,390,000</td>
</tr>
<tr>
<td>28</td>
<td>Temporarily restricted net assets</td>
<td>13,345,000</td>
</tr>
<tr>
<td>29</td>
<td>Permanently restricted net assets</td>
<td>141,052,955</td>
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<tr>
<td>30</td>
<td>Total net assets or fund balances</td>
<td>145,752,516</td>
</tr>
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</table>
### Part XI  Reconciliation of Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Total revenue (must equal Part VIII, column (A), line 12)</td>
<td>22,443,988</td>
</tr>
<tr>
<td>2  Total expenses (must equal Part IX, column (A), line 25)</td>
<td>19,765,881</td>
</tr>
<tr>
<td>3  Revenue less expenses  Subtract line 2 from line 1</td>
<td>2,678,107</td>
</tr>
<tr>
<td>4  Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))</td>
<td>141,052,955</td>
</tr>
<tr>
<td>5  Net unrealized gains (losses) on investments</td>
<td>5,617,043</td>
</tr>
<tr>
<td>6  Donated services and use of facilities</td>
<td></td>
</tr>
<tr>
<td>7  Investment expenses</td>
<td></td>
</tr>
<tr>
<td>8  Prior period adjustments</td>
<td></td>
</tr>
<tr>
<td>9  Other changes in net assets or fund balances (explain in Schedule O)</td>
<td></td>
</tr>
<tr>
<td>10 Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))</td>
<td>149,348,105</td>
</tr>
</tbody>
</table>

### Part XII  Financial Statements and Reporting

<table>
<thead>
<tr>
<th>Description</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Accounting method used to prepare the Form 990</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Cash  ✔️  Accrual  ✗  Other&lt;br&gt; If the organization changed its method of accounting from a prior year or checked &quot;Other,&quot; explain in Schedule O</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2  Were the organization's financial statements compiled or reviewed by an independent accountant?&lt;br&gt; If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both</td>
<td>2a</td>
<td>No</td>
</tr>
<tr>
<td>✗ Separable basis  ✔️ Consolidated basis  ✔️ Both consolidated and separate basis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3  Were the organization's financial statements audited by an independent accountant?&lt;br&gt; If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both</td>
<td>2b</td>
<td>Yes</td>
</tr>
<tr>
<td>✔️ Separable basis  ✔️ Consolidated basis  ✔️ Both consolidated and separate basis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4  If &quot;Yes,&quot; to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?</td>
<td>2c</td>
<td>Yes</td>
</tr>
<tr>
<td>If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5  As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?</td>
<td>3a</td>
<td>Yes</td>
</tr>
<tr>
<td>6  If &quot;Yes,&quot; did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits</td>
<td>3b</td>
<td>Yes</td>
</tr>
</tbody>
</table>
### Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

<table>
<thead>
<tr>
<th>Name and Title</th>
<th>Average Position (Average hours per week)</th>
<th>(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)</th>
<th>(D) Reportable compensation from the organization (W-2/1099-MISC)</th>
<th>(E) Reportable compensation from related organizations (W-2/1099-MISC)</th>
<th>(F) Estimated amount of other compensation from the organization and related organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>MR LARRY D KRAMER</td>
<td>10</td>
<td>X</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Trustee</td>
<td></td>
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</tr>
<tr>
<td>MRS LAURA LAUDER</td>
<td>10</td>
<td>X</td>
<td>0</td>
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<tr>
<td>Trustee</td>
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<tr>
<td>MR JOHN C BOGLE</td>
<td>10</td>
<td>X</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
<td>Chairman Emeritus</td>
<td></td>
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</tr>
<tr>
<td>DAVID BOIES ESQ</td>
<td>10</td>
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<tr>
<td>Trustee</td>
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<tr>
<td>MR DANIEL R BUTLER</td>
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<tr>
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<tr>
<td>MR DOUG DEVOS</td>
<td>10</td>
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<tr>
<td>Executive Committee Chairman</td>
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<tr>
<td>MR RICHARD M DEVOS SR</td>
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<tr>
<td>HONORABLE GEORGE HW BUSH</td>
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<td>Chairman Emeritus</td>
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<tr>
<td>MR STEVEN M GAULRAITH</td>
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<tr>
<td>DR AMY GUTMANN</td>
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<tr>
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<td>MR MARC PIATT</td>
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<tr>
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<td>ALAN L. REED ESQ</td>
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<td>Trustee</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>(A) Name and Title</td>
<td>(B) Average hours per week (list any hours for related organizations below dotted line)</td>
<td>(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)</td>
<td>(D) Reportable compensation from the organization (W-2/1099-MISC)</td>
<td>(E) Reportable compensation from related organizations (W-2/1099-MISC)</td>
<td>(F) Estimated amount of other compensation from the organization and related organizations</td>
</tr>
<tr>
<td>-------------------</td>
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<tr>
<td>Mr Derrick A Roman</td>
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<tr>
<td>Mrs Helen Ryu</td>
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<tr>
<td>Mr Jeff Shell</td>
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<tr>
<td>William A Slaughter Esq</td>
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<tr>
<td>Honorable Jeb Bush</td>
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<tr>
<td>William R Sasso Esq</td>
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<tr>
<td>Mr Stanley B Tulin</td>
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<tr>
<td>Mr A E Wolf Ted</td>
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<tr>
<td>Mr Jeffrey Rosen</td>
<td>40</td>
<td>President &amp; CEO</td>
<td>0</td>
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<tr>
<td>Mr Hendrik Meijer</td>
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<tr>
<td>Neil Shah</td>
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<tr>
<td>Mr Ben Sherwood</td>
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<td>Trustee</td>
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<tr>
<td>Kathleen M Sullivan</td>
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</tr>
<tr>
<td>Ambassador Joseph M Torsella</td>
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<tr>
<td>Christine Donnelly</td>
<td>50</td>
<td>VP of Finance</td>
<td>0</td>
<td>120,185</td>
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<tr>
<td>Vincent Stango</td>
<td>50</td>
<td>Chief Operating Officer</td>
<td>0</td>
<td>210,216</td>
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<tr>
<td>Stephanie Reyer</td>
<td>50</td>
<td>Vice President of Exhibitions</td>
<td>0</td>
<td>131,084</td>
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<tr>
<td>Jennifer Darley</td>
<td>50</td>
<td>VP of Visitor Services</td>
<td>0</td>
<td>131,014</td>
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<tr>
<td>Kerry Sautner</td>
<td>50</td>
<td>VP of Visitor Experience &amp; Edu</td>
<td>0</td>
<td>116,361</td>
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<tr>
<td>Robert Vosburgh</td>
<td>50</td>
<td>Acting VP of Development</td>
<td>0</td>
<td>111,252</td>
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<tr>
<td>Mr David Eisner</td>
<td>0</td>
<td>President &amp; CEO (to 10-31-12)</td>
<td>0</td>
<td>312,615</td>
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<tr>
<td>Margaret Cronan</td>
<td>0</td>
<td>Chef Communications Officer</td>
<td>0</td>
<td>137,894</td>
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<tr>
<td>Alison Young</td>
<td>0</td>
<td>VP of Public Engagement</td>
<td>0</td>
<td>125,396</td>
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</tr>
</tbody>
</table>
**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

- Attach to Form 990 or Form 990-EZ. See separate instructions.
- Information about Schedule A (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

**Part I Reason for Public Charity Status**

(All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

- A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
- A school described in section 170(b)(1)(A)(ii).
- A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
- A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state.
- An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv).
- A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
- An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi).
- A community trust described in section 170(b)(1)(A)(vi).
- An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2).
- An organization organized and operated exclusively to test for public safety. See section 509(a)(4).
- An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3).

- By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2).
- If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box.
- Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?
  - A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?
  - A family member of a person described in (i) above?
  - A 35% controlled entity of a person described in (i) or (ii) above?

**Provide the following information about the supported organization(s)**

<table>
<thead>
<tr>
<th>Name of supported organization</th>
<th>EIN</th>
<th>Type of organization (described on lines 1-9 above or IRC section 509(a)(1))</th>
<th>Is the organization in col (i) listed in your governing document?</th>
<th>Did you notify the organization in col (i) of your support?</th>
<th>Is the organization in col (i) organized in the U.S.?</th>
<th>Amount of monetary support</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>Yes</td>
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</tbody>
</table>

**Total**

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For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Cat No 11285F Schedule A (Form 990 or 990-EZ) 2013
### Part II  Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

#### Section A. Public Support

**Calendar year (or fiscal year beginning in)**

<table>
<thead>
<tr>
<th></th>
<th>(a) 2009</th>
<th>(b) 2010</th>
<th>(c) 2011</th>
<th>(d) 2012</th>
<th>(e) 2013</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gifts, grants, contributions, and membership fees received (Do not include any &quot;unusual grants&quot;)</td>
<td>7,261,167</td>
<td>10,762,137</td>
<td>7,878,731</td>
<td>7,338,426</td>
<td>16,921,428</td>
</tr>
<tr>
<td>2</td>
<td>Tax revenues levied for the organization's benefit and either paid to or expended on its behalf</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>The value of services or facilities furnished by a governmental unit to the organization without charge</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td><strong>Total. Add lines 1 through 3</strong></td>
<td>7,261,167</td>
<td>10,762,137</td>
<td>7,878,731</td>
<td>7,338,426</td>
<td>16,921,428</td>
</tr>
<tr>
<td>5</td>
<td>The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)</td>
<td>24,702,231</td>
<td>24,702,231</td>
<td>24,702,231</td>
<td>24,702,231</td>
<td>24,702,231</td>
</tr>
</tbody>
</table>

#### Section B. Total Support

**Calendar year (or fiscal year beginning in)**

<table>
<thead>
<tr>
<th></th>
<th>(a) 2009</th>
<th>(b) 2010</th>
<th>(c) 2011</th>
<th>(d) 2012</th>
<th>(e) 2013</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Amounts from line 4</td>
<td>7,261,167</td>
<td>10,762,137</td>
<td>7,878,731</td>
<td>7,338,426</td>
<td>16,921,428</td>
</tr>
<tr>
<td>8</td>
<td>Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources</td>
<td>712,208</td>
<td>530,199</td>
<td>471,413</td>
<td>927,970</td>
<td>1,227,241</td>
</tr>
<tr>
<td>9</td>
<td>Net income from unrelated business activities, whether or not the business is regularly carried on</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>10</td>
<td>Other income (Do not include gain or loss from the sale of capital assets (Explain in Part IV))</td>
<td>1,781,601</td>
<td>1,863,439</td>
<td>1,939,553</td>
<td>479,642</td>
<td>247,534</td>
</tr>
<tr>
<td>11</td>
<td><strong>Total support (Add lines 7 through 10)</strong></td>
<td>12</td>
<td>17,237,799</td>
<td>60,342,689</td>
<td>60,342,689</td>
<td>60,342,689</td>
</tr>
<tr>
<td>12</td>
<td>Gross receipts from related activities, etc. (see instructions)</td>
<td>12</td>
<td>17,237,799</td>
<td>60,342,689</td>
<td>60,342,689</td>
<td>60,342,689</td>
</tr>
</tbody>
</table>

#### Section C. Computation of Public Support Percentage

<table>
<thead>
<tr>
<th></th>
<th>Public support percentage for 2013 (line 6, column (f) divided by line 11, column (f))</th>
<th>14</th>
<th>42 192 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Public support percentage for 2012 Schedule A, Part II, line 14</td>
<td>15</td>
<td>51 747 %</td>
</tr>
</tbody>
</table>

16a **33 1/3% support test—2013.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization.

17a **10%-facts-and-circumstances test—2013.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization.

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions.
### Part III. Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

#### Section A. Public Support

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2009</th>
<th>(b) 2010</th>
<th>(c) 2011</th>
<th>(d) 2012</th>
<th>(e) 2013</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gifts, grants, contributions, and membership fees received</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Gross receipts from activities that are not an unrelated trade or business under section 513</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Tax revenues levied for the organization’s benefit and either paid to or expended on its behalf</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 The value of services or facilities furnished by a governmental unit to the organization without charge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Total. Add lines 1 through 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7a Amounts included on lines 1, 2, and 3 received from disqualified persons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7c Add lines 7a and 7b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Public support (Subtract line 7c from line 6)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Section B. Total Support

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2009</th>
<th>(b) 2010</th>
<th>(c) 2011</th>
<th>(d) 2012</th>
<th>(e) 2013</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 Amounts from line 6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10c Add lines 10a and 10b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Total support. (Add lines 9, 10c, 11, and 12)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 First five years. If the Form 990 is for the organization’s first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Section C. Computation of Public Support Percentage

| | | | | | 15 |
|---|---|---|---|---|
| 15 Public support percentage for 2013 (line 8, column (f) divided by line 13, column (f)) | | | | | |
| 16 Public support percentage from 2012 Schedule A, Part III, line 15 | | | | | |

#### Section D. Computation of Investment Income Percentage

| | | | | | 17 |
|---|---|---|---|---|
| 17 Investment income percentage for 2013 (line 10c, column (f) divided by line 13, column (f)) | | | | | |
| 18 Investment income percentage from 2012 Schedule A, Part III, line 17 | | | | | |
| 19a 33 1/3% support tests—2013. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization | | | | | |
| 19b 33 1/3% support tests—2012. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization | | | | | |
| 20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions | | | | | |

Schedule A (Form 990 or 990-EZ) 2013
**Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

<table>
<thead>
<tr>
<th>Facts And Circumstances Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return Reference</td>
</tr>
</tbody>
</table>

Schedule A (Form 990 or 990-EZ) 2013
**Supplemental Financial Statements**

**Part I**

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

<table>
<thead>
<tr>
<th></th>
<th>(a) Donor advised funds</th>
<th>(b) Funds and other accounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total number at end of year</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Aggregate contributions to (during year)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Aggregate grants from (during year)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Aggregate value at end of year</td>
<td></td>
</tr>
</tbody>
</table>

5. Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?  
   - Yes □  
   - No □

6. Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?  
   - Yes □  
   - No □

**Part II**

Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1. Purpose(s) of conservation easements held by the organization (check all that apply)
   - Preservation of land for public use (e.g., recreation or education)
   - Protection of natural habitat
   - Preservation of open space
   - Preservation of an historically important land area
   - Preservation of a certified historic structure

2. Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

<table>
<thead>
<tr>
<th></th>
<th>Held at the End of the Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a</td>
<td>Total number of conservation easements</td>
</tr>
<tr>
<td>2b</td>
<td>Total acreage restricted by conservation easements</td>
</tr>
<tr>
<td>2c</td>
<td>Number of conservation easements on a certified historic structure included in (a)</td>
</tr>
<tr>
<td>2d</td>
<td>Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register</td>
</tr>
</tbody>
</table>

3. Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year.  

4. Number of states where property subject to conservation easement is located.  

5. Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?  
   - Yes □  
   - No □

6. Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year.  

7. Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year.  

8. Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?  
   - Yes □  
   - No □

9. In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III**

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a. If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

1b. If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

   (i) Revenues included in Form 990, Part VIII, line 1  
   - $ __________________

   (ii) Assets included in Form 990, Part X  
   - $ __________________

2. If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items.

   a. Revenues included in Form 990, Part VIII, line 1  
   - $ __________________

   b. Assets included in Form 990, Part X  
   - $ __________________
3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

- [ ] Public exhibition
- [ ] Loan or exchange programs
- [ ] Scholarly research
- [ ] Other
- [ ] Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

- [ ] Yes
- [ ] No

**Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.**

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?
- [ ] Yes
- [ ] No

b If "Yes," explain the arrangement in Part XIII and complete the following table.

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1c</td>
<td></td>
</tr>
<tr>
<td>1d</td>
<td></td>
</tr>
<tr>
<td>1e</td>
<td></td>
</tr>
<tr>
<td>1f</td>
<td></td>
</tr>
</tbody>
</table>

2a Did the organization include an amount on Form 990, Part X, line 21?
- [ ] Yes
- [ ] No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII.

**Part V Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.**

<table>
<thead>
<tr>
<th></th>
<th>(a)Current year</th>
<th>(b)Prior year</th>
<th>(c)Two years back</th>
<th>(d)Three years back</th>
<th>(e)Four years back</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>Beginning of year balance</td>
<td>50,994,381</td>
<td>46,860,662</td>
<td>42,156,539</td>
<td>40,060,608</td>
</tr>
<tr>
<td>1b</td>
<td>Contributions</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>134,000</td>
</tr>
<tr>
<td>1c</td>
<td>Net investment earnings, gains, and losses</td>
<td>6,875,012</td>
<td>6,221,719</td>
<td>6,996,290</td>
<td>3,518,973</td>
</tr>
<tr>
<td>1d</td>
<td>Grants or scholarships</td>
<td>0</td>
<td>0</td>
<td>2,292,167</td>
<td>1,925,783</td>
</tr>
<tr>
<td>1e</td>
<td>Other expenditures for facilities and programs</td>
<td>2,286,042</td>
<td>2,088,000</td>
<td>2,242,882</td>
<td>0</td>
</tr>
<tr>
<td>1f</td>
<td>Administrative expenses</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1g</td>
<td>End of year balance</td>
<td>55,583,351</td>
<td>50,994,381</td>
<td>46,860,662</td>
<td>42,156,539</td>
</tr>
</tbody>
</table>

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

- [ ] Board designated or quasi-endowment ➤ 67.920%
- [ ] Permanent endowment ➤ 24.010%
- [ ] Temporarily restricted endowment ➤ 8.070%

The percentages in lines 2a, 2b, and 2c should equal 100%

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i) unrelated organizations

(ii) related organizations

- [ ] Yes
- [ ] No

b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

- [ ] Yes
- [ ] No

4 Describe in Part XIII the intended uses of the organization's endowment funds

**Part VI Land, Buildings, and Equipment. Complete if the organization answered 'Yes' to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.**

<table>
<thead>
<tr>
<th>Description of property</th>
<th>(a) Cost or other basis (investment)</th>
<th>(b) Cost or other basis (other)</th>
<th>(c) Accumulated depreciation</th>
<th>(d) Book value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a Land</td>
<td>11,510,280</td>
<td>11,510,280</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1b Buildings</td>
<td>59,623,334</td>
<td>8,988,795</td>
<td>50,634,539</td>
<td></td>
</tr>
<tr>
<td>1c Leasehold improvements</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>1d Equipment</td>
<td>37,236,061</td>
<td>33,882,968</td>
<td>3,353,093</td>
<td></td>
</tr>
<tr>
<td>1e Other</td>
<td>43,384,106</td>
<td>22,666,265</td>
<td>20,717,841</td>
<td></td>
</tr>
</tbody>
</table>

Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)). ➤ 86,215,753
### Part VII Investments—Other Securities
Complete if the organization answered 'Yes' to Form 990, Part IV, line 11b.

See Form 990, Part X, line 12.

<table>
<thead>
<tr>
<th>(a) Description of security or category (including name of security)</th>
<th>(b) Book value</th>
<th>(c) Method of valuation Cost or end-of-year market value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Financial derivatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2) Closely-held equity interests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total (Column (b) must equal Form 990, Part X, col (b) line 12)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Part VIII Investments—Program Related
Complete if the organization answered 'Yes' to Form 990, Part IV, line 11c.

See Form 990, Part X, line 13.

<table>
<thead>
<tr>
<th>(a) Description of investment</th>
<th>(b) Book value</th>
<th>(c) Method of valuation Cost or end-of-year market value</th>
</tr>
</thead>
</table>

### Part IX Other Assets
Complete if the organization answered 'Yes' to Form 990, Part IV, line 11d.

See Form 990, Part X, line 15.

<table>
<thead>
<tr>
<th>(a) Description</th>
<th>(b) Book value</th>
</tr>
</thead>
</table>

### Part X Other Liabilities
Complete if the organization answered "Yes" to Form 990, Part IV, line 11e or 11f.

See Form 990, Part X, line 25.

<table>
<thead>
<tr>
<th>1</th>
<th>(a) Description of liability</th>
<th>(b) Book value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal income taxes</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>LINE OF CREDIT</td>
<td>2,500,000</td>
<td></td>
</tr>
</tbody>
</table>

Total (Column (b) must equal Form 990, Part X, col (b) line 25) 2,500,000

2. Liability for uncertain tax positions in Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII.
### Part XI  Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total revenue, gains, and other support per audited financial statements</td>
<td>28,079,967</td>
</tr>
<tr>
<td>2</td>
<td>Amounts included on line 1 but not on Form 990, Part VIII, line 12</td>
<td></td>
</tr>
<tr>
<td>2a</td>
<td>Net unrealized gains on investments</td>
<td>5,617,043</td>
</tr>
<tr>
<td>2b</td>
<td>Donated services and use of facilities</td>
<td></td>
</tr>
<tr>
<td>2c</td>
<td>Recoveries of prior year grants</td>
<td></td>
</tr>
<tr>
<td>2d</td>
<td>Other (Describe in Part XIII)</td>
<td></td>
</tr>
<tr>
<td>2e</td>
<td>Add lines 2a through 2d</td>
<td>5,617,043</td>
</tr>
<tr>
<td>3</td>
<td>Subtract line 2e from line 1</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Amounts included on Form 990, Part VIII, line 12, but not on line 1</td>
<td></td>
</tr>
<tr>
<td>4a</td>
<td>Investment expenses not included on Form 990, Part VIII, line 7b</td>
<td></td>
</tr>
<tr>
<td>4b</td>
<td>Other (Describe in Part XIII)</td>
<td></td>
</tr>
<tr>
<td>4c</td>
<td>Add lines 4a and 4b</td>
<td>-18,936</td>
</tr>
<tr>
<td>5</td>
<td>Total revenue Add lines 3 and 4c. (This must equal Form 990, Part I, line 12)</td>
<td>22,443,988</td>
</tr>
</tbody>
</table>

### Part XII  Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total expenses and losses per audited financial statements</td>
<td>19,784,817</td>
</tr>
<tr>
<td>2</td>
<td>Amounts included on line 1 but not on Form 990, Part IX, line 25</td>
<td></td>
</tr>
<tr>
<td>2a</td>
<td>Donated services and use of facilities</td>
<td></td>
</tr>
<tr>
<td>2b</td>
<td>Prior year adjustments</td>
<td></td>
</tr>
<tr>
<td>2c</td>
<td>Other losses</td>
<td></td>
</tr>
<tr>
<td>2d</td>
<td>Other (Describe in Part XIII)</td>
<td></td>
</tr>
<tr>
<td>2e</td>
<td>Add lines 2a through 2d</td>
<td>18,936</td>
</tr>
<tr>
<td>3</td>
<td>Subtract line 2e from line 1</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Amounts included on Form 990, Part IX, line 25, but not on line 1:</td>
<td></td>
</tr>
<tr>
<td>4a</td>
<td>Investment expenses not included on Form 990, Part VIII, line 7b</td>
<td></td>
</tr>
<tr>
<td>4b</td>
<td>Other (Describe in Part XIII)</td>
<td></td>
</tr>
<tr>
<td>4c</td>
<td>Add lines 4a and 4b</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Total expenses Add lines 3 and 4c. (This must equal Form 990, Part I, line 18)</td>
<td>19,765,881</td>
</tr>
</tbody>
</table>

### Part XIII  Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

<table>
<thead>
<tr>
<th>Return Reference</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form 990, Schedule D, Part V, Line 4</td>
<td>Endowment funds were established to support future projects and operations. The Center has a policy of appropriating for distribution each year 5 percent of its endowment fund's three year rolling average of immediate previous fiscal years.</td>
</tr>
<tr>
<td>Form 990, Schedule D, Part XII - Line 4b</td>
<td>Fundraising expense $18,936</td>
</tr>
<tr>
<td>Form 990, Schedule D, Part X, Line 2 - FIN 48 (ASC 740)</td>
<td>Fundraising expense $18,936</td>
</tr>
<tr>
<td>Form 990, Schedule D, Part X, Line 2 - FIN 48 (ASC 740)</td>
<td>Management has evaluated the tax positions of the Center and concluded that there are no uncertain tax positions that require recognition or further disclosure in the notes to the financial statements. The Center files annual information returns and is subject to audits by taxing jurisdictions, however, no audits for any periods are currently in place. Management believes that the Center is no longer subject to such audits for years prior to 2010.</td>
</tr>
<tr>
<td>Return Reference</td>
<td>Explanation</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Part I  Fundraising Activities

Complete if the organization answered "Yes" to Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

#### 1. Indicate whether the organization raised funds through any of the following activities.

<table>
<thead>
<tr>
<th></th>
<th>Activity</th>
<th>(iii) Did fundraiser have custody or control of contributions?</th>
<th>(iv) Gross receipts from activity</th>
<th>(v) Amount paid to (or retained by) fundraiser listed in col (i)</th>
<th>(vi) Amount paid to (or retained by) organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Mail solicitations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Internet and email solicitations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Phone solicitations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>In-person solicitations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>Solicitation of non-government grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f</td>
<td>Solicitation of government grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g</td>
<td>Special fundraising events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 2a. Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?

- **Yes**
- **No**

#### 2b. If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least $5,000 by the organization.

1. **Name and address of individual or entity (fundraiser)**
2. **Activity**
3. **Did fundraiser have custody or control of contributions?**
4. **Gross receipts from activity**
5. **Amount paid to (or retained by) fundraiser listed in col (i)**
6. **Amount paid to (or retained by) organization**

#### Total

List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

---

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.
### Part II  Fundraising Events

Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than $15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than $5,000.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>(a) Event #1</th>
<th>(b) Event #2</th>
<th>(c) Other events</th>
<th>(d) Total events</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gross receipts</td>
<td>1,287,500</td>
<td></td>
<td></td>
<td>1,287,500</td>
</tr>
<tr>
<td>2 Less Contributions</td>
<td>1,287,500</td>
<td></td>
<td></td>
<td>1,287,500</td>
</tr>
<tr>
<td>3 Gross income (line 1 minus line 2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Cash prizes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Noncash prizes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Rent/facility costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Food and beverages</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Entertainment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Other direct expenses</td>
<td>18,936</td>
<td></td>
<td></td>
<td>18,936</td>
</tr>
<tr>
<td>10 Direct expense summary</td>
<td>Add lines 4 through 9 in column (d)</td>
<td></td>
<td></td>
<td>(18,936)</td>
</tr>
<tr>
<td>11 Net income summary</td>
<td>Subtract line 10 from line 3, column (d)</td>
<td></td>
<td></td>
<td>-18,936</td>
</tr>
</tbody>
</table>

### Part III  Gaming

Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than $15,000 on Form 990-EZ, line 6a.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>(a) Bingo</th>
<th>(b) Pull tabs/Instant bingo/progressive bingo</th>
<th>(c) Other gaming</th>
<th>(d) Total gaming (add col (a) through col (c))</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gross revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Cash prizes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Non-cash prizes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Rent/facility costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Other direct expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Volunteer labor</td>
<td>☑ Yes % ☑ Yes % ☑ Yes %</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Direct expense summary</td>
<td>Add lines 2 through 5 in column (d)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Net gaming income summary</td>
<td>Subtract line 7 from line 1, column (d)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9 Enter the state(s) in which the organization operates gaming activities

a Is the organization licensed to operate gaming activities in each of these states? ☑ Yes ☑ No

b If "No," explain

9 Enter the state(s) in which the organization operates gaming activities

10a Were any of the organization’s gaming licenses revoked, suspended or terminated during the tax year? ☑ Yes ☑ No

b If "Yes," explain
Does the organization operate gaming activities with nonmembers?  

Yes ☐ No ☐

12 Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?  

Yes ☐ No ☐

13 Indicate the percentage of gaming activity operated in  

a The organization's facility ☐ %  

b An outside facility ☐ %

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records  

Name ▶  
Address ▶

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue?  

Yes ☐ No ☐

b If "Yes," enter the amount of gaming revenue received by the organization $ ☐ and the amount of gaming revenue retained by the third party $ ☐

c If "Yes," enter name and address of the third party  

Name ▶  
Address ▶

16 Gaming manager information  

Name ▶

Gaming manager compensation $ ☐

Description of services provided ▶

Director/officer ☐ Employee ☐ Independent contractor ☐

17 Mandatory distributions  

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?  

Yes ☐ No ☐

b Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year $ ☐

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v), and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also complete this part to provide any additional information (see instructions).  

<table>
<thead>
<tr>
<th>Return Reference</th>
<th>Explanation</th>
</tr>
</thead>
</table>

Schedule G (Form 990 or 990-EZ) 2013
# Schedule J (Form 990)

## Compensation Information

### Questions Regarding Compensation

1. Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items:
   - [ ] First-class or charter travel
   - [ ] Housing allowance or residence for personal use
   - [ ] Tax identification and gross-up payments
   - [ ] Personal services (e.g., maid, chauffeur, chef)
   - [ ] Discretionary spending account
   - [ ] Payments for business use of personal residence

   If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain.

2. Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?

3. Indicate which, if any, of the following the filing organization used to establish the compensation of the organization’s CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III:
   - Compensation committee
   - Written employment contract
   - Independent compensation consultant
   - Compensation survey or study
   - Form 990 of other organizations
   - Approval by the board or compensation committee

4. During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization:
   - [ ] Receive a severance payment or change-of-control payment?
   - [ ] Participate in, or receive payment from, a supplemental nonqualified retirement plan?
   - [ ] Participate in, or receive payment from, an equity-based compensation arrangement?

   If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

5. For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:
   - [ ] The organization?
   - [ ] Any related organization?

6. For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:
   - [ ] The organization?
   - [ ] Any related organization?

7. For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III.

8. Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.

9. If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

For Paperwork Reduction Act Notice, see the Instructions for Form 990.
**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

**Note.** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

<table>
<thead>
<tr>
<th>(A) Name and Title</th>
<th>(B) Breakdown of W-2 and/or 1099-MISC compensation</th>
<th>(C) Retirement and other deferred compensation</th>
<th>(D) Nontaxable benefits</th>
<th>(E) Total of columns (B)(i)-(D)</th>
<th>(F) Compensation reported as deferred in prior Form 990</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) MR DAVID EISNER (to 10 31 12)</td>
<td>(i) 312,615</td>
<td>(ii) 0</td>
<td>0</td>
<td>9,285</td>
<td>321,900</td>
</tr>
<tr>
<td>(2) Vincent Stango Chief Operating Officer</td>
<td>(i) 190,216</td>
<td>(ii) 20,000</td>
<td>8,299</td>
<td>10,204</td>
<td>228,719</td>
</tr>
<tr>
<td>(3) Margaret Cronan Chief Communications Officer</td>
<td>(i) 137,894</td>
<td>(ii) 0</td>
<td>2,811</td>
<td>4,601</td>
<td>145,306</td>
</tr>
<tr>
<td>(4) Alison Young VP of Public Engagement</td>
<td>(i) 125,396</td>
<td>(ii) 0</td>
<td>2,585</td>
<td>5,029</td>
<td>133,010</td>
</tr>
<tr>
<td>(5) MR JEFFREY ROSEN President &amp; CEO</td>
<td>(i) 261,762</td>
<td>(ii) 0</td>
<td>10,549</td>
<td>272,311</td>
<td>272,311</td>
</tr>
</tbody>
</table>
### Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

<table>
<thead>
<tr>
<th>Return Reference</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Severance Payment - Schedule J, Part I, Line 4A</td>
<td>MR. DAVID EISNER received severance payment from 10/1/2012-9/26/2013 for $312,615. Margaret Cronan received severance payment of $84,115. Alison Young received severance payment of $76.</td>
</tr>
</tbody>
</table>
## Supplemental Information to Form 990 or 990-EZ

**Complete to provide information for responses to specific questions on Form 990 or to provide any additional information.**

- **Attach to Form 990 or 990-EZ.**

Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

### Return Reference | Explanation
--- | ---
Form 990, Part VI, Line 11b | The 990 worksheets are prepared by the Senior Accountant in conjunction with the preparation of the audited financial statements. The VP of Finance reviews the worksheets for accuracy and once all information is correct, the worksheets are sent to the return preparers (an independent national firm) to be processed. A draft of the 990 is sent to the organization. The VP of Finance, the COO and the CEO for review and approval. Once internal review and approval is completed, the 990 is sent to the Audit Committee. The Audit Committee of the board of trustees reviews the documents and a conference call is scheduled to discuss the 990. The participants include the members of the Audit Committee, the CEO, the COO, the VP of Finance and the return preparers. The Audit Committee modifies or approves the 990. The Chairman of the Audit Committee sends the draft to the Board of Trustees with the recommendation from him and the Audit Committee for approval. The Board of Trustees has one week to comment. Any comments from the board are considered by the audit committee and staff, after which, if changes are made, the approval process is repeated. If no changes are made or if no comments are received, the 990 is considered approved and is filed with the IRS.

**Employer identification number**: 23-2434447
<table>
<thead>
<tr>
<th>Return Reference</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form 990, Part VI, Line 12C</td>
<td>The National Constitution Center has a Conflict of Interest Policy. A copy of the policy and the questionnaire are given to all new employees and newly elected Trustees during their orientation period. Annually, the policy and questionnaire are sent to all Trustees, employees, and volunteers. Trustees, employees, and volunteers have one month to complete the questionnaire and send the completed forms back to the Center. The Chief Compliance Officer (CCO) follows up with any employee who failed to submit his/her form. Trustees are also sent reminders. The CCO and VP of Finance review all questionnaires to determine if any conflicts exist. The results of the annual questionnaire responses are discussed with the Audit Committee. Significant conflicts, if any, are brought to the Committee’s attention. The Audit Chairman makes the determination if the conflict is significant enough to warrant full Board review. Significant conflicts are then brought to the Board of Trustees who determines a course of action based upon the Conflict of Interest Policy.</td>
</tr>
<tr>
<td>Return Reference</td>
<td>Explanation</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>Form 990, Part VI, Lines 15A and 15B</strong></td>
<td>The CEO of the National Constitution Center is hired by the Board of Trustees. Typically, a Search Committee is formed to conduct the search process. Additionally, a professional Executive Search Firm is also engaged to facilitate the search process. This Committee is a temporary sub-committee of the Executive Committee and includes the Chairman of the Executive Committee, appointed Trustees and appropriate staff (i.e., COO). Once a CEO has been identified, a contract is prepared by the Center’s General Counsel. The Search Committee, who acts as the Center’s “independent persons,” recommends the CEO’s compensation based on the following criteria: Comparable data – what was the former CEO’s compensation and what are like organizations CEO’s compensation. Contemporaneous substantiation – data is collected and documented during this process. The CEO’s contract, which includes compensation, is presented to the Executive Committee by the Search Committee. In Executive Session the contract is approved by the Executive Committee. The Executive Committee then presents the contract to the full Board of Trustees for approval. Compensation Procedure for Top Management: The CEO and the COO hire the organization’s top management team. The National Constitution Center hired a consultant to develop a salary administration program which is broken down into position levels with corresponding salary ranges. Compensation is determined by a potential employee’s qualifications and referring to the appropriate position level within the salary administration program.</td>
</tr>
<tr>
<td>Return Reference</td>
<td>Explanation</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Form 990, Part VI, Line 19</td>
<td>The National Constitution Center will make all Governing Documents, Conflict of Interest and Financial Statements available to the public by providing copies upon request</td>
</tr>
<tr>
<td>Return Reference</td>
<td>Explanation</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Form 990, Part VIII, Line 1c &amp; 8, Schedule G, Part II</td>
<td>The FY14 Liberty Medal event was not held until October, 2014 (FY15). This affected both the revenue and expense lines. Actual gross revenue received in FY14 totaled $17M, however the Center deferred $450K in order to cover the expenses which would not be realized until FY15. Event expenses in FY14 reflect only planning items with the majority of expenses being incurred in FY15.</td>
</tr>
<tr>
<td>Return Reference</td>
<td>Explanation</td>
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<tr>
<td>Form 990, Part VI, Line 2</td>
<td>MR RICHARD M DEVOS, SR and MR DOUG DEVOS - family relationship</td>
</tr>
</tbody>
</table>