Mission

Founded in 1976, the New York Transit Museum is one of only a few museums in the world dedicated to telling the story of urban public transportation. The Museum collects, exhibits, interprets and preserves the history, sociology, and technology of public transportation systems in the New York metropolitan region, and conducts research and educational programs that make its extensive collections accessible and meaningful to the broadest possible audience.

Friends of the New York Transit Museum is a 501(c)3 not-for-profit organization chartered by the New York State Department of Education. Friends’ corporate purpose is to support and effectuate the work of the New York Transit Museum. The New York Transit Museum is a self-supporting division of the Metropolitan Transportation Authority’s Department of Corporate and Internal Communications.
Watch Us Grow!

Total Visitation to NYTM Brooklyn
(including education program participants)

Total Visitation to NYTM Gallery Annex & Store
at Grand Central Terminal

Total NYTM Visitation, Both Locations
(including education program participants)
2013 marked the 100th birthday of Grand Central Terminal – a landmark year for the Terminal, and for the New York Transit Museum.

The Museum created all the content for a year-long Grand Central Centennial celebration co-directed by MTA Metro-North Railroad. This effort, combining the work of the Museum’s staff across all departments, hailed the extraordinary achievement that is Grand Central Terminal through exhibits, public programs, education programs, and special events all year long – both in the Terminal and in the Museum’s subway station home in Brooklyn. Program details follow throughout this report.

The centerpiece of the Museum’s work was the exhibition Grand By Design: A Centennial Celebration of Grand Central Terminal, which was on view in the Terminal’s Vanderbilt Hall for six weeks in February and March. Developed by the Museum’s staff from material in our own and other collections, the exhibit was accompanied by our commemorative book Grand Central Terminal: 100 Years of a New York Landmark, and enriched by a crew of 10 engaging docents. I am very proud of Grand By Design and its accompanying volume, which represented a new milestone for the Transit Museum. It is the best work we have done yet.

Thanks to these accomplishments, total visitation to the Transit Museum grew by an astonishing 39% in 2013. The year brought an increase of 4,000 visitors to the Museum’s subway station home in Downtown Brooklyn, and a jump of over 124,000 visitors to the Gallery Annex & Store at Grand Central. While the size of this year’s visitation increase was exceptional, it is part of an upward trend that began ten years ago – a sign that the institution is thriving, steadily raising its profile as a destination and engaging new audiences.

The Museum gained many supporters in 2013. We thank them all, and we look forward to reporting new achievements in the years to come.

Gabrielle Shubert
President, Friends of the New York Transit Museum
Director, New York Transit Museum
2013: Grand Central Centennial Celebration

The New York Transit Museum led the celebration of Grand Central Terminal’s 100th anniversary with the spectacular exhibition Grand By Design: A Centennial Celebration of Grand Central Terminal. On view in the Terminal’s Vanderbilt Hall from February 1 through March 15, 2013, Grand By Design was the largest project ever undertaken by the Transit Museum. This compelling installation incorporated objects, photographs, documents, and video to explore the Terminal’s design and construction, its impact on the development of Midtown Manhattan, its rise, decline, and rebirth in its first century, and the plans underway for its second.

The exhibit was researched and developed by the Museum’s Collections and Exhibitions Departments, which identified archival and three-dimensional material in the Museum’s own holdings and at repositories around the country, organized loans, and oversaw the conservation of select artifacts.

Staff shaped the story, providing a look at the Terminal not previously seen, examining many aspects of its storied past, and magnifying many of its smallest details.

The exhibit incorporated technology in a way the Museum had not done before. Images and text projected onto the walls filled the vast space of Vanderbilt Hall, while five “virtual docents”
– recordings of Terminal staff and experts on lifesized video screens – told their personal Grand Central stories to visitors in a popular interactive.

During its six-week run, approximately 120,000 visitors engaged with Grand By Design, with guests spending an average of 30 minutes in the exhibit, and many returning for multiple visits. A team of 10 knowledgeable Transit Museum docents engaged 7,000 visitors with hourly tours from 11 am to 7 pm daily. An additional 20,000 visitors viewed the exhibit on their lunch breaks, waiting for a departing train, or while otherwise in transit through Grand Central.

The Museum celebrated the Centennial with innovative programming throughout the year, in its main location in Brooklyn, at various sites around Midtown, and at Grand Central Terminal, notably during the Parade of Trains weekend marking National Train Day on May 11 and 12, 2013.

Accompanying these activities, the Museum worked with architectural historian and author Anthony W. Robins to produce a book, Grand Central Terminal: 100 Years of a New York Landmark, which traces the Terminal’s history through material from the Museum’s archives and collections around the world, while showcasing its splendor in historic and more current photographs by Frank English, retired photographer for Metro-North Railroad. Published by Stewart, Tabori & Chang, the book was reprinted twice in 2013, and as of April 2014 had sold over 10,000 copies.
Exhibitions

In addition to Grand By Design in Vanderbilt Hall, the Museum opened seven diverse exhibitions in 2013 that explored the history of the Terminal and the transit system through contemporary art, archival photographs, and even record album covers.

What’s New? A Grand Central Snapshot
January 28-December 2, 2013
NYTM Brooklyn
This informative show on the platform level used photographs from the Museum’s archives to take a glimpse into two important topics: how electrifying the railroad was key to both Grand Central’s design and the development of Midtown; and how Grand Central’s architectural splendor distinguishes this building as one of the world’s great train stations.

On Time / Grand Central at 100
March 6-July 7, 2013
NYTM Gallery Annex and Store, Grand Central Terminal
MTA Arts for Transit and Urban Design collaborated with the Transit Museum to present an exhibition featuring the work of more than a dozen contemporary artists who captured and reimagined moments in Grand Central Terminal, connecting the past and the future over its 100 year history.

Grand Central Sketchbook: Designers Dream
June 15-December 1, 2013
NYTM Brooklyn
With the Architectural League of New York, the Transit Museum hosted a competition for architects and designers to reimagine Grand Central Terminal. Twenty winners (from 109 entries) were featured in this exhibition, with work ranging from the whimsical to the technical, from charcoal sketches to computer-generated fantasies. Their work was also featured in a special edition Grand Central Terminal sketchbook, published by Moleskine.
The Next Level: East Side Access Photographs by Hiroyuki Suzuki
July 23–October 27, 2013
NYTM Gallery Annex & Store, Grand Central Terminal
The East Side Access project, which will connect Grand Central Terminal with the Long Island Rail Road, is the next stage in the Terminal’s groundbreaking history. Photographer Hiroyuki Suzuki’s striking black and white portraits of the massive infrastructure project being built 18 stories below Grand Central presented a stark and sculptural view of this fascinating underworld.

An image by Hiroyuki Suzuki of an East Side Access tunnel.

Album Tracks: Subway Record Covers
August 10, 2013–January 12, 2014
NYTM Brooklyn
In honor of the MTV Video Music Awards’ presentation in Brooklyn, the Museum displayed a unique collection of 12” LP covers, dating from the 1950s through the 1980s, that featured images of the New York City subway and elevated trains – alongside the Martin Scorsese-directed video for the Michael Jackson classic “Bad.”

A selection of the album covers on view in Album Tracks.

12th Annual Holiday Train Show at Grand Central
November 16, 2013–February 23, 2014
NYTM Gallery Annex and Store, Grand Central Terminal
The Museum closed out the Grand Central Centennial year with a new edition of the annual train show, with memorable characters from Maira Kalman’s book next stop grand central watching the Lionel trains as they zipped, zapped, and whizzed through a journey from Grand Central to the North Pole.

Anatomy of a Powerhouse: Electrifying the EL
December 14, 2013–October 12, 2014
NYTM Brooklyn
The construction of the massive 74th Street Powerhouse on the East River, built in 1904 by the Manhattan Railway Company to bring electric power to the Manhattan elevated trains, was captured in photographs from the Museum’s collection. This show complemented the Museum’s ongoing exhibition ElectriCity: Powering New York’s Rails.

The view from the Lionel model train featured in the 2013 Holiday Train Show. All aboard!
In addition to selecting artifacts, images, and historical documents from the Museum’s collection and outside repositories for exhibition projects, the Collections and Archives staff spent much of 2013 preparing for a move of the collection. This long-term undertaking will consolidate most of the Museum’s documents and artifacts now housed at 2 Broadway in Manhattan in a larger storage space. In 2013, the Collections and Archives staff worked with the MTA to select an appropriate facility and outfit the space to anticipate the Museum's storage needs into the next decade. To begin to prepare for the move, staff completed a thorough inventory of 5,262 three-dimensional artifacts, while making decisions on the best arrangement of a growing collection.

As part of its ongoing commitment to preserving the cultural heritage of New York’s mass transportation, the Museum accepted some 66 donations and internal MTA transfers in 2013. Highlights included: two dispatcher consoles and one display board from the former Subway Command Center at Jay Street; decorative ceramics from the IRT Bleecker Street Station; 33,279 photographs from the New York City Transit Authority Photographic Unit (1980s-2000s); and a large selection of drawings, books, maps, and signs from the Electric Railroaders’ Association Sprague Library within Grand Central Terminal.

Stabilizing the collection and making it accessible to the public is a priority for the Museum. To this end, in 2013 the Collections and Archives staff conserved four at-risk artifacts; digitized 75 cassettes of oral history interviews of NYCT employees; and cataloged 1,780 photographs, 339 artifacts, 945 drawings, maps, posters, documents, and articles of ephemera, and 45 library books. Staff assisted 723 researchers with access to collection material in 2013, and continued to add content to a database that is available free of charge on the Museum website at web.mta.info/museum/archiveguide.html.
Public Programs

The Museum’s public program offerings expanded in 2013, with 60 tours and excursions to places like MTA’s Linden Yard and East 180th Street Maintenance Shop. The ever-popular Nostalgia Rides brought hundreds of participants to Orchard Beach, Coney Island, and Van Cortlandt Park for afternoons of urban summer fun.

Programs at the Museum brought together innovators, historians, and experts to discuss topics like public security on the city’s transit system, subway advertising, and the history of the Dual Contracts. The Museum reached a new adult audience through innovative social events like Transit Trivia, which quickly sold out, the third annual Missed Connections Valentine’s Day party, and a rousing karaoke night that complemented the Museum’s Album Tracks exhibit.

Celebrations of Grand Central Terminal were a highlight, and programs explored many facets of the Terminal’s history, architecture, and role as one of the city’s most important public spaces. The Museum offered multiple daily tours of the Grand By Design exhibit and also partnered with Arts for Transit for an evening of music and poetry in the Terminal. A tour of East Midtown explored the development of the surrounding area and the Terminal’s impact on it. A notable panel of authors including New York Times reporter Sam Roberts, and historians Tony Hiss and Anthony W. Robins conversed about the Terminal and the many books it has inspired.

Clockwise from top left: A Nostalgia Ride; a panel discussion; guests rock out at Album Tracks karaoke night; deep in thought at Transit Trivia.
Youth & Family Programs

The celebration of Grand Central Terminal was the center point for the Museum’s programming for families and children in 2013. For the school spring break, the Museum developed Make It Grand, an original interactive musical that celebrated the engineering and aesthetic accomplishments of Grand Central Terminal, featuring an array of skits, characters and original songs. Make It Grand was developed and performed by the Museum’s costumed interpreters and was seen by 1,500 children and adults. In addition, the Education Department designed and printed two illustrated Scavenger Hunts for 3-5 and 6-8 year olds to help families explore the details and history of Grand Central Terminal.

During the Parade of Trains weekend in May 2013, the Transit Museum’s education staff offered family activities in the “Kids Junction” in Vanderbilt Hall. Staff helped children build their own “20th Century Limited” trains, and distributed more than 2,400 Scavenger Hunts that weekend. In September 2013, educators helped thousands of children make paper buses at the 20th Annual Bus Festival in conjunction with the Atlantic Antic street fair.

The Museum’s audience for weekend family workshops and programs in Brooklyn – offered free with Museum admission – grew significantly in 2013, serving over 12,000 adults and children with creative activities related to transportation. Transit Tots, a drop-in program for children ages 2 to 5 offered on Thursday mornings, continued to be one of the Museum’s most popular offerings and brought in a regular crowd of neighborhood children and their adult caregivers. Weekend workshops like the Junior Engineer series, Map NYC: ABC 123, and Poems from the Platform allowed parents and children to work together on fun activities that use the Museum’s collection and Education Center to promote science, literacy, and artistic skills.
School and camp groups filled the museum Tuesday through Friday with increased demand for programs in 2013.

A total of 953 school and camp groups visited with 23,378 participants, receiving programs that brought to life city history, the science of electricity, engineering, and visual arts, all in the Museum’s unique space. Camp groups visiting during the summer participated in Make It Grand, an original interactive musical developed to celebrate the anniversary of Grand Central Terminal, and they received a copy of the Grand Central Terminal Scavenger Hunt to take home with them.

Each visiting school group received a guided tour of the museum accompanied by a storytelling session or an art-making activity. Some students entered the “Time Portal” and met costumed storytellers from the past who regaled them with stories of the elevated trains, how the arrival of the A train changed the farming neighborhood of Washington Heights, or what it was like to be a female conductor in the early 20th century. Older students sharpened their STEM skills with the Museum’s ElectricCity program, interacting directly with the Museum’s exhibits and then working in teams to build a circuit using batteries, clips, and wire. The Museum experienced an increase in visits from pre-kindergarten groups in 2013, and those groups had the opportunity to create their own tile mosaics or design a bus with all the necessary parts.

STEM skills with the Museum's ElectricCity program, interacting directly with the Museum's exhibits and then working in teams to build a circuit using batteries, clips, and wire. The Museum experienced an increase in visits from pre-kindergarten groups in 2013, and those groups had the opportunity to create their own tile mosaics or design a bus with all the necessary parts.

A costumed storyteller brings history to life.
Special Needs Programs

The Museum’s special needs audience is growing, as are program offerings for this important audience sector. One hundred fourteen groups visited for guided educational programs, totaling 1703 participants in 2013.

**Special Day for Special Kids**, a welcoming program for special needs families, was a highlight of the year. Because the program’s launch was so successful in 2012, the Museum held two **Special Days for Special Kids** in 2013. For these events the Museum expanded its partnership with Extreme Kids & Crew, a Brooklyn non-profit that serves children with disabilities. Representatives from Autism Speaks, a nation-wide organization, were present at the second Special Day to provide resources to visiting families. Families enjoyed exclusive use of the Museum before open hours, heard a musical performance, and made their own vehicles to take home. The two events served a total of 344 adults and children.

The Museum’s highly-regarded 10-week after-school program for children on the autism spectrum, **Subway Sleuths**, was offered in the spring and the fall. With a shared passion for trains providing the framework, the participants worked collaboratively on activities in the Museum, while developing social skills. At each session’s culminating event, students received a certificate and made presentations to family and friends in attendance.

The **Travel Training** program for older students with learning or developmental disabilities provided a safe environment for students to practice the skills needed to navigate the city’s subway system independently. In two sessions at the museum, students practiced swiping MetroCards and learned about platform safety. In the third session, students and their parents took a short subway ride, where students demonstrated their newly-learned skills. Both parents and children gained confidence in the students’ ability to travel safely, ably managing the unpredictability of riding mass transit. The Museum partnered with School District 75 and the Museum Access Consortium on this program.
Membership

The Transit Museum’s members had a banner year, highlighted by a series of special Centennial events. Members were invited to the special closing reception for Grand By Design in Vanderbilt Hall, and to exclusive sneak previews of the Parade of Trains and the 12th Annual Holiday Train Show in Grand Central. The Museum also hosted members’ receptions for Centennial exhibitions at the Gallery Annex and in Brooklyn.

Members always enjoy advance registration privileges on offsite excursions, and exclusive, members-only behind-the-scenes tours. In special members-only Centennial offerings, guide extraordinaire Daniel Brucker of Metro-North Railroad brought the Terminal to life, and a walking tour showcased top eateries in the GCT neighborhood with tour guide Michael Morgenthal.

All this activity helped drive significant growth in the membership ranks. The Museum had almost 400 more members at the end of 2013 than it did at the end of 2012 – an increase of 15%! Total Individual Membership revenue in 2013 was $144,000, an increase of 30% over 2012’s total.

Above: Members enjoy an exhibition opening reception; Michael Morgenthal explains the provenance of oysters on the Grand Central eating tour; members in the old City Hall station.
Honoring Thomas F. Prendergast, the Chairman and CEO of the Metropolitan Transportation Authority, the Museum’s 2013 Gala was its most successful ever, raising over $894,000. The Museum was also proud to welcome Peter M. Rogoff, Administrator of the Federal Transit Administration, as keynote speaker at the event at Grand Central Terminal’s Vanderbilt Hall and the Grand Hyatt New York.

Speaking a year after Superstorm Sandy devastated the region, Chairman Prendergast and Mr. Rogoff led a salute to the 66,000 men and woman of the MTA, whose work planning for, responding to, and recovering from disasters is as essential to first response when the city faces crisis as the firefighters, police officers, and EMTs they work alongside.

Each of the MTA’s six operating agencies nominated an employee to accept an award on behalf of his colleagues, all of whom helped restore normal life in New York City after the storm. The Museum will tell their stories, and the stories of many more of the MTA’s brave and selfless first responders, in an exhibition titled *Bringing Back the City: Transportation First Responders* that will open in 2015.

The Transit Museum’s supporter base continued to grow in 2013. New institutional funders, including The Joseph LeRoy and Ann C. Warner Fund, the FAR Fund, and the Barclays/Nets Community Alliance, made grants toward the Museum’s programs for children and families, including free weekend workshops and highly-regarded education programs for visitors with special needs.

Generous funding from the New York City Department of Cultural Affairs in partnership with the City Council, and from the New York State Council on the Arts with the support of Governor Andrew Cuomo and the State Legislature, supported exhibitions and programs throughout the year. The Museum also gratefully received support from New York City Council Members David Greenfield, Brad Lander, and Stephen T. Levin, and from former Council Member (current Public Advocate) Letitia James, for allocations in the City’s FY2014 budget.
Retail

The Transit Museum’s retail operations, though not under the aegis of Friends of the New York Transit Museum, are administered by the Museum and represent an important source of funding for the Museum’s operations and programs, as well as an important means of publicizing the Museum and its brand.

The Transit Museum stores had a stellar year. Special products developed for the Grand Central Centennial – such as a working desktop replica of the Terminal’s information booth clock, a Centennial Christmas tree ornament, a Grand Central ceiling umbrella, and the Transit Museum’s book *Grand Central Terminal: 100 Years of a New York Landmark* – were extremely popular, generating $451,000 in revenue over the year. This success can be attributed in part to special opportunities to sell that product: the Museum operated retail kiosks in Vanderbilt Hall during the run of *Grand By Design*, for May’s *Parade of Trains* weekend, during the Holiday Fair, and in the Terminal’s Graybar Passage for the month of July.

The permanent retail locations saw increases in revenue as a result of significant growth in attendance. The Grand Central Terminal Gallery Annex and Store saw an increase of 30% in revenue, and revenue grew by 2.5% at the Museum’s subway station home in downtown Brooklyn. Revenue from the Museum’s annual booth at the Grand Central Terminal Holiday Fair also increased by 29% over 2012. Altogether, gross revenue from the Museum’s retail operations saw a bump of 29.6% in 2013.
Administration & Operations

In 2013, the Museum focused on building its organizational capacity in order to respond to the needs of an expanding audience and better support its areas of greatest growth. A dedicated Development Director joined the staff, along with a Manager of Retail Operations and a part-time Public Programs Manager; the Museum also laid the groundwork to restore the Senior Curator position and add a Special Needs Educator and E-Commerce Manager in 2014.

Alongside these strategic staff hires, the Museum reinforced its technological infrastructure. With the assistance of MTA Headquarters and New York City Transit, the Museum received new computers, updated software, and upgraded network capabilities. This strengthened foundation allowed the Museum to convert its many separate databases to a single system that unites development, membership, admissions, and program reservations – offering a seamless experience to Museum visitors and patrons and improving communication and collaboration across departments.

These steps will help the Transit Museum support its talented staff, keep pace with evolving best practices in the museum field, and serve an audience that continues to grow.

Communications & Press

Driven by Grand Central’s Centennial, the Transit Museum received more press coverage in 2013 than ever before. Working with Goodman Media International, the Museum garnered more than 700 press clips for the February 1 Centennial opening events in local, national and international outlets, ranging from television segments on CBS and ABC (local and national) to print stories in The New York Times and Japan Today. These represent collectively 1.3 million unique views on the publication date and 70.5 million views in the following month.

Later in 2013, the Parade of Trains weekend on May 11-12 was picked up by more than 20 media outlets, including CBS2, Fox5, The New York Times, NY1, Reuters TV, WABC, the Wall Street Journal, WCBS Radio and WNBC.

In August, the Friends of the New York Transit Museum hired a part-time Press Aide to manage social media and press outreach. Public programs received coverage in leading New York blogs, including “Business Insider,” “City Room,” “Curbed,” “Gothamist,” and “Untapped Cities.” The annual Missed Connections Valentine’s Day party was featured on the cover of Metro NY on February 14 with a new illustration by Sophie Blackall.

In September, the Museum received national attention through a San Francisco Chronicle Travel Section article highlighting the borough of Brooklyn. Regular mentions in Time Out New York, The New York Times “Spare Times” listings, New York Post “Hot Picks” and am-New York “Cheap$kate” columns boosted event ticket sales. The Museum also received extended editorial coverage in the Brooklyn Paper for exhibitions and programs.
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Abena Admako, Sales Associate
Angela Agard Solomon, Manager, Administration
Desiree Alden, Archives Technician
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Todd Gilbert, Archives Technician
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Shallena Jabid, Acting Retail Supervisor
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Sarah Mosbacher, Finance Director
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Carey Stumm, Archivist
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Louise Torbert, Museum Assistant
Gregory Vignapiano, Retail Supervisor
Andrea Watson, Retail Supervisor
Kelly Lee Woon, Sales Associate
Henry Wright, Sales Associate
Taryn Wright, Sales Associate

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Kathleen Fletcher, Storyteller
James Giovan, Museum Interpreter
Kate Lanceley, Museum Interpreter
Laura Merrill, Museum Interpreter
Natasha Pereira, Museum Interpreter
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Katie Taylor, Museum Interpreter
Ryan Witte, Museum Interpreter – Adult Programs

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Liz Billy, Education
Shira Bogin, Archives
Halley Choiniere, Archives
Caroline Curtin, Archives
Morgan Czaja, Archives
Laura Dabrowski, Development
Alexis Dagalangit, Archives
Robert Delmonico, Education
Ira Drucker, Archives
Paola Espinal, Education
Clivens Fresnel, Development
Kemal Grant, Development
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$250 to $999
Anonymous (1)
Regina Asborno
John Berger and Chris Cottle
Louis H. Blumengarten
Peg Breen
Robert and Sara Bruno
Bob Buckholz and Lizanne Fontaine
Christopher and Suzanne Bujara
Walter and Barbara Carey
Charles and Sharon Cohen

E. Virgil and Elaine Wingate Conway
Ellen Covas
Cosema Crawford
Pedro and Evelyn Delgado
Beverly Dolinsky
Mortimer L. Downey
Marcia Ely and Andrew McKey
Edward R. Enners
Bradley and Lori Feldman
Andrew and Ann Fisher
Joel and Theresa Franco
Stuart Goldstein and Elisa Fischman
Carlos Gutierrez-Solana
Lawrence and Elizabeth Hughes
Daniel Kamine
Martin Kessler and Jane Rudko
Janette and Randall Klein
Roman Kostiuk
Alex and Hildemarie Ladouceur
Sarah Landreth
Pierre Lehmuller
Mark Littman and Johnny Mendoza
Richard McKenna
David and Hara Migdal
Thomas and Leslie Monahan
James and Tynelle Morris
Christopher P. Neville and Sarah E. Gamble
Elyse Newman and Ben Dolnick
Eric and Mary Oszustowicz
Michael G. and Stephanie D. Parker
Leonard Resto and Les Wolff
Bud and Cynthia Rogers
Dhiren and Katie Shah
Gabrielle Shubert
Timothy S. Speer and Teresa Vanderboom
Peter Straus and Lili C. Byers
Junnko Tozaki
Robert C. Weiss
Samuel G. and Elizabeth White
Melissa Wohlgemuth and Matt Howard

Gifts received January 1-December 31, 2013

A young transit fan enjoying the *Bus Festival.*
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report of Independent Certified Public Accountants</td>
<td>1</td>
</tr>
<tr>
<td>Financial Statements:</td>
<td></td>
</tr>
<tr>
<td>Statement of Financial Position</td>
<td>2</td>
</tr>
<tr>
<td>Statement of Activities and Changes in Net Assets</td>
<td>3</td>
</tr>
<tr>
<td>Statement of Cash Flows</td>
<td>4</td>
</tr>
<tr>
<td>Notes to Financial Statements</td>
<td>5-10</td>
</tr>
</tbody>
</table>
Report of Independent Certified Public Accountants

To the Board of Trustees of
Friends of the New York Transit Museum:

Report on the Financial Statements
We have audited the accompanying statement of financial position of Friends of the New York Transit Museum (a not-for-profit organization) as of December 31, 2013 and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements. The prior year summarized comparative information has been derived from the Friends of the New York Transit Museum's 2012 financial statements and, in our report dated March 12, 2013, we expressed an unqualified opinion on those financial statements.

Management's Responsibility for the Financial Statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free of material misstatement, whether due to fraud or error.

Auditor's Responsibility
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Friends of the New York Transit Museum as of December 31, 2013, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Bencivenga Ward & Company, CPAs, PC
Valhalla, New York
April 23, 2014
FRIENDS OF THE NEW YORK TRANSIT MUSEUM

Statement of Financial Position
December 31, 2013
(With Comparative Amounts for 2012)

<table>
<thead>
<tr>
<th>Assets</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 1,337,708</td>
<td>$ 1,097,549</td>
</tr>
<tr>
<td>Investments, at fair value</td>
<td>6,907,385</td>
<td>6,073,482</td>
</tr>
<tr>
<td>Grants and contributions receivable</td>
<td>170,220</td>
<td>302,165</td>
</tr>
<tr>
<td>Accrued interest and other receivables</td>
<td>28,333</td>
<td>17,108</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>22,314</td>
<td>4,200</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>8,465,958</strong></td>
<td><strong>7,494,504</strong></td>
</tr>
</tbody>
</table>

Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>78,262</td>
<td>151,484</td>
</tr>
<tr>
<td>Payable to related party</td>
<td>118,868</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>197,130</strong></td>
<td><strong>151,484</strong></td>
</tr>
</tbody>
</table>

Net Assets

| Unrestricted                               | 8,061,399     | 7,091,923     |
| Temporarily restricted                     | 207,429       | 261,097       |
| **Total net assets**                       | **8,268,828** | **7,343,020** |

| Total liabilities and net assets           | **8,465,958** | **7,464,504** |

The accompanying notes are an integral part of this statement.
<table>
<thead>
<tr>
<th></th>
<th>Temporarily Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
<th>2012 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Support and Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Support -</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Gala, net of direct expenses</td>
<td>$ 550,042</td>
<td>$ -</td>
<td>$ 550,042</td>
<td>$ 502,046</td>
</tr>
<tr>
<td>Membership dues</td>
<td>144,100</td>
<td>144,100</td>
<td></td>
<td>113,250</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>33,764</td>
<td>766,466</td>
<td>800,230</td>
<td>743,937</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>810,134</td>
<td>(910,134)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total public support</strong></td>
<td>1,538,700</td>
<td>(43,668)</td>
<td>1,495,032</td>
<td>1,360,033</td>
</tr>
<tr>
<td><strong>Revenues</strong> -</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income, net of advisor expenses</td>
<td>37,218</td>
<td>87,218</td>
<td></td>
<td>106,911</td>
</tr>
<tr>
<td>Realized and unrealized gains on investments, net</td>
<td>849,613</td>
<td>849,613</td>
<td></td>
<td>427,301</td>
</tr>
<tr>
<td>Other income</td>
<td>96,900</td>
<td>96,900</td>
<td></td>
<td>151,530</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>1,033,731</td>
<td>-</td>
<td>1,033,731</td>
<td>685,742</td>
</tr>
<tr>
<td><strong>Total support and revenues</strong></td>
<td>2,572,431</td>
<td>(43,668)</td>
<td>2,528,763</td>
<td>2,045,775</td>
</tr>
<tr>
<td><strong>Expenses</strong> -</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Curatorial and archival</td>
<td>150,273</td>
<td>150,273</td>
<td></td>
<td>153,019</td>
</tr>
<tr>
<td>Educational programs</td>
<td>388,697</td>
<td>388,697</td>
<td></td>
<td>293,957</td>
</tr>
<tr>
<td>Exhibits</td>
<td>608,394</td>
<td>608,394</td>
<td></td>
<td>544,442</td>
</tr>
<tr>
<td>Other</td>
<td>176,005</td>
<td>176,005</td>
<td></td>
<td>148,655</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td>1,301,369</td>
<td>-</td>
<td>1,301,369</td>
<td>1,140,972</td>
</tr>
<tr>
<td>Supporting services-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>151,009</td>
<td>151,009</td>
<td></td>
<td>87,334</td>
</tr>
<tr>
<td>Management and general</td>
<td>150,577</td>
<td>150,577</td>
<td></td>
<td>138,979</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>301,586</td>
<td>-</td>
<td>301,586</td>
<td>226,313</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>1,602,955</td>
<td>-</td>
<td>1,602,955</td>
<td>1,366,385</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>969,473</td>
<td>(43,668)</td>
<td>925,808</td>
<td>679,390</td>
</tr>
</tbody>
</table>

**Net assets, beginning of year** | $ 7,091,923 | $ 251,097 | $ 7,343,020 | $ 6,663,630 |

**Net assets, end of year** | $ 8,061,399 | $ 207,429 | $ 8,268,828 | $ 7,343,020 |

The accompanying notes are an integral part of this statement.
## Friends of the New York Transit Museum

### Statement of Cash Flows

**For the Year Ended December 31, 2013**

(With Comparative Amounts for 2012)

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Flows From Operating Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$925,808</td>
<td>$679,390</td>
</tr>
<tr>
<td><strong>Adjustments to reconcile change in net assets to net cash provided (used) by operating activities—</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realized and unrealized (gains) on investments</td>
<td>(849,613)</td>
<td>(427,301)</td>
</tr>
<tr>
<td>Changes in operating assets and liabilities—</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease (increase) in grants and contributions receivable</td>
<td>131,945</td>
<td>(173,862)</td>
</tr>
<tr>
<td>(increase) decrease in accrued interest and other receivables</td>
<td>11,225</td>
<td>2,751</td>
</tr>
<tr>
<td>(increase) decrease in prepaid expenses</td>
<td>18,114</td>
<td>26,000</td>
</tr>
<tr>
<td>(Decrease) increase in accounts payable and accrued liabilities</td>
<td>73,222</td>
<td>114,793</td>
</tr>
<tr>
<td>Increase in payable to related party</td>
<td>116,868</td>
<td>-</td>
</tr>
<tr>
<td>(Decrease) in advance payment</td>
<td>-</td>
<td>(17,000)</td>
</tr>
<tr>
<td><strong>Net cash provided by operating activities</strong></td>
<td>224,447</td>
<td>204,831</td>
</tr>
</tbody>
</table>

### Cash Flows From Investing Activities

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sale of investments</td>
<td>3,335,039</td>
<td>3,546,638</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>(3,319,329)</td>
<td>(3,700,898)</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by investing activities</strong></td>
<td>15,710</td>
<td>(154,259)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net increase in cash</strong></td>
<td>240,157</td>
<td>50,572</td>
</tr>
</tbody>
</table>

**Cash and Cash Equivalents, beginning of year**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents, beginning of year</td>
<td>1,097,549</td>
<td>1,046,977</td>
</tr>
</tbody>
</table>

**Cash and Cash Equivalents, end of year**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents, end of year</td>
<td>$1,337,706</td>
<td>$1,097,549</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of this statement.
1. ORGANIZATION

Friends of the New York Transit Museum ("Friends") is a not-for-profit organization operating exclusively for the benefit of the New York Transit Museum (the "Museum") by promoting, raising funds and assisting the Museum in carrying out its mission. Friends also supports various Museum programs, such as records management, education, process and cataloging historical records and photographs, guided tours and various exhibits.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Financial Statement Presentation
The accompanying financial statements have been prepared on the accrual basis of accounting and conform to accounting principles generally accepted in the United States of America ("GAAP") as applicable to not-for-profit organizations.

Classification of Net Assets
In accordance with provisions of Financial Accounting Standards Board ("FASB"), net assets, revenues, expenses, gains and losses are classified based upon the existence or absence of donor-imposed restrictions. Friend's net assets and changes therein are classified and reported as follows:

Unrestricted - Net assets that are not subject to donor-imposed stipulations.

Temporarily Restricted - Net assets represent those resources that are subject to the requirements of the New York State Prudent Management of Institutional Funds Act ("NYPMIFA") and the use of which has been restricted by the donors to a specific purpose or the passage of time. Net assets released from restrictions represent the passage of time, satisfaction of the restricted purposes and/or explicit appropriation action by the member board of trustees. At December 31, 2013, there were temporarily restricted net assets in the amount of $207,420.

Permanently Restricted - Net assets represent those resources subject to donor-imposed requirements that the underlying assets be maintained permanently by Friends. In accordance with NYPMIFA, income and net capital appreciation from all permanently restricted net assets are classified and recorded as temporarily restricted net assets available for the Friends general programs, unless stipulated by the donors for specific programs or purposes. At December 31, 2013, Friends did not have permanently restricted net assets.

Investments
Investments are reported at fair value. Investments have been valued at the published market closing prices at the Statement of Financial Position date. Realized and unrealized gains and losses are reflected in the accompanying Statement of Activities and Changes in Net Assets.

Grants and Contributions
Contributions are recorded as restricted support if they are received with donor stipulations that limit the use of donated assets. When a donor restriction expires, that is, when a stipulated purpose is satisfied, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities and Changes in Net Assets as net assets released from restrictions.

For donor-restricted contributions whose restrictions are met in the same reporting period, Friends has adopted the policy of reporting these contributions as unrestricted support.
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Contributed Services
Friends recognizes contributions of services which: create or enhance non-financial assets; require specialized skills that are provided by individuals possessing those skills and would typically need to be purchased if not contributed. Contributed services and promises to give services that do not meet the above criteria are not recognized in the financial statements. There were no contributed services that met this criteria for the periods presented.

Individuals contribute freely of their time and talent in furtherance of Friends goals. Friends has not recorded the value of these services in its financial statements since a clearly measurable basis for a determination of such a value does not exist.

Membership Dues
Membership dues are recognized as revenue in the year received.

Tax Status
Friends is exempt from federal income taxes under Section 501(a) of the United States Internal Revenue Code (the "Code") as an organization described in Section 501(c)(3), and has been classified as an organization that is not a private foundation under Section 509(a) of the Code. Contributions to Friends are tax deductible within the limits prescribed by the Code. Friends is also exempt from state and local income taxes.

Friends has processes presently in place to ensure the maintenance of its tax exempt status: to identify and report unrelated income; to determine its filing and tax obligations in jurisdictions for which it has a nexus; and to review other matters that may be considered tax positions.

Functional Expense Allocation
The costs of providing various programs and other activities have been summarized on a functional basis in the accompanying Statement of Activities and Changes in Net Assets. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

The majority of Friends expenses can generally be directly identified with the program or supporting service to which they relate and are charged accordingly. Other expenses by function are allocated to components of these services based on allocation factors determined by management.

Cash and Cash Equivalents
All short-term, highly liquid investments with original maturities of three months or less are classified as cash equivalents. Cash and cash equivalents are carried at cost, which approximates fair value.

Use of Estimates
The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the amounts reported in the accompanying financial statements and notes. Actual results could differ from those estimates. Significant estimates and assumptions include the valuation of contributions receivable and the allocation of expenses to functional classifications.
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Fair Value Measurements
Friends reports a fair value measurement for all applicable financial assets and liabilities, including investments, contributions receivable and payables.

Subsequent Events
Friends considers all accounting treatments, and the related disclosures in the current year's financial statements, that may be required as the result of all events or transactions that occur after year-end through the date of the independent auditor's report.

3. FAIR VALUE MEASUREMENTS

FASB ASC 820, Fair Value Measurements and Disclosures, provides the framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy under FASB ASC 820 are described as follows: Level 1 inputs consist of unadjusted quoted prices for identical assets or liabilities in active markets that the organization has the ability to access; Level 2 inputs include quoted prices for similar assets or liabilities in active markets, quoted prices in markets that are not active or other inputs that are derived principally from, or corroborated by, observable market data by correlation or other means. If the asset or liability has a specific (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability. Level 3 inputs are unobservable and reflect the organization’s own assumptions about the assumptions that market participants would use in pricing the asset or liability.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodologies used for assets and liabilities measured at fair value:

Assets and Liabilities - Cash and cash equivalents, grants, contributions, interest and other receivables, prepaid assets, accounts payable and accrued liabilities, and payable to a related party have a carrying amount that is a reasonable estimate of fair value because of the short maturity of these instruments.
3. FAIR VALUE MEASUREMENTS (continued)

Investments - investments are reported at fair value in the Statement of Financial Position determined using the following measurements as of December 31, 2013 and 2012:

<table>
<thead>
<tr>
<th>Fair Value Measurements</th>
<th>Significant Observable Inputs (Level 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>December 31, 2013</td>
</tr>
<tr>
<td>Common Stocks</td>
<td>$ 3,194,250</td>
</tr>
<tr>
<td>Government Securities</td>
<td>$ 932,645</td>
</tr>
<tr>
<td>- U.S. Treasury Notes and Bonds</td>
<td>555,671</td>
</tr>
<tr>
<td>- Other Federal Agencies</td>
<td>649,000</td>
</tr>
<tr>
<td>Corporate Bonds</td>
<td>1,027,774</td>
</tr>
<tr>
<td>Total investments</td>
<td>$ 5,793,600</td>
</tr>
</tbody>
</table>

Investment income is reflected in the Statement of Activities net of advisor fees of $63,908 and $57,836 for the years ended December 31, 2013 and 2012, respectively.

The preceding methods described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although Friends believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

4. CASH AND CASH EQUIVALENTS

The composition and fair value of cash and cash equivalents as of December 31, 2013 and 2012 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in banks</td>
<td>$ 339,354</td>
<td>$ 423,715</td>
</tr>
<tr>
<td>Money market funds</td>
<td>$ 596,352</td>
<td>$ 673,934</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,337,706</strong></td>
<td><strong>$1,097,549</strong></td>
</tr>
</tbody>
</table>

See Note 5 to the financial statements for concentration of credit risk. Cash balances in banks are insured by the Federal Deposit Insurance Corporation ("FDIC"). Cash in money market funds are not FDIC insured.
5. CONCENTRATIONS OF CREDIT RISK AND UNCERTAINTIES

The financial instruments that are exposed to concentrations of credit risk consist primarily of cash in banks, money market funds and investments. Friends maintains cash accounts with banks located in New York State, which are insured by the FDIC up to $250,000. The cash amount on deposit as of and during the year ended during December 31, 2013 exceeded the balance insured by the FDIC. Friends has significant investments in money market funds, common stocks, government securities and corporate bonds and is, therefore, exposed to various risks, such as interest rate, credit and overall market volatility. Due to the level of risk associated with certain securities, it is reasonably possible that changes in the values of these securities will occur in the near term and that such changes could materially affect the amounts reported in the Statement of Financial Position.

6. ANNUAL GALA

Income from the annual Gala is shown in the Statement of Activities net of direct costs for the years ended December 31, 2013 and 2012 as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit Receipts</td>
<td>$804,210</td>
<td>$635,815</td>
</tr>
<tr>
<td>Less Direct Costs</td>
<td>(343,568)</td>
<td>(132,959)</td>
</tr>
<tr>
<td>Net Benefit Receipts</td>
<td>$550,642</td>
<td>$502,856</td>
</tr>
</tbody>
</table>

The Gala for 2012 was cancelled due to Hurricane Sandy. The receipts reflected above are net of refunds requested by event sponsors/donors and costs represent obligations through date of cancellation.

7. TEMPORARILY RESTRICTED NET ASSETS

As of December 31, 2013 and 2012, Friends had net assets restricted for the following programs and purposes:

<table>
<thead>
<tr>
<th>Program Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Museum Exhibits, Archival, General and Program Support</td>
<td>$136,610</td>
<td>$115,135</td>
</tr>
<tr>
<td>Museum Chief Financial Officer Support</td>
<td>26,911</td>
<td>113,142</td>
</tr>
<tr>
<td>Museum Special Needs Programs</td>
<td>32,658</td>
<td>-</td>
</tr>
<tr>
<td>Museum Other Programs</td>
<td>9,250</td>
<td>22,820</td>
</tr>
<tr>
<td>Total Temporarily Restricted Net Assets</td>
<td>$207,429</td>
<td>$251,097</td>
</tr>
</tbody>
</table>

Net assets of $810,134 were released from donor restrictions in 2013.
6. RELATED PARTY AND CONTRIBUTED SERVICES

The Metropolitan Transportation Authority ("MTA") has contributed administrative services, such as payroll, office facilities and the use of office equipment to Friends, which have not been reflected in the financial statements since they do not meet the criteria for recognition under FASB. Friends is related to the Museum, which is a division of MTA, a public benefit corporation, through common administrators.

6. INCOME TAXES

GAAP requires Friends management to evaluate tax positions taken by Friends and recognize a tax liability (or asset) if Friends has taken an uncertain position that more likely than not would not be sustained upon examination by the Internal Revenue Service ("IRS"). Due to the Friends general not-for-profit status, management believes there are no tax positions that would have a material impact on the Friends financial statements. Friends is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress.

10. PRIOR-YEAR FINANCIAL STATEMENTS

The financial statements include certain prior-year summarized comparative information in total. Such information does not include sufficient detail to constitute a presentation in conformity with GAAP. Accordingly, such information should be read in connection with the Friends financial statements for the year ended December 31, 2012, from which the summarized information was derived.
Located at the corner of Boerum Place and Schermerhorn Street in Downtown Brooklyn

**Information:** 718-694-1600  
**Development Office:** 718-694-4952

**Mailing Address:**  
130 Livingston Street, 10th Floor  
Brooklyn, NY 11201

mta.info/museum