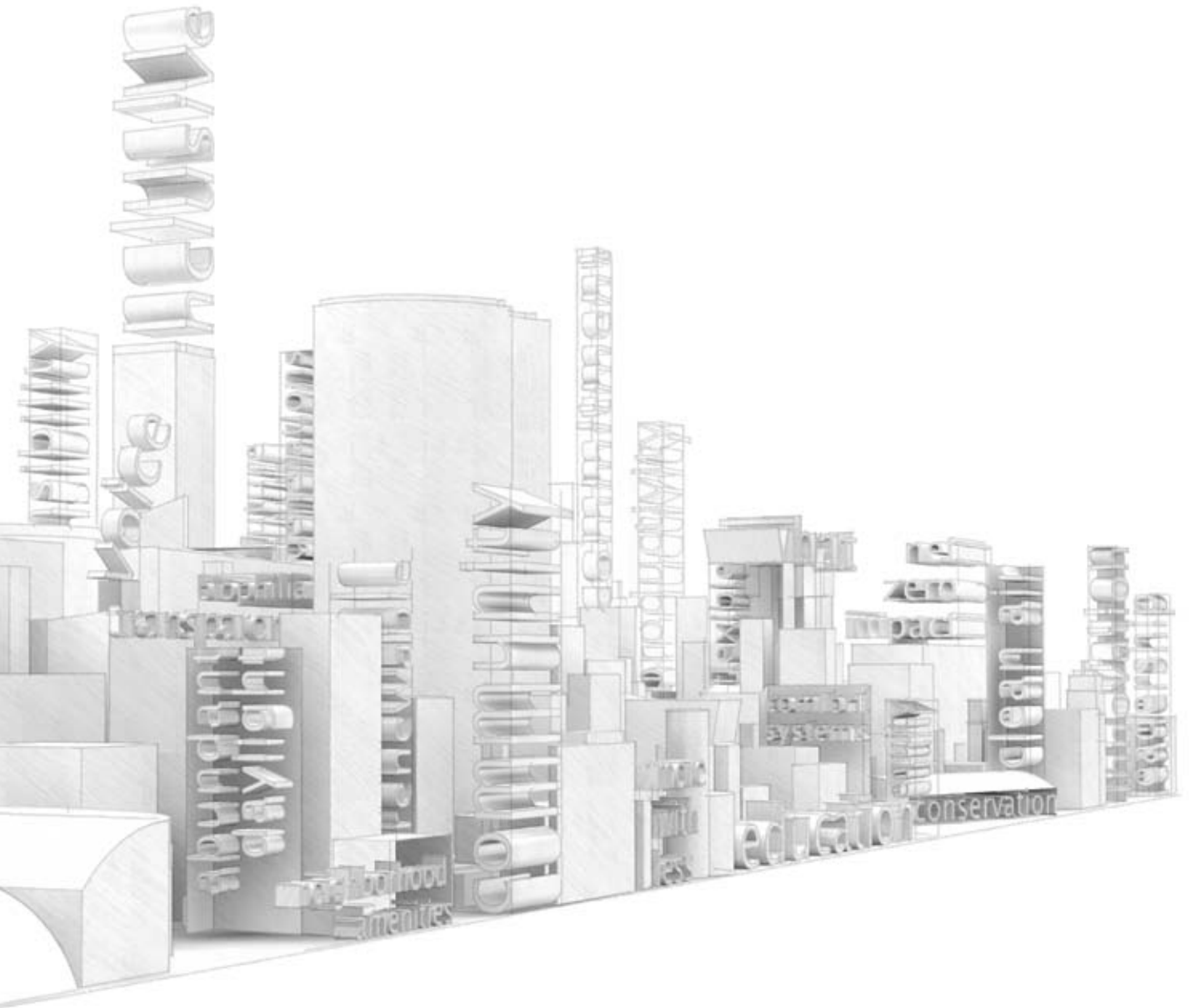




ANNUAL REPORT 2010

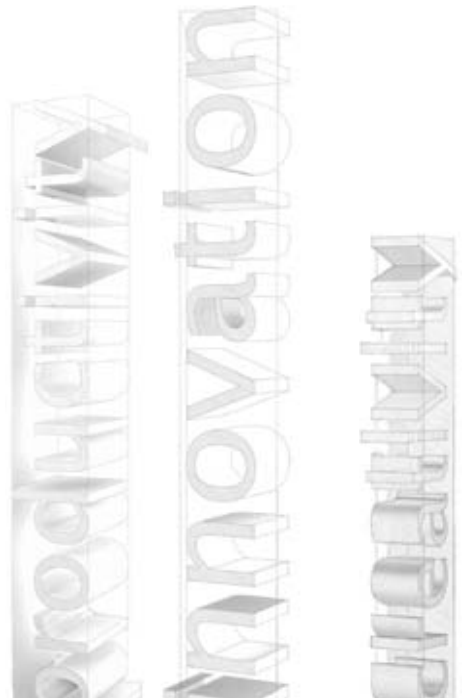


# How Do We Measure Building Performance?

Our industry has learned a lot about building performance since LEED launched at the start of the 21<sup>ST</sup> century, and now we need only apply those lessons to ensure that every building performs the way it was intended—and that, through rigorous data collection and performance monitoring, every building improves throughout its lifecycle.

## TABLE OF CONTENTS

- 1-2** Letter From the President and Chair
- 3** Independent Auditor's Report
- 4-5** Consolidated Financial Summary
- 6** 2009 Board of Directors
- 7** Acknowledgements
- 8-9** USGBC Programs & Initiatives





**Tim Cole**

2010 Chair,  
U.S. Green Building Council  
Board of Directors



**S. Richard Fedrizzi**

CEO, President, Founding Chair  
U.S. Green Building Council

Letter From the President and Chair

It's hard to believe the first decade of the 21<sup>st</sup> century is nearly over—but looking back, we've had a busy 10 years. And with 2011 right around the corner, our imperative is clear: Work even harder, innovate with still more passion, and drive this vital mission ever forward.

2010 has been a year of focused purpose. Even in these challenging economic times, we've found ways to focus on moving our mission forward, making sure we don't squander the momentum that will help us achieve what we simply must: green buildings for all within this generation.

This is essential. With an economy in search of new sources for growth and prosperity and a climate in crisis, the USGBC community needs to do what we've always done best: raise the bar. The opportunities are laid out before us. We know what we have to do.

We have to focus on building performance. We know that this is our next big mountain to climb, facing down the gap that exists between intention and actual performance and crafting the solutions that will fill that gap. This will require hard work and dedication, but we will be successful.

Our industry has learned a lot about building performance since LEED launched at the start of the 21<sup>st</sup> century, and now we need only apply those lessons to ensure that every building performs the way it was intended – and that, through rigorous data collection and performance monitoring, every building improves throughout its lifecycle. In 2009, we launched the Building Performance Partnership, the first step toward truly tackling performance head-on. The initiative will take an aggressive, comprehensive approach to performance. It will depend on the expertise of any and all stakeholders. It will be based on a strong regimen of data collection and analysis, feedback loops and continuous searching for better ways to design, build, manage and occupy buildings. And through it all,

When green building strategies simply become standard procedure, and every innovation drives our building stock toward greater economic and environmental sustainability, we will no longer speak of “green building”—just building... And when our industry is, at its core, a green industry, we will have achieved our mission.

everything we learn will be applied to real, measurable improvement, both at the individual building level, at the LEED level, and at the level of the entire building stock.

We have to claim, in no uncertain terms, our industry’s place in the new economy. The green building industry must be a new economy industry; every new job in this industry must be a green job, and every existing job must become a green job. This is not a goal that is out of reach. It’s a goal that is central to our entire mission of market transformation. When green building strategies simply become standard procedure, and every innovation drives our building stock toward greater economic and environmental sustainability, we will no longer speak of “green building”—just building. All building operations and maintenance will be green operations and maintenance. And when our industry is, at its core, a green industry, we will have achieved our mission.

But first and foremost, we have to persevere. We have to find opportunity where others find setbacks. We have the solutions the world is looking for, and we must take advantage of this chance: the chance to stand out in a tough marketplace, the chance to actively engage in the exchange of ideas and knowledge, the chance to grow individually as well as collectively.

We have to press forward. And if the last 17 years are any indication, we will.

Sincerely,



**S. Richard Fedrizzi,**

CEO, President, Founding Chair  
U.S. Green Building Council



**Tim Cole**

2010 Chair, U.S. Green Building Council  
Board of Directors

# McGladrey & Pullen

Certified Public Accountants

## Independent Auditor's Report

To the Board of Directors  
U.S. Green Building Council, Inc.  
Washington, D.C.

We have audited the accompanying consolidated balance sheets of U.S. Green Building Council, Inc. (USGBC) and its Affiliate, Green Building Certification Institute (GBCI) (collectively referred to as the Council) as of December 31, 2009 and 2008, and the related consolidated statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Council's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits 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 includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Council as of December 31, 2009 and 2008, and the changes in their net assets and their cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

*McGladrey & Pullen, LLP*

Vienna, Virginia  
May 28, 2010

# STATEMENT OF ACTIVITIES

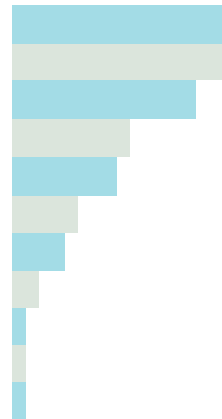
2009 2008 2009%

## CHANGE IN NET ASSETS

### Revenue

Accreditation	\$ 42,249,342	18,675,810	39%
Membership Dues	\$ 17,292,228	15,802,561	16%
Certification	\$ 15,294,895	7,588,939	14%
Conferences and meetings	\$ 9,385,832	9,459,802	9%
Publications	\$ 8,526,516	9,991,538	8%
Project Registration Fees	\$ 5,656,930	4,754,140	5%
Workshop Registrations	\$ 4,011,649	8,655,081	4%
Investment Income	\$ 1,679,148	633,843	2%
Sponsorship	\$ 1,184,950	1,646,506	1%
Grants	\$ 987,951	876,217	1%
Rental Income and Other	\$ 821,943	252,871	1%
Other	\$ 401,601	-	< 1%
Donated Materials	\$ 359,447	346,004	< 1%
<b>Total revenue</b>	<b>\$ 107,852,432</b>	<b>78,683,313</b>	<b>100%</b>

### Revenue

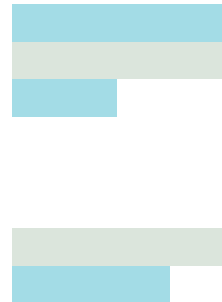


### Expenses

#### PROGRAM SERVICES

Registrations and Certification	\$ 26,151,915	15,197,754	28%
Education	\$ 20,204,890	11,044,613	22%
Conference	\$ 7,611,476	9,129,252	8%
<b>Total program services</b>	<b>\$ 53,968,281</b>	<b>35,371,619</b>	

### Expenses



#### SUPPORTING SERVICES

General and Administrative	\$ 27,895,195	17,233,099	30%
Membership Development	\$ 11,066,528	8,712,790	12%
<b>Total Supporting Services</b>	<b>\$ 38,961,723</b>	<b>25,945,889</b>	

**Total Expenses** \$ 92,930,004 61,317,508 100%

### CHANGE IN NET ASSETS

\$ 14,922,429 17,365,805

**Net Assets, Beginning of Year** \$ 38,266,077 20,900,272

**Net Assets, End of Year** \$ 53,188,506 38,266,077

## STATEMENT OF FINANCIAL POSITION

2009 2008

## Consolidated Financial Summary

## ASSETS

Cash And Cash Equivalents	\$ 16,448,282	9,282,670
Accounts Receivable, Net	\$ 1,592,643	9,003,010
Investments	\$ 44,220,095	35,879,354
Prepaid Expense And Deposits	\$ 1,199,228	1,036,693
Inventory	\$ 393,613	242,588
Property And Equipment, Net	\$ 21,297,334	9,596,706
Deferred Rent—Sublease	\$ 387,525	-
<b>Total Assets</b>	<b>\$ 85,538,720</b>	<b>65,041,021</b>

## LIABILITIES AND NET ASSETS

## Liabilities

Accounts Payable	\$ 2,593,807	2,147,715
Accrued Expenses	\$ 6,016,124	7,079,757
Deferred Revenue	\$ 16,138,764	16,147,833
Refundable Grant Advances	\$ 793,972	370,623
Note Payable	-	347,073
Deferred Rent	\$ 6,807,548	579,658
Subtenant Deposits	\$ -	102,285
<b>Total Liabilities</b>	<b>\$ 32,350,215</b>	<b>26,774,944</b>

## Net Assets

Undesignated	\$ 47,658,961	32,049,878
Board Designated	\$ 5,529,544	6,216,199
<b>Total Net Assets</b>	<b>\$ 53,188,506</b>	<b>38,266,077</b>
<b>Total Liabilities And Net Assets</b>	<b>\$ 85,538,720</b>	<b>65,041,021</b>



## U.S. Green Building Council

Anthony Bernheim	<i>Treasurer</i>	AECOM Design
Carlton Brown		Full Spectrum Development
Tim Cole	<i>Chair-Elect</i>	Forbo Linoleum Inc.
Walter Cuculic		Pulte Homes
Jim D'Aloisio		Klepper, Hahn & Hyatt
Mick Dalrymple		Desert Moon Productions
John Dalzell		Boston Redevelopment Authority
S. Richard Fedrizzi	<i>President, CEO</i>	USGBC
Tony Gale		Starbucks Coffee Company
Richard Graves	<i>Secretary</i>	Perkins+Will
Bob Harris		Lake/Flato
Beth Heider		Skanska USA Building Inc.
Mike Hess		X-nth Inc.
Punit Jain		Cannon Design
Vivian Loftness		Carnegie Mellon University
Mark MacCracken		CALMAC Mfg. Corp.
Dennis Maloskey		PA Governor's Green Government Council
Kim Shinn		TLC Engineering for Architecture
Lisa Shpritz		Bank of America
Charlie Tomlinson		WRT Architects
Ted van der Linden		DPR Construction
Gail Vittori	<i>Chair</i>	Center for Maximum Potential Building Systems
Paul von Paumgarten		Alliance for a Sustainable Built Environment
Rob Watson		EcoTech International
Elizabeth Whalen		Columbia Forest Products

## Green Building Certification Institute

Sally Wilson	<i>Chair</i>	CB Richard Ellis
Leon Gross	<i>Vice Chair</i>	N/A
Jim Goldman	<i>Secretary/Treasurer</i>	Turner Construction
Lucia Athens		CollinsWoerman
Vicki Flaherty		IBM
Thomas Mueller		Canadian Green Building Council
S. Richard Fedrizzi	<i>CEO</i>	USGBC (holds a voting seat)
Peter Templeton	<i>President</i>	Green Building Certification Institute - (ex-officio member)

\*Board names listed in blue denotes executive committee members.



Able Services  
 Acuity Brands, Inc.  
 AECOM Technology Corp.  
 Ambius  
 ARCOM  
 Armstrong  
 Autodesk Inc.  
 Balfour Beatty Construction  
 Bank Of America  
 Becoming Green  
 Booz Allen Hamilton  
 Boston Architectural College  
 Brick Industry Association  
 Building Design+Construction  
 BuildingEase  
 Carlisle Construction Materials  
 CBRE  
 ClimateTalk Alliance  
 Construction Specialties Inc.  
 Davis Construction  
 Draper Inc.  
 Dunn Edwards  
 DuPont  
 Dyson  
 Edmonds International  
 EMerge Alliance  
 EPS Molders Association  
 Ernst & Young LLP  
 FedEx  
 Fireman's Fund  
 Flavia  
 Forbo Flooring Systems

Gilbane Building Co.  
 Hanley Wood  
 Heery International  
 Hensel Phelps Construction Co.  
 Herman Miller  
 Hobart Corporation  
 HOK  
 Holcim (US)  
 Hunter Panels  
 Johnson Controls  
 Jones Lang LaSalle  
 Kawneer  
 Kimball Office  
 Kimberly-Clark  
 Kohler  
 LG Hausys Floors  
 Loll Design  
 Marvin Windows and Glass  
 McGraw-Hill Construction  
 Mortenson Construction  
 MWH  
 National Office Furniture  
 NCI Group Inc.  
 Nora Systems Inc.  
 Oldcastle Glass  
 OSRAM SYLVANIA  
 Parsons  
 PCL Construction  
 Perkins+Will  
 Plumbing Manufacturers  
 Institute  
 PMX  
 PPG Industries, Inc.

USGBC thanks  
 the following  
 organizations for  
 their generous  
 sponsorship of  
 Greenbuild 2009

PPI  
 Progressive Foam Technologies  
 Rosendin Electric Inc.  
 Shaw  
 Sherwin Williams  
 Skanska  
 Sloan  
 SSRcx  
 Staples Advantage  
 Steel Construction  
 Steelcase, Inc.  
 Sustainable Forestry Initiative  
 Tambient  
 The Blue Book  
 The HON Company  
 Tubelite Inc.  
 UL Environment, Inc  
 Waste Management  
 WAXIE Sanitary Supply

WE GRATEFULLY ACKNOWLEDGE THE FOLLOWING INDIVIDUALS, CORPORATIONS AND ORGANIZATIONS WHOSE GENEROUS CONTRIBUTIONS AND IN-KIND GIFTS ALLOW USGBC TO EXTEND THE BENEFITS OF GREEN BUILDING TO THOSE WHO WORK AND LEARN IN AMERICA'S SCHOOLS, TO RESIDENTS OF AFFORDABLE HOUSING AND TO COMMUNITIES AT RISK.

Donations have also supported several specific USGBC initiatives, including: USGBC's DC Headquarters and in-office Knowledge Center, greenhomeguide.com, REGREEN (in partnership with ASID), Greenbuild conf. scholarships, and LEED program development.

Adobe Systems  
 Ambius  
 Anonymous  
 Architectural &  
 Environmental Associates  
 Armstrong Commercial  
 Ceiling and Wall Systems  
 Autodesk, Inc.  
 The Bank of America  
 Charitable Foundation  
 Bob Barker  
 Parviz Boroumand  
 Bosch Home Appliances  
 E.T. & D.S. Brill  
 Joshua E. Brill  
 Randy Campbell  
 Nancy Cavey  
 Crestron  
 Sebastian de Atucha

Envision Design  
 Ernst & Young  
 Excel Dryer, Inc.  
 Rebecca Flora  
 Forbo Flooring  
 Garden Cub of America  
 GHT Limited Consulting  
 Engineers  
 Columba Gonzalez-  
 Quintanilla  
 Goodby, Silverstein &  
 Partners, Inc.  
 Green Building  
 Certification Institute  
 Grosvenor (USA) Ltd.  
 Haworth, Inc.  
 HermanMiller  
 The Home Depot Foundation  
 IceStone, LLC

J. Tucci Construction  
 Corporation  
 James G. Davis  
 Construction Corporation  
 The Jane Henson Foundation  
 Gwyn Jones  
 Maryanna Kieffer  
 Amy King  
 Knoll, Inc.  
 Louis Lavoie  
 MagicWig Productions, Inc.  
 Katherine Major  
 MechoShade Systems, Inc.  
 Milliken & Company  
 The Mohawk Group  
 Frank Moore  
 Newland Communities, LLC  
 Natalie Noel

Jeffrey W. Oppenheim  
 Valerie S. Oppenheim  
 Raechel Ritzer  
 Vikram Sharma  
 Sherwin Williams  
 Sloan Valve Company  
 Sonnenschein, Nath  
 & Rosenthal  
 Steelcase  
 Ken Stowe  
 Teknion  
 TL Roof & Associates  
 Construction Company  
 Turner Foundation  
 United Technologies  
 Corporation  
 Jaime Van Mourik  
 Wells Fargo  
 Mark Wohlfarth

# About USGBC

## MISSION

*to transform the way buildings and communities are designed, built and operated, enabling an environmentally and socially responsible, healthy, and prosperous environment that improves the quality of life.*

## VISION

*buildings and communities will regenerate and sustain the health and vitality of all life within a generation.*

## USGBC Programs & Initiatives

---

### LEED® GREEN BUILDING CERTIFICATION PROGRAM

The LEED green building certification system is the preeminent program for rating the design, construction and operation of green buildings and neighborhoods. A suite of LEED Professional Credentials identifies professionals who have demonstrated exceptional knowledge of LEED and green building. And through the Building Performance Partnership between LEED-certified projects and USGBC, performance data is collected and analyzed, helping building owners identify opportunities for optimizing performance and guiding the ongoing development of LEED.

[www.usgbc.org/leed](http://www.usgbc.org/leed)

### GREENBUILD

Greenbuild is the world's largest conference and exposition dedicated to green building. Launched in 2002, it has quickly become the can't-miss event for the green building industry. Each year, tens of thousands of professionals from all over the world are drawn to Greenbuild by outstanding educational sessions and speakers, green building tours, special seminars and networking events, and a huge exhibit hall featuring the newest products and technologies.

[www.greenbuildexpo.org](http://www.greenbuildexpo.org)

## ADVOCACY

At every level of government, USGBC is advancing the powerful mission of green buildings for all within a generation. Through talented volunteer corps of green building advocates and seasoned national staff, USGBC is providing policymakers and community leaders with the tools, strategies and resources they need to take leadership positions, foster innovation, and inspire action. From signature national advocacy programs promoting green schools to policy engagement with decision makers in the White House, the U.S. Congress and state houses and city halls across the country, USGBC is accelerating the uptake of policies and initiatives that enable and encourage market transformation toward a sustainable built environment.

[www.usgbc.org/government](http://www.usgbc.org/government)

## EDUCATION

Highly trained and knowledgeable professionals throughout the building industry are essential to USGBC's mission of market transformation. USGBC offers a diverse and accessible variety of educational opportunities, including in-person workshops, online trainings, publications, and ample free resources that enable people at all levels of green building experience to access the information they need to help make green buildings for everyone within a generation a reality.

[www.usgbc.org/education](http://www.usgbc.org/education)

## THE CENTER FOR GREEN SCHOOLS

The Center for Green Schools at the U.S. Green Building Council (USGBC) was established in fall 2010 as an initiative designed to carry out USGBC's vision to achieve green schools for everyone within this generation. From the kindergartner entering the classroom, to the Ph.D. student performing research in a lab, the Center provides the resources and support to elevate dialogue, accelerate policy and institute innovation toward green schools and campuses. High-performing schools result in high-performing students, and the Center works directly with staff, teachers, faculty, students, administrators, elected officials and communities to drive the transformation of all schools into sustainable places to live and learn, work and play.

[www.centerforgreenschools.org](http://www.centerforgreenschools.org)

## MEMBER AND CHAPTER COMMUNITY

USGBC's actively engaged member and chapter communities are at the core of USGBC's mission and drive the work USGBC does. At the national level, USGBC's 16,000-plus member companies and organizations support USGBC's mission-focused initiatives. Employees of member organizations serve on committees that drive the development of LEED, education and events, advocacy work, and other programs. They vote to fill leadership positions and to approve changes to the LEED rating systems. And they share their commitment to green building with colleagues and customers. Similarly, USGBC's chapter network drives and promotes the green building movement in communities and regions throughout the country. Individual chapter members are on-the-ground advocates who share ideas with each other through networking. They spread information and education throughout their communities, and an active network of Emerging Professionals groups in chapters nationwide provide opportunities for the next generation of green building innovators to hone their leadership and professional skills so they can be at the forefront of the new green economy.

[www.usgbc.org/membership](http://www.usgbc.org/membership) | [www.usgbc.org/chapters](http://www.usgbc.org/chapters)

**U.S. GREEN BUILDING COUNCIL**  
2101 L STREET NW, SUITE 500  
WASHINGTON, DC 20037  
800.795.1747  
**USGBC.ORG**

