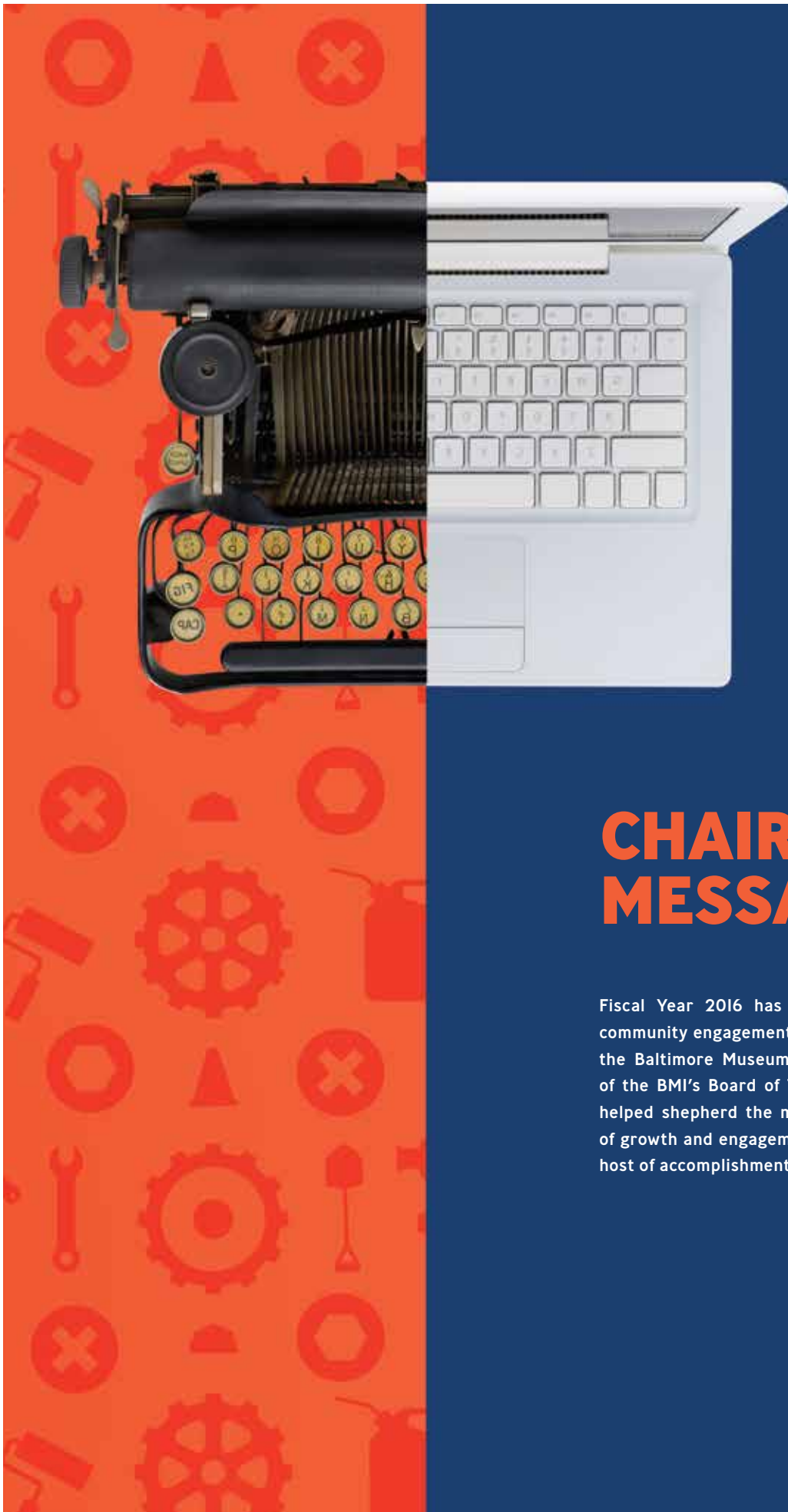


UP CLOSE AND INDUSTRIAL

FISCAL YEAR 2016 ANNUAL REPORT





CHAIRMAN'S MESSAGE

Fiscal Year 2016 has been a time of deepened community engagement and bold new initiatives for the Baltimore Museum of Industry. As Chairman of the BMI's Board of Trustees, I'm proud to have helped shepherd the museum through this period of growth and engagement, and to have overseen a host of accomplishments, including:



Exhibitions: Engaging the Public

In Fall 2015 we launched our first-ever crowd-sourced exhibition project. *Then and Now: Baltimore in The Public Eye* invited members of the public to submit contemporary photos of sites featured in the museum's BGE archival collection. The resulting exhibit is a compelling visual exploration of some of Baltimore's most iconic streets, buildings, and businesses past and present, revealing a complex city that has been defined by shifts in the way things are made, how they are moved, and where people live, work, and play.

Students and Families: Delivering New Activities

We are proud of our continued service to younger visitors. This year, we increased the number of school children we serve and piloted a new curriculum that complements our *Video Game Wizards* exhibition. In this lively interactive program, students develop creative thinking and team-building skills as they race against the clock to design their own board games. Our visitors asked for additional hands-on programs for families, and we delivered.

Weekend Workers is a vibrant new series of free, hands-on activities for kids of all ages. As they design circuits, build simple machines, or create roller coasters using household materials, participants have fun and learn about how things work.

Public Programs: Looking at the Future of Industry

Even as we offer lighthearted new initiatives, we are mindful of our obligation to promote dialogue about the economic future of Baltimore's neighborhoods, and to explore what happens to their residents as local industries evolve or disappear. This past spring, with generous sponsorship from the Maryland Humanities Council, we were pleased to present *Changing Baltimore*, a series of public programs that encouraged dialogue about the impact of industrial transformation and asked our visitors to consider what the future of industry might look like in Maryland.

Planning: Envisioning a Brighter Future

At the same time as we looked outward, offering new ways for our visitors to engage with the museum, we looked inward, ambitiously planning for the museum's future. Both Board and staff have been intensely and meaningfully involved in strategic planning this year, and I am pleased by the positive outcome of our deliberations, which envision a very bright future for the museum as we find new ways to serve the community.

As I step down from the Board chairmanship and hand the reins to my successor, Brad Spring, who so ably chaired our Strategic Planning committee, these accomplishments give me confidence that the museum is poised for continued success in the months and years to come.

Wm. Strett Baldwin
Chairman of the Board of Trustees

FROM THE DIRECTOR



When I took the helm of the BMI in February 2015, I was fortunate to inherit an institution that had been realizing steady, incremental growth in recent years. As we enter our 35th anniversary year, the museum is thriving, and we look forward confidently as we envision the next generation of programs and services to the community.

We've spent much of the last year involved in strategic planning, and I'm grateful to both board and staff for their deep engagement in the process and their willingness to cast a critical eye on the museum's operations. In the process, we revisited our mission statement. I am pleased that our new mission looks to the future even as it renews our commitment to honor our industrial heritage:

The Baltimore Museum of Industry celebrates Maryland's industrial legacy and shows how innovation fuels ongoing progress. Our exhibitions, educational programs, and collections engage visitors in the stories of the people who built Baltimore and those who shape the region's future.

We are complementing our strategic planning efforts by looking outside of the museum's walls to envision how we might capitalize on the positive change taking place in the neighborhood around us. This spring, we launched the first phase of our campus planning efforts, with a goal of positioning this unparalleled waterfront spot as a welcoming, accessible neighborhood amenity. We hope to use our campus to provide a more meaningful and fulsome interpretation of the Port, exploring how it continues to shape the region's industrial and cultural landscape.

Our outward, community-focused perspective is reflected in our efforts to restore and light our Bethlehem Steel shipyard crane, which was used to build Liberty Ships during the Second World War. The crane stands as both a symbol of American might and an impactful marker of the museum's location, and we look forward to the day when—freshly painted and dramatically lit—it will serve as a beacon in South Baltimore.

With the significance of our location very much in mind, we were proud this year to have the opportunity to honor Tom and Toby Bozzuto, Chairman/Co-Founder and President/CEO, respectively, of the Bozzuto Group, as our 2016 Industrialists of the Year. The award celebrates the innovation and community spirit shown by Maryland's most visionary business leaders, and our choice of Tom and Toby reflects our optimism about neighborhood change. Not only were Tom and Toby deserving and gracious honorees, they also helped ensure that this was our highest grossing Industrialist of the Year event to date.


I am grateful to our many benefactors, our community partners, our Board, and our staff for their generosity, support, and encouragement. I am pleased to have the opportunity to work together as we realize the museum's full potential.

Anita Kassof
Executive Director



A profile view of a young boy's face on the left side of the page, with his mouth wide open as if shouting or speaking enthusiastically. The background is a solid dark blue.

WHERE ALL KINDS OF WHEELS TURN

A vertical orange line on the left side of the text block.

Using the past to peek into the future, the BMI's educational programs continue to provide students and teachers with a variety of progressive learning opportunities.

SHIFTING GEARS

FROM TRADITIONAL LEARNING

Set in recreated historic workplaces and guided by highly trained Museum Educators, our unique educational programs use role-play to help teach children concepts that might otherwise seem static and boring.

For example, our award-winning Kids' Cannery program allows children to eagerly take on the roles of oyster shuckers. Not only do they learn about the process of operating an oyster cannery, they also discover the differences between skilled and unskilled laborers. Following this same model, other BMI programs place students in the roles of assembly line workers, business owners, garment makers, and video game developers, all with the goal of creating experiences that are not only fun, but educational as well.

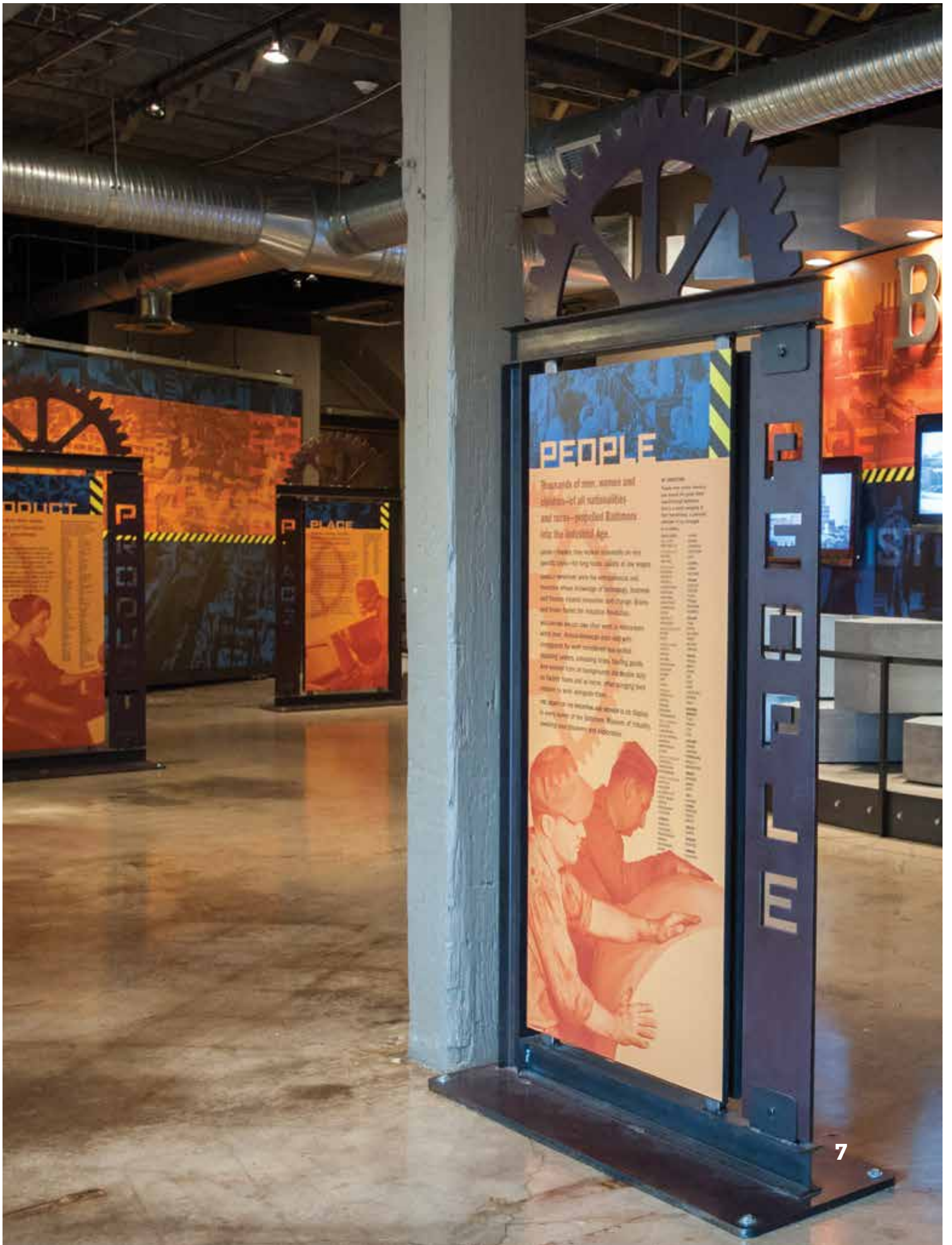
Beyond employing these hands-on learning techniques, the BMI's educational programs also directly enhance specific outcomes aligned with Maryland's College & Career Readiness Standards in social studies, language arts, math, and science.

The continued popularity of the BMI's educational programs is evidenced by the record number of school visitors who came to the museum during the past year. Altogether, the BMI provided a total of 92,317 educational services during the 2015-

2016 school year, an increase of more than 16%. The students, teachers, and chaperones who participated in these programs came to the BMI from Baltimore City and 19 different Maryland counties, as well as from Delaware, the District of Columbia, Massachusetts, Ohio, Pennsylvania, and Virginia.

In addition to our popular school field trip programs, the BMI also continues to administer the Maryland Engineering Challenges in partnership with the Engineering Society of Baltimore. Organized around ten different problem-solving activities, the Engineering Challenges expose students to a wide range of STEM content (science, technology, engineering, and math). Whether they're designing electrically powered robots, crash-testing miniature cars, or constructing model bridges from craft sticks, students who participate in the Engineering Challenges develop the skills needed to become engineers and scientists later in life.

Thanks to the generosity of various corporate donors, a total of 770 students from across Maryland took part in the FY2016 Engineering Challenges. Additionally, some 1,980 teachers, parents, siblings, and volunteers attended the BMI free of charge on Challenge days, where they too were exposed to the program's STEM content.



PEOPLE

Thousands of men, women and children—of all nationalities and races—populated Eastman into the Industrial Age.

Men—often the most educated in the world—brought their long years of study and their experience with the mathematics and mechanics of their knowledge of technology, science and business to the new machine age. Many had been trained by military academies.

Women brought their work as millwrights and their knowledge of machinery and their experience as well as their own skills in sewing, weaving, spinning, and dyeing. Many were trained in the textile mills and in the spinning and weaving of wool, cotton and silk.

The spirit of the industrial age was in the air. It was the spirit of the American dream, of industry, of progress and of the future.



QA TESTER

A TESTER

QUALITY ASSURANCE TESTER

Quality Assurance (QA) Tester

What do QA Testers do?
QA Testers are responsible for identifying and reporting errors in software applications before they reach the end user. They ensure that the software meets the requirements and functions as intended.

Why are QA Testers important?
QA Testers play a crucial role in ensuring the quality and reliability of software. They help prevent costly errors and improve the user experience.

How do QA Testers do their job?
QA Testers use various testing techniques, including manual testing and automated testing, to identify and report errors. They also collaborate with developers to resolve issues and improve the software.



- Identify and report errors in software applications
- Collaborate with developers to resolve issues
- Use various testing techniques, including manual and automated testing
- Ensure software meets requirements and functions as intended



EXHIBITS

HAVE ALL THE FUN

Permanent Gallery Upgrades

As one of the main sites of interaction with our visitors, exhibitions play an important role in fulfilling the BMI's educational mission. For this reason, the past fiscal year witnessed a number of improvements to the museum's permanent galleries. Perhaps the most notable was the refresh of our signature Baltimore Gas & Electric exhibition. Made possible through a generous gift from BGE on the occasion of its 200th anniversary, the updated exhibit is now better able to tell the story of America's first public utility through the addition of new interpretive signage and the display of previously unseen artifacts. Complementing the BGE refresh, FY2016 also saw additions to the museum's Garment Loft exhibition and Maryland Milestones Wall. Together, these improvements help ensure a unique experience for first-time and returning visitors alike.

Captivating Temporary Exhibitions

To further encourage repeat visitation, the BMI also hosts a rotating schedule of temporary exhibitions on a wide range of topics. During FY2016, these offerings included:

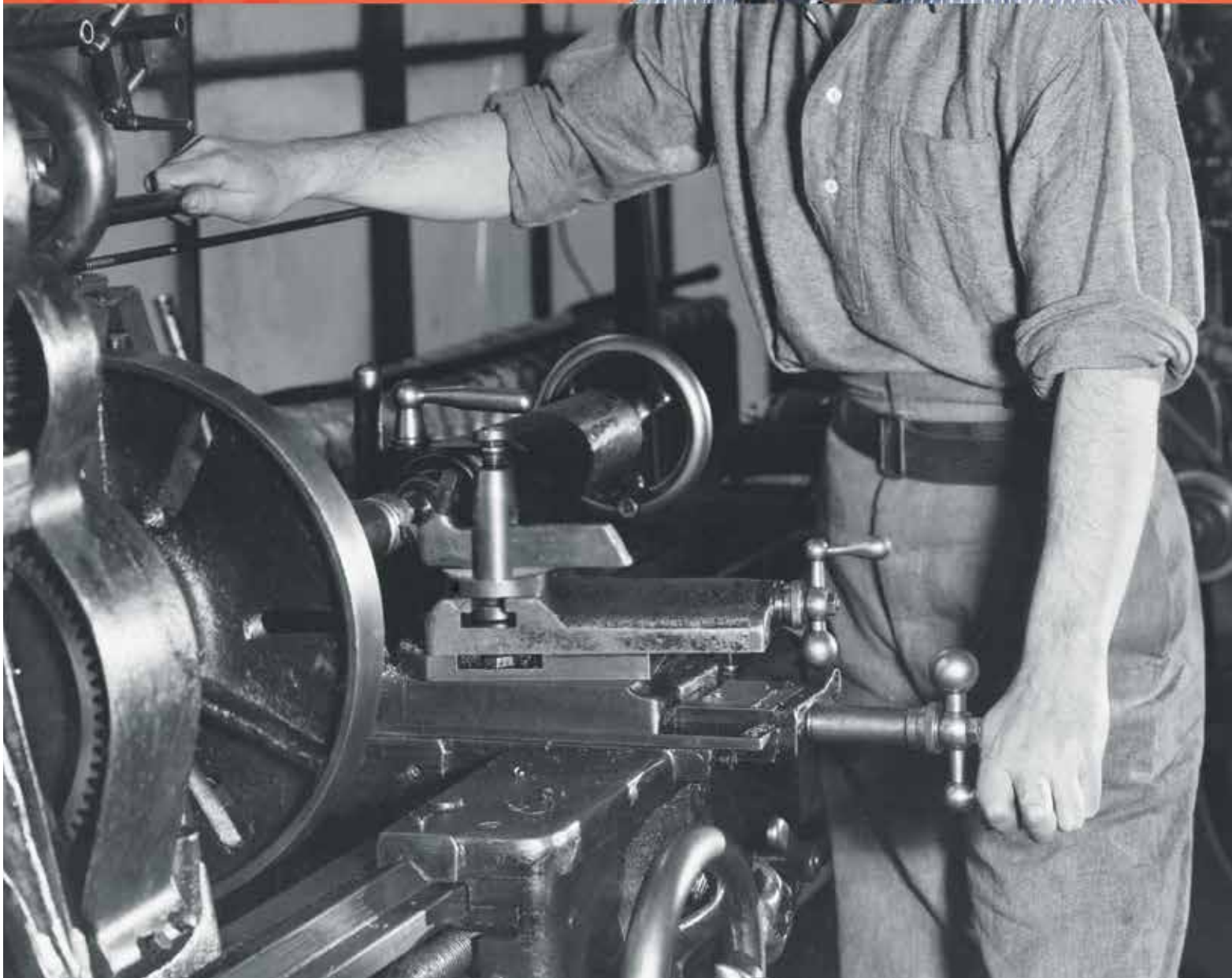
Not Yet Lost: The Art of Maryland Sign Painters (February 2015-January 2016)

Curated by MICA graduate student Samantha Redles, this exhibition examined the disappearing industrial art form of hand-lettered signs.

Then & Now: Baltimore in the Public Eye (February 2016-February 2017)

Drawing on grants from BGE, Maryland Humanities, and the Baltimore National Heritage Area, this unique crowd-sourced exhibition juxtaposes historical and contemporary photographs of Baltimore to discuss economic, social, and cultural change in the city over the past century. *Then & Now* also features an interactive touchscreen kiosk at which visitors can learn even more about the images and sites featured in the exhibit.

The impact of each of these temporary exhibitions was multiplied by a number of special themed programs. During the final months of *Not Yet Lost*, the BMI partnered with professional sign painter Brian Kaspr to offer a pair of weekend-long workshops. This was followed last spring by a series of lectures, film screenings, and oral history presentations designed to elaborate on the themes explored by *Then & Now*. Altogether, these various programs brought more than 400 participants and attendees to the museum in FY2016.



NOW ENTERING THE CONNECTION FACTORY

At the BMI, it's not just the industries of Baltimore that come together. It's the people too. That's why FY2016 was a hugely successful year for community programs, events, and more.



BRINGING A CITY TOGETHER

Public Programs

With a diverse range of activities for every age group, the BMI's public programs allow us to thank our loyal members and attract new audiences to the museum. During FY2016, these programs explored such topics as:

- The history of Sparrows Point
- The influence of the Linotype
- The impact of deindustrialization on African Americans
- Culinary events spotlighting local wines, beers, spirits, and food truck vendors
- Craft workshops on photography and bookbinding
- Several sessions of the popular "Wine & Canvas" and "Cookies & Canvas" painting classes
- Multiple walk-in activities through the new Weekend Workers program

Special Events

Ranging from exhibit openings to our ever-popular Bull & Oyster Roast, special events help the BMI promote its mission, raise funds, and reach out to diverse audiences. In FY2016, the museum's special event calendar included:

- Our well-attended Independence Day celebration
- A record-breaking BMI Golf Tournament hosted by Piney Branch Golf Club
- Our famous Bull & Oyster Roast
- Two invitation-only receptions for the unveiling of *Then & Now*
- An end-of-summer Crab Feast
- The annual Industrialist of the Year Award Luncheon, which raised a record amount for the museum's educational programs while honoring Tom and Toby Bozzuto

Collections

Totaling more than 100,000 unique catalog entries, the BMI's collection of artifacts, photographs, books, and historical records is among its largest and most valuable assets. Over the past year, the collections department undertook a number of projects aimed at making the museum's holdings more accessible to researchers. Among the most notable of these accomplishments was the recataloging of the BMI's entire 2,500 book library, the records of which are now fully searchable online. Equally impressive, collections staff and volunteers also successfully organized and transported the museum's large object collection to a new climate-controlled off-site storage facility. To date, these improvements have brought dozens of new researchers to the museum.

Campus Improvements

With help from several outside stakeholders, the BMI undertook the first phase of a campus master planning campaign this spring to reimagine what our unique waterfront location has to offer the community. As part of this process, the museum recently launched the new "Save the Crane" capital campaign in an effort to repair, repaint, and relight the 75-year-old Bethlehem Steel shipyard crane that towers over our campus. The "Save the Crane" effort has already succeeded in cleaning and sealing the crane's cab and replacing a number of deteriorated walkways. Once complete, we believe the restored, painted, and dramatically lit crane will again become a beacon for all of Baltimore.

FINANCIAL OVERVIEW

FOR YEAR ENDED JUNE 30, 2016

Statement of Financial Position

Assets

Cash & Cash Equivalents	\$251,736
Unconditional Promises to Give	25,393
Accounts Receivable	20,498
Inventory	8,945
Prepaid Expenses & Other Current Assets	20,678
Land, Property & Equipment, Net	2,822,419
Investments	389,040
Investments (Restricted)	150,000
Collections & Exhibits, Net	236,341
Deferred Loan Fees, Net	20,650
	\$3,945,700

Liabilities & Net Assets

Total Liabilities	\$3,020,796
Unrestricted Net Assets	924,904

\$3,945,700

Statement of Financial Activities

Income

Contributed Facilities, Equipment & Services	\$543,958
Contributions & Pledges	347,537
Grants	235,979
Membership Support	14,782
Program Revenue	561,440
Event Rentals	681,930
Fundraising Events	254,120
Sales & Rentals, Net	43,734

Total Income	\$2,683,480
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Expenses

Program Services	\$1,642,172
Supporting Services	542,148
Fundraising	367,761

Total Expense	\$2,552,081
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Operating Results	\$131,399
Investment Income	4,197
Interest Expense	(162,846)

Change in Net Assets	\$(27,250)
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ANNUAL FUND CONTRIBUTORS

FOR YEAR ENDED JUNE 30, 2016

Benefactor's Circle

Recognizing gifts of \$20,000 and above

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Brad Nimens
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Sarah Ramsey
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Stuart Robinson
Carla Rosenthal
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Justin Riemer
Robert Russell
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FOR YEAR ENDED JUNE 30, 2016

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