


**CitizenAudit.org**

Form <b>990</b>  Department of the Treasury Internal Revenue Service	<b>Return of Organization Exempt From Income Tax</b>  <b>Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)</b>	OMB No 1545-0047 <div> <div>2009</div> <div>Open to Public Inspection</div> </div>
	The organization may have to use a copy of this return to satisfy state reporting requirements	

<b>A For the 2009 calendar year, or tax year beginning 01-01-2009 and ending 12-31-2009</b>		<b>B Check if applicable</b> <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending		<b>C Name of organization</b> NATIONAL RESTAURANT ASSOCIATION  <b>Doing Business As</b>  Number and street (or P O box if mail is not delivered to street address) Room/suite 1200 17th St NW  City or town, state or country, and ZIP + 4 Washington, DC 200363097		<b>D Employer identification number</b>  36-1525480  <b>E Telephone number</b>  (202) 331-5900  <b>G Gross receipts \$</b> 71,838,136	
<b>F Name and address of principal officer</b> Marvin Irby 1200 17th St NW Washington, DC 200363097		<b>H(a) Is this a group return for affiliates?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  <b>H(b) Are all affiliates included?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions)  <b>H(c) Group exemption number</b> ▶					
<b>I Tax-exempt status</b> <input checked="" type="checkbox"/> 501(c) ( 6 ) ◀ (insert no ) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527							
<b>J Website:</b> ▶ www.restaurant.org							
<b>K Form of organization</b> <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		<b>L Year of formation</b> 1939		<b>M State of legal domicile</b> IL			

Part I		Summary		
Activities & Governance	<b>1</b>	Briefly describe the organization's mission or most significant activities The National Restaurant Association creates value for the industry and membership in the avenues of research, advocacy, and education We conduct research on behalf of the industry on current trends We advocate policy initiatives that affect the restaurant industry We provide educational and networking opportunities for the industry		
	<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
	<b>3</b>	Number of voting members of the governing body (Part VI, line 1a)	<b>3</b> 8	
	<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b> 8	
	<b>5</b>	Total number of employees (Part V, line 2a)	<b>5</b> 27	
	<b>6</b>	Total number of volunteers (estimate if necessary)	<b>6</b>	
	<b>7a</b>	Total gross unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b> 245,30	
	<b>b</b>	Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>	
Revenue	<b>8</b>	Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b> 5,572,190	<b>Current Year</b> 5,306,958
	<b>9</b>	Program service revenue (Part VIII, line 2g)	23,196,225	17,628,037
	<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	134,874	1,833,470
	<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	26,033,532	28,452,057
	<b>12</b>	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	54,936,821	53,220,522
	Expenses	<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	0
<b>14</b>		Benefits paid to or for members (Part IX, column (A), line 4)	0	0
<b>15</b>		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	24,166,852	23,256,983
<b>16a</b>		Professional fundraising fees (Part IX, column (A), line 11e)	0	0
<b>b</b>		Total fundraising expenses (Part IX, column (D), line 25) <input type="checkbox"/> 0		
<b>17</b>		Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)	37,431,494	28,488,435
<b>18</b>		Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	61,598,346	51,745,418
<b>19</b>		Revenue less expenses Subtract line 18 from line 12	-6,661,525	1,475,104
Net Assets or Fund Balances			<b>Beginning of Current Year</b>	<b>End of Year</b>
	<b>20</b>	Total assets (Part X, line 16)	39,088,933	39,763,887
	<b>21</b>	Total liabilities (Part X, line 26)	24,638,773	23,166,934
	<b>22</b>	Net assets or fund balances Subtract line 21 from line 20	14,450,160	16,596,953

<b>Part II</b>		<b>Signature Block</b>		
<b>Sign Here</b>	Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge			
	<div> <div></div> <div>Signature of officer</div> </div>		<div> <div>2010-11-15</div> <div>Date</div> </div>	
	<div> <div></div> <div>MARVIN IRBY CFO</div> <div>Type or print name and title</div> </div>			
<b>Paid Preparer's Use Only</b>	Preparer's signature <div></div>	Date	Check if self-employed <input checked="" type="checkbox"/>	Preparer's identifying number (see instructions)
	<div> <div>Firm's name (or yours if self-employed), address, and ZIP + 4</div> <div></div> </div>			EIN <div></div>
				Phone no <div></div>

Part III

Statement of Program Service Accomplishments

1

Briefly describe the organization’s mission

Our vision is to lead America's restaurant industry into a new era of prosperity, prominence, and participation enhancing the quality of life for all we serve

2

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

☐ Yes ☒ No

If “Yes,” describe these new services on Schedule O

3

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

☐ Yes ☒ No

If “Yes,” describe these changes on Schedule O

4

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses

Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a

(Code ) (Expenses \$ 0 including grants of \$ 0 ) (Revenue \$ 0 )

Food safety training and other educational programs include ServSafe, which is the industry standard for training employees in safe food handling In 2009, the NRA has trained more than 447,000 managers and restaurant employees

4b

(Code ) (Expenses \$ 0 including grants of \$ 0 ) (Revenue \$ 0 )

Government Relations and Communications The NRA monitors both Federal and State government and legislation for changes in their policies as it relates to the restaurant industry Depending on the specific issue the NRA, along with the State Restaurant Associations, will develop an appropriate position and response to the specific issue and work with the government agencies/organizations to achieve the best possible outcome for the industry The NRA maintains and distributes publications on various matters that affect the industry

4c

(Code ) (Expenses \$ 0 including grants of \$ 0 ) (Revenue \$ 0 )

Annual Trade Show The NRA hosts the largest restaurant related trade show each May in Chicago The show consists of demonstrations, seminars and vendor exhibits

4d

Other program services (Describe in Schedule O )










(Expenses \$ 0 including grants of \$ 0 ) (Revenue \$ 0 )

4e

Total program service expenses \$ 0

Part IV

Checklist of Required Schedules

			Yes	No				
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A . . . . .	1		No				
2	Is the organization required to complete Schedule B, Schedule of Contributors? 	2	Yes					
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I 	3	Yes					
4	<b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II . . . . .	4						
5	<b>Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations.</b> Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? If "Yes," complete Schedule C, Part III 	5	Yes					
6	Did the organization maintain any donor advised funds or any similar funds or accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I . . . . .	6		No				
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," complete Schedule D, Part II . . . .	7		No				
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III . . . . .	8		No				
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV . . . . .	9		No				
10	Did the organization, directly or through a related organization, hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V	10		No				
11	Is the organization's answer to any of the following questions "Yes"? If so, complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable. . . . . 	11	Yes					
	• Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.							
	• Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII.							
	• Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII.							
	• Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX.							
	• Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X.							
	• Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48? If "Yes," complete Schedule D, Part X.							
12	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII 	12		No				
12A	Was the organization included in consolidated, independent audited financial statements for the tax year? <table><tr><td>Yes</td><td>No</td></tr><tr><td></td><td>12A Yes</td></tr></table>	Yes	No		12A Yes			
Yes	No							
	12A Yes							
	If "Yes," completing Schedule D, Parts XI, XII, and XIII is optional . . . . . 							
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13		No				
14a	Did the organization maintain an office, employees, or agents outside of the United States? . . . .	14a		No				
14b	<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the United States? If "Yes," complete Schedule F, Part I . . . . .	14b		No				
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U S ? If "Yes," complete Schedule F, Part II . . . .	15		No				
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U S ? If "Yes," complete Schedule F, Part III . . . .	16		No				
17	Did the organization report a total of more than \$15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I	17		No				
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II . . . . .	18		No				
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III . . . . .	19		No				
20	Did the organization operate one or more hospitals? If "Yes," complete Schedule H . . . . .	20		No				

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II . . . .</i>	21		No
22	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III . . . .</i>	22		No
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J . . . .</i>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to line 25 . . . .</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . .	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . .	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . .	24d		
25a	<b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I . . . .</i>	25a		
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I . . . .</i>	25b		
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II . . . .</i>	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III . . . .</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV . . . .</i>	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV . . . .</i>	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee of the organization (or a family member) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV . . . .</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	Yes	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M . . . .</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I . . . .</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II . . . .</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I . . . .</i>	33	Yes	
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1 . . . .</i>	34	Yes	
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2 . . . .</i>	35	Yes	
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2 . . . .</i>	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI . . . .</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . .	38	Yes	

Part V

Statements Regarding Other IRS Filings and Tax Compliance

			Yes	No
1a	Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable . . . . .	1a	176	
	b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .			1c	Yes
2a	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return . . . . .	2a	273	
	b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return (see instructions)			
3a Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return? . . . . .			3a	Yes
b If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O . . . . .			3b	Yes
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .			4a	No
b If "Yes," enter the name of the foreign country: <input type="text"/> See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts				
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . .			5a	No
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b	No
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction? . . . . .			5c	
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible? . . . . .			6a	Yes
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .			6b	Yes
7 Organizations that may receive deductible contributions under section 170(c).				
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? . . . . .			7a	
b If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .			7b	
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .			7c	
d If "Yes," indicate the number of Forms 8282 filed during the year . . . . .			7d	
e Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? . . . . .			7e	
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . .			7f	
g For all contributions of qualified intellectual property, did the organization file Form 8899 as required? . . . .			7g	
h For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required? . . . . .			7h	
8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year? . . . . .			8	
9 Sponsoring organizations maintaining donor advised funds.				
a Did the organization make any taxable distributions under section 4966? . . . . .			9a	
b Did the organization make a distribution to a donor, donor advisor, or related person? . . . . .			9b	
10 Section 501(c)(7) organizations. Enter				
a Initiation fees and capital contributions included on Part VIII, line 12 . . . . .			10a	
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities			10b	
11 Section 501(c)(12) organizations. Enter				
a Gross income from members or shareholders . . . . .			11a	
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them) . . . . .			11b	
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?			12a	
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year			12b	

Part VI

Governance, Management, and Disclosure

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Section A. Governing Body and Management

			Yes	No
1a	Enter the number of voting members of the governing body . . .	1a	85	
b	Enter the number of voting members that are independent . . .	1b	85	
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .	2		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? . . .	3		No
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?	4	Yes	
5	Did the organization become aware during the year of a material diversion of the organization's assets? . . .	5		No
6	Does the organization have members or stockholders? . . . . .	6	Yes	
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body? . . . . .	7a	Yes	
b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons? . . .	7b	Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following			
a	The governing body? . . . . .	8a	Yes	
b	Each committee with authority to act on behalf of the governing body? . . . . .	8b	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .	9		No

Section B. Policies

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

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

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed▶IL
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you make these available. Check all that apply. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request
19	Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization ▶ Caelie Skalniak 175 W Jackson Blvd Suite 1500 Chicago, IL 60604 (312) 715-6765

## **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

• List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

☐ Check this box if the organization did not compensate any current or former officer, director, trustee or key employee

Form **990** (2009)



<b>1b</b>	<b>Total</b> . . . . .	4,968,149	0	664,363
-----------	------------------------	-----------	---	---------

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 in reportable compensation from the organization **▶**39

		<b>Yes</b>	<b>No</b>
<b>3</b>	Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	<b>3</b> Yes	
<b>4</b>	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	<b>4</b> Yes	
<b>5</b>	Did any person listed on line 1a receive or accrue compensation from any unrelated organization for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .	<b>5</b>	No

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization

(A) Name and business address	(B) Description of services	(C) Compensation
GES Exposition Services Inc 7000 Lindell Avenue Las Vegas, NV 89118	Exposition Services	970,314
United Parcel Service Box 577 Carol Stream, IL 60132	Shipping	797,188
Metropolitan Pier and Exposition 75 Remittance Drive Ste 1362 Chicago, IL 60675	Event Services	828,734
Dewey Square Group LLC 1001 G Street NW Suite 400E Washington, DC 20001	Public affairs counsel	772,110
Jacobs and Clevenger Inc 515 N State Street Suite 1700 Chicago, IL 60654	Marketing services	614,074
<b>2</b> Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization <b>▶</b> 60		

Part VIII

Statement of Revenue

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514		
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . .	1a	0	5,306,958				
	b	Membership dues . . . . .	1b	2,464,242					
	c	Fundraising events . . . . .	1c	0					
	d	Related organizations . . . .	1d	0					
	e	Government grants (contributions)	1e	0					
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	2,842,716					
	g	Noncash contributions included in lines 1a-1f \$ 54,274							
	h	Total. Add lines 1a-1f . . . . .							
Program Service Revenue			Business Code						
	2a	Annual Trade Show	541,900	16,099,411	16,099,411	0	0		
	b	Conference & Seminars	611,710	876,903	876,903	0	0		
	c	Member Programs	611,710	289,749	0	289,749	0		
	d	Shared services	611,710	361,974	361,974	0	0		
	e								
	f	All other program service revenue		0	0	0	0		
	g	Total. Add lines 2a-2f . . . . .			17,628,037				
Other Revenue	3	Investment income (including dividends, interest and other similar amounts) . . . . .			1,582,325	0	0	1,582,325	
	4	Income from investment of tax-exempt bond proceeds . . .			0	0	0	0	
	5	Royalties . . . . .			864,014	0	0	864,014	
	6a	Gross Rents	(i) Real	(ii) Personal	-238,571	0	-44,443	-194,128	
		b	Less rental expenses	3,064,614					0
		c	Rental income or (loss)	3,303,185					0
		d	Net rental income or (loss) . . . . .	-238,571					0
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other	251,145	0	0	251,145	
		b	Less cost or other basis and sales expenses	12,534,960					0
		c	Gain or (loss)	12,283,815					0
		d	Net gain or (loss) . . . . .	251,145					0
	8a	Gross income from fundraising events (not including \$ 0 of contributions reported on line 1c) See Part IV, line 18 . . . . .							
		b	Less direct expenses . . . . .						
		c	Net income or (loss) from fundraising events . . .						
	9a	Gross income from gaming activities See Part IV, line 19 . . . . .							
		b	Less direct expenses . . . . .						
		c	Net income or (loss) from gaming activities . . .						
	10a	Gross sales of inventory, less returns and allowances . .			27,744,404	27,744,404	0	0	
		b	Less cost of goods sold . . . . .	30,775,018					
		c	Net income or (loss) from sales of inventory . . .	3,030,614					
Miscellaneous Revenue		Business Code							
11a	Misc revenue	900,099		82,210	82,210	0	0		
b									
c									
d	All other revenue . . . . .			0	0	0	0		
e	Total. Add lines 11a-11d . . . . .			82,210					
12	Total revenue. See Instructions . . . . .			53,220,522	45,164,902	245,306	2,503,356		

Part IX

Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns.

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the U S See Part IV, line 21				
2	Grants and other assistance to individuals in the U S See Part IV, line 22				
3	Grants and other assistance to governments, organizations, and individuals outside the U S See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees . . . . .	5,632,512			
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .				
7	Other salaries and wages	13,421,615			
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . .	1,100,688			
9	Other employee benefits . . . . .	1,829,787			
10	Payroll taxes . . . . .	1,272,381			
11	Fees for services (non-employees)				
a	Management . . . . .	27,180			
b	Legal . . . . .	751,163			
c	Accounting . . . . .	167,168			
d	Lobbying . . . . .	1,217,506			
e	Professional fundraising See Part IV, line 17 . . . . .	0			
f	Investment management fees . . . . .	57,082			
g	Other . . . . .	5,313,757			
12	Advertising and promotion . . . . .	619,905			
13	Office expenses . . . . .	3,171,247			
14	Information technology . . . . .	61,337			
15	Royalties . . . . .	2,800,000			
16	Occupancy . . . . .	1,828,580			
17	Travel . . . . .	905,036			
18	Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .	0			
19	Conferences, conventions, and meetings . . . . .	6,123,195			
20	Interest . . . . .	1,435			
21	Payments to affiliates . . . . .	382,267			
22	Depreciation, depletion, and amortization . . . . .	854,946			
23	Insurance . . . . .				
24	Other expenses Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below )				
a	SRA Incentive fees	2,389,718			
b	Printing	1,168,039			
c	Credit and bank fees	459,133			
d	Other expenses	48,051			
e	Bad Debt Expense	141,690			
f	All other expenses				
25	Total functional expenses. Add lines 1 through 24f	51,745,418	0	0	0
26	Joint costs. Check here <input checked="" type="checkbox"/> if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X

Balance Sheet

					(A)		(B)
					Beginning of year		End of year
Assets	1	Cash—non-interest-bearing . . . . .			150,000	1	5,255,926
	2	Savings and temporary cash investments . . . . .			4,051,421	2	0
	3	Pledges and grants receivable, net . . . . .				3	0
	4	Accounts receivable, net . . . . .			3,432,966	4	4,415,029
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L . . . . .				5	0
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) Complete Part II of Schedule L . . . . .				6	0
	7	Notes and loans receivable, net . . . . .				7	0
	8	Inventories for sale or use . . . . .			1,595,560	8	746,572
	9	Prepaid expenses and deferred charges . . . . .			853,202	9	530,836
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a	31,408,405			
	b	Less accumulated depreciation . . . . .	10b	15,169,798	17,095,659	10c	16,238,607
	11	Investments—publicly traded securities . . . . .			10,683,233	11	11,888,452
	12	Investments—other securities See Part IV, line 11 . . . . .			0	12	
	13	Investments—program-related See Part IV, line 11 . . . . .				13	
	14	Intangible assets . . . . .				14	0
	15	Other assets See Part IV, line 11 . . . . .			1,226,892	15	688,465
	16	Total assets. Add lines 1 through 15 (must equal line 34) . . . . .			39,088,933	16	39,763,887
Liabilities	17	Accounts payable and accrued expenses . . . . .			10,297,201	17	9,626,604
	18	Grants payable . . . . .				18	0
	19	Deferred revenue . . . . .			7,525,432	19	6,536,088
	20	Tax-exempt bond liabilities . . . . .				20	0
	21	Escrow or custodial account liability Complete Part IV of Schedule D . . . . .				21	0
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L . . . . .				22	0
	23	Secured mortgages and notes payable to unrelated third parties . . . . .			3,836,845	23	3,716,137
	24	Unsecured notes and loans payable to unrelated third parties . . . . .				24	0
	25	Other liabilities Complete Part X of Schedule D . . . . .			2,979,295	25	3,288,105
	26	Total liabilities. Add lines 17 through 25 . . . . .			24,638,773	26	23,166,934
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.						
	27	Unrestricted net assets . . . . .			12,347,858	27	14,494,651
	28	Temporarily restricted net assets . . . . .			2,102,302	28	2,102,302
	29	Permanently restricted net assets . . . . .			0	29	0
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.						
	30	Capital stock or trust principal, or current funds . . . . .				30	
	31	Paid-in or capital surplus, or land, building or equipment fund . . . . .				31	
	32	Retained earnings, endowment, accumulated income, or other funds . . . . .				32	
	33	Total net assets or fund balances . . . . .			14,450,160	33	16,596,953
	34	Total liabilities and net assets/fund balances . . . . .			39,088,933	34	39,763,887

**Part XI Financial Statements and Reporting**

	Yes	No
<b>1</b> Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
<b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant? . . .		No
<b>b</b> Were the organization's financial statements audited by an independent accountant? . . . . .	Yes	
<b>c</b> If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O . . . .	Yes	
<b>d</b> If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a consolidated basis, separate basis, or both <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis		
<b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . . . .		No
<b>b</b> If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits . . .		

SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury

Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ Complete if the organization is described below.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2009

Open to Public Inspection

If the organization answered “Yes,” to Form 990, Part IV, Line 3, or Form 990-EZ, Part VI, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered “Yes,” to Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered “Yes,” to Form 990, Part IV, Line 5 (Proxy Tax) or Form 990-EZ, line 35a (regarding proxy tax), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization NATIONAL RESTAURANT ASSOCIATION	Employer identification number  36-1525480
---	--

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1	Provide a description of the organization's direct and indirect political campaign activities in Part IV	
2	Political expenditures	▶ \$ 0
3	Volunteer hours	0

Part I-B Complete if the organization is exempt under section 501(c)(3).

1	Enter the amount of any excise tax incurred by the organization under section 4955	▶ \$	
2	Enter the amount of any excise tax incurred by organization managers under section 4955	▶ \$	
3	If the organization incurred a section 4955 tax, did it file Form 4720 for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No
4a	Was a correction made?		<input type="checkbox"/> Yes <input type="checkbox"/> No
b	If "Yes," describe in Part IV		

Part I-C Complete if the organization is exempt under section 501(c) except section 501(c)(3).

1	Enter the amount directly expended by the filing organization for section 527 exempt function activities	▶ \$	0
2	Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt funtion activities	▶ \$	0
3	Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b	▶ \$	0
4	Did the filing organization file Form 1120-POL for this year?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
5	State the names, addresses and employer identification number (EIN) of all section 527 political organizations to which payments were made For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV		

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-
NRA Political Action Committee	1200 17th Street NW Washington, DC 20036	52-1220888	0	0

Part II-A

Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A

Check

☐

if the filing organization belongs to an affiliated group

B

Check

☐

if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing Organization's Totals	(b) Affiliated Group Totals												
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)															
b Total lobbying expenditures to influence a legislative body (direct lobbying)															
c Total lobbying expenditures (add lines 1a and 1b)															
d Other exempt purpose expenditures															
e Total exempt purpose expenditures (add lines 1c and 1d)															
f Lobbying nontaxable amount Enter the amount from the following table in both columns															
<table><tr><td>If the amount on line 1e, column (a) or (b) is:</td><td>The lobbying nontaxable amount is:</td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
g Grassroots nontaxable amount (enter 25% of line 1f)															
h Subtract line 1g from line 1a If zero or less, enter -0-															
i Subtract line 1f from line 1c If zero or less, enter -0-															
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		<input type="checkbox"/> Yes	<input type="checkbox"/> No												

4-Year Averaging Period Under Section 501(h)  
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f on page 4.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2006	(b) 2007	(c) 2008	(d) 2009	(e) Total
2a Lobbying non-taxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots non-taxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Part II-B

Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

		(a)		(b)
		Yes	No	Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
	a Volunteers?			
	b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
	c Media advertisements?			
	d Mailings to members, legislators, or the public?			
	e Publications, or published or broadcast statements?			
	f Grants to other organizations for lobbying purposes?			
	g Direct contact with legislators, their staffs, government officials, or a legislative body?			
	h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
	i Other activities? If "Yes," describe in Part IV			
	j Total lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

		Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1 Yes	
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	No
3	Did the organization agree to carryover lobbying and political expenditures from the prior year?	3	No

Part III-B

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, lines 1 and 2 are answered "No" OR if Part III-A, line 3 is answered "Yes".

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) non-deductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV

Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and Part II-B, line 1i. Also, complete this part for any additional information.

Identifier	Return Reference	Explanation
SchC_P1A_S00_L01	Schedule C, Part I-A, Line 1	For its indirect political campaign activities the NRA has established the NRA Political Action Committee, EIN 52-1220888
SchC_P1A_S00_L03	Schedule C, Part I-A, Line 3	Volunteer activities - the NRA encourages people to participate in the political process, although no records of these activities are maintained



SCHEDULE D  
(Form 990)

Supplemental Financial Statements

▶ **Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.**  
▶ **Attach to Form 990. ▶ See separate instructions.**

OMB No 1545-0047

2009

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

<b>Name of the organization</b> NATIONAL RESTAURANT ASSOCIATION	<b>Employer identification number</b> 36-1525480
--	---

Part I

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

	<b>(a)</b> Donor advised funds	<b>(b)</b> Funds and other accounts
<b>1</b>	Total number at end of year	
<b>2</b>	Aggregate contributions to (during year)	
<b>3</b>	Aggregate grants from (during year)	
<b>4</b>	Aggregate value at end of year	
<b>5</b>	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? <div><input type="checkbox"/> <b>Yes</b><input type="checkbox"/> <b>No</b></div>	
<b>6</b>	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? <div><input type="checkbox"/> <b>Yes</b><input type="checkbox"/> <b>No</b></div>	

Part II

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

**1**

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)

☐ Preservation of an historically importantly land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

**2**

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

	<b>Held at the End of the Year</b>
<b>2a</b>	
<b>2b</b>	
<b>2c</b>	
<b>2d</b>	

**3**

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ▶ \_\_\_\_\_

**4**

Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

**5**

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ **Yes**☐ **No**

**6**

Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ▶ \_\_\_\_\_

**7**

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

**8**

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ **Yes**☐ **No**

**9**

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

Part III

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

**1a**

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

**b**

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

**(i)** Revenues included in Form 990, Part VIII, line 1

▶ \$ \_\_\_\_\_

**(ii)** Assets included in Form 990, Part X

▶ \$ \_\_\_\_\_

**2**

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

**a**

Revenues included in Form 990, Part VIII, line 1

▶ \$ \_\_\_\_\_

**b**

Assets included in Form 990, Part X

▶ \$ \_\_\_\_\_

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other

4

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

5

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

☐ Yes

☐ No

Part IV

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

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV and complete the following table

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

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

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a	Beginning of year balance . . . . .				
b	Contributions . . . . .				
c	Investment earnings or losses . . . . .				
d	Grants or scholarships . . . . .				
e	Other expenditures for facilities and programs . . . . .				
f	Administrative expenses . . . . .				
g	End of year balance . . . . .				

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶ %

b

Permanent endowment ▶ %

c

Term endowment ▶ %

3a

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

(i) unrelated organizations . . . . .

(ii) related organizations . . . . .

3a(i)

Yes

No

3a(ii)

b

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

3b

4

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

Part VI

Investments—Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land . . . . .	0	5,910,366		5,910,366
b Buildings . . . . .	0	16,830,520	9,962,506	6,868,014
c Leasehold improvements . . . . .	0	3,571,370	2,234,971	1,336,399
d Equipment . . . . .	0	2,101,082	1,458,761	642,321
e Other . . . . .	0	2,995,067	1,513,560	1,481,507
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) . . . . . ▶				16,238,607



Part XIReconciliation of Change in Net Assets from Form 990 to Financial Statements			
1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	53,220,522
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	51,745,418
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	1,475,104
4	Net unrealized gains (losses) on investments	4	0
5	Donated services and use of facilities	5	0
6	Investment expenses	6	0
7	Prior period adjustments	7	481,703
8	Other (Describe in Part XIV)	8	189,987
9	Total adjustments (net) Add lines 4 - 8	9	671,690
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	2,146,794

Part XIIReconciliation of Revenue per Audited Financial Statements With Revenue per Return			
1	Total revenue, gains, and other support per audited financial statements . . . . .	1	53,892,212
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments . . . . .	2a	0
b	Donated services and use of facilities . . . . .	2b	0
c	Recoveries of prior year grants . . . . .	2c	0
d	Other (Describe in Part XIV) . . . . .	2d	671,690
e	Add lines 2a through 2d . . . . .	2e	671,690
3	Subtract line 2e from line 1 . . . . .	3	53,220,522
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	0
b	Other (Describe in Part XIV) . . . . .	4b	0
c	Add lines 4a and 4b . . . . .	4c	0
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12 ) . . . . .	5	53,220,522

Part XIIIReconciliation of Expenses per Audited Financial Statements With Expenses per Return			
1	Total expenses and losses per audited financial statements . . . . .	1	51,745,418
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities . . . . .	2a	0
b	Prior year adjustments . . . . .	2b	0
c	Other losses . . . . .	2c	0
d	Other (Describe in Part XIV) . . . . .	2d	0
e	Add lines 2a through 2d . . . . .	2e	0
3	Subtract line 2e from line 1 . . . . .	3	51,745,418
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	0
b	Other (Describe in Part XIV) . . . . .	4b	0
c	Add lines 4a and 4b . . . . .	4c	0
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18 ) . . . . .	5	51,745,418

Part XIVSupplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Identifier	Return Reference	Explanation
SchD_P10_S00_L00	Schedule D, Part X	The Association is subject to income tax on any unrelated business income, net of related expenses. There was no liability required for unrelated business income at December 2009 and 2008. An estimated tax payment of \$200,000 was refunded to the Association in January 2010. In 2009, the Association adopted the accounting standard on Accounting for Uncertainty in Income Taxes, which addresses the determination of whether tax benefits claimed or expected to be claimed on a tax return should be recorded in the financial statements. Under this guidance, the Association may recognize the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by taxing authorities, based on the technical merits of the position. Examples of tax positions include the tax exempt status of the Association and various positions related to the potential sources of unrelated business taxable income (UBIT). During 2009, there were no unrecognized tax benefits identified or recorded as liabilities. The Association files certain information and income tax returns in the U S federal jurisdiction and various other states. The Association is generally no longer subject to examination by the Internal Revenue Service for years before 2006.
SchD_P11_S00_L08	Schedule D, Part XI, Line 8	Pension Adjustment 189,987
SchD_P12_S00_L02d	Schedule D, Part XII, Line 2d	Pension Adjustment 189,987, Prior Period Adjustment 481,703

Schedule J  
(Form 990)

Compensation Information

OMB No 1545-0047

2009

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees  
▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.  
▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization  
NATIONAL RESTAURANT ASSOCIATION

Employer identification number  
36-1525480

Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items <div><div><input checked="" type="checkbox"/> First-class or charter travel</div><div><input type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Tax idemnification and gross-up payments</div><div><input type="checkbox"/> Discretionary spending account</div><div><input type="checkbox"/> Housing allowance or residence for personal use</div><div><input type="checkbox"/> Payments for business use of personal residence</div><div><input checked="" type="checkbox"/> Health or social club dues or initiation fees</div><div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div>		
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain	1b	Yes
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	Yes
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply <div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input checked="" type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Form 990 of other organizations</div><div><input checked="" type="checkbox"/> Written employment contract</div><div><input checked="" type="checkbox"/> Compensation survey or study</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization <div><div>a Receive a severance payment or change-of-control payment?</div><div>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</div><div>c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III</div></div>	4a	Yes
		4b	Yes
		4c	No
	Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.		
5	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of <div><div>a The organization?</div><div>b Any related organization? If "Yes," to line 5a or 5b, describe in Part III</div></div>	5a	
		5b	
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of <div><div>a The organization?</div><div>b Any related organization? If "Yes," to line 6a or 6b, describe in Part III</div></div>	6a	
		6b	
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III	8	
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	9	

Part II

Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use Schedule J-1 if additional space needed.

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

**Note.** The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
Dawn Sweeney	(i)	679,362	155,000	38,413	234,700	97,131	1,204,606	165,644
	(ii)	0	0	0	0	0	0	0
Peter G Kilgore	(i)	391,900	20,337	20,064	14,700	14,500	461,501	0
	(ii)	0	0	0	0	0	0	0
Michael McCallum	(i)	340,787	27,164	1,242	14,700	12,600	396,493	0
	(ii)	0	0	0	0	0	0	0
Molly Muldoon	(i)	246,755	57,500	540	5,510	13,463	323,768	0
	(ii)	0	0	0	0	0	0	0
Elizabeth Kathryn Johnson	(i)	275,809	0	810	8,250	12,600	297,469	0
	(ii)	0	0	0	0	0	0	0
Patrick Volz	(i)	239,268	30,000	592	14,700	12,433	296,993	0
	(ii)	0	0	0	0	0	0	0
David Matthews	(i)	249,974	0	3,564	12,692	16,190	282,420	0
	(ii)	0	0	0	0	0	0	0
David Gilbert	(i)	427,195	0	1,099	8,077	15,350	451,721	0
	(ii)	0	0	0	0	0	0	0
Mary Pat Heftman	(i)	254,730	33,480	17,310	14,700	21,180	341,400	0
	(ii)	0	0	0	0	0	0	0
Susan H Robusto	(i)	217,561	23,500	486	14,700	21,487	277,734	0
	(ii)	0	0	0	0	0	0	0
James Balda	(i)	234,586	10,000	486	8,677	12,600	266,349	0
	(ii)	0	0	0	0	0	0	0
Hudson Riehle	(i)	202,657	20,079	2,322	13,279	13,500	251,837	0
	(ii)	0	0	0	0	0	0	0
John A Bluemke	(i)	191,918	23,500	3,382	12,854	14,800	246,454	0
	(ii)	0	0	0	0	0	0	0
Mary M A dolf	(i)	0	0	191,338	0	0	191,338	0
	(ii)	0	0	0	0	0	0	0
LaVerne Warlick	(i)	102,342	10,428	61,078	0	6,635	180,483	0
	(ii)	0	0	0	0	0	0	0
George Margula	(i)	63,663	0	95,928	0	2,355	161,946	0
	(ii)	0	0	0	0	0	0	0

Part III

Supplemental Information

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

Ident if ier	Ret urn Reference	Explan at ion
SchJ_P01_S00_L01a	Schedule J, Part I, Line 1a	Business class (or first class if business is not available) airfare is authorized for the CEO if the duration of the flight exceeds 4 5 hours. The CEO is authorized to maintain 2 memberships in various private clubs in Washington and New York for use in her duties for the Association. These clubs are used for business purposes only. Some executives are allowed to have one health club membership paid for by the Association.
SchJ_P01_S00_L03	Schedule J, Part I, Line 3	The NRA Compensation Committee meets at least three times a year to review compensation of the Chief Executive Officer and other officers. An outside consultant is engaged to review compensation data with comparable organizations.
SchJ_P01_S00_L04	Schedule J, Part I, Line 4	a Mary Adolf received \$191,338, Laverne Warlick received \$53,296 and George Margula received \$95,571 in severance pay. b The Chief Executive Officer takes part in a non-qualified retirement plan. She received \$70,000 for this plan.

Software ID: 09000073  
Software Version: v1.00  
EIN: 36-1525480  
Name: NATIONAL RESTAURANT ASSOCIATION

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
	(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Dawn Sweeney	(i) (ii)679,362 0	155,000 0	38,413 0	234,700 0	97,131 0	1,204,606 0	165,644 0
Peter G Kilgore	(i) (ii)391,900 0	20,337 0	20,064 0	14,700 0	14,500 0	461,501 0	0 0
Michael McCallum	(i) (ii)340,787 0	27,164 0	1,242 0	14,700 0	12,600 0	396,493 0	0 0
Molly Muldoon	(i) (ii)246,755 0	57,500 0	540 0	5,510 0	13,463 0	323,768 0	0 0
Elizabeth Kathryn Johnson	(i) (ii)275,809 0	0 0	810 0	8,250 0	12,600 0	297,469 0	0 0
Patrick Volz	(i) (ii)239,268 0	30,000 0	592 0	14,700 0	12,433 0	296,993 0	0 0
David Matthews	(i) (ii)249,974 0	0 0	3,564 0	12,692 0	16,190 0	282,420 0	0 0
David Gilbert	(i) (ii)427,195 0	0 0	1,099 0	8,077 0	15,350 0	451,721 0	0 0
Mary Pat Heftman	(i) (ii)254,730 0	33,480 0	17,310 0	14,700 0	21,180 0	341,400 0	0 0
Susan H Robusto	(i) (ii)217,561 0	23,500 0	486 0	14,700 0	21,487 0	277,734 0	0 0
James Balda	(i) (ii)234,586 0	10,000 0	486 0	8,677 0	12,600 0	266,349 0	0 0
Hudson Riehle	(i) (ii)202,657 0	20,079 0	2,322 0	13,279 0	13,500 0	251,837 0	0 0
John A Bluemke	(i) (ii)191,918 0	23,500 0	3,382 0	12,854 0	14,800 0	246,454 0	0 0
Mary M Adolf	(i) (ii)0 0	0 0	191,338 0	0 0	0 0	191,338 0	0 0
LaVerne Warlick	(i) (ii)102,342 0	10,428 0	61,078 0	0 0	6,635 0	180,483 0	0 0
George Margula	(i) (ii)63,663 0	0 0	95,928 0	0 0	2,355 0	161,946 0	0 0



SCHEDULE M  
(Form 990)

Department of the Treasury  
Internal Revenue Service

NonCash Contributions

►Complete if the organization answered "Yes" on Form 990, Part IV, lines 29 or 30.  
► Attach to Form 990.

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization  
NATIONAL RESTAURANT ASSOCIATION

Employer identification number  
36-1525480

Part I

Types of Property

	(a) Check if applicable	(b) Number of Contributions	(c) Revenues reported on Form 990, Part VIII, line 1g	(d) Method of determining revenues
1 Art—Works of art . . . . .				
2 Art—Historical treasures . . . . .				
3 Art—Fractional interests . . . . .				
4 Books and publications . . . . .				
5 Clothing and household goods . . . . .				
6 Cars and other vehicles . . . . .				
7 Boats and planes . . . . .				
8 Intellectual property . . . . .				
9 Securities—Publicly traded . . . . .				
10 Securities—Closely held stock . . . . .				
11 Securities—Partnership, LLC, or trust interests . . . . .				
12 Securities—Miscellaneous . . . . .				
13 Qualified conservation contribution—Historic structures . . . . .				
14 Qualified conservation contribution—Other . . . . .				
15 Real estate—Residential . . . . .				
16 Real estate—Commercial . . . . .				
17 Real estate—Other . . . . .				
18 Collectibles . . . . .				
19 Food inventory . . . . .				
20 Drugs and medical supplies . . . . .				
21 Taxidermy . . . . .				
22 Historical artifacts . . . . .				
23 Scientific specimens . . . . .				
24 Archeological artifacts . . . . .				
Event food, beverage, hall, cooking				
25 Other ► ( <u>utensils, etc</u> )	X	15	54,274	FMV
26 Other ► ( _____ )				
27 Other ► ( _____ )				
28 Other ► ( _____ )				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement . . . . .

29

0

30a	During the year, did the organization receive by contribution any property reported in Part I, lines 1-28 that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period? . . . . .		Yes	No
b	If "Yes," describe the arrangement in Part II	30a		No
31	Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?	31	Yes	
32a	Does the organization hire or use third parties or related organizations to solicit, process, or sell non-cash contributions? . . . . .	32a		No
b	If "Yes," describe in Part II			
33	If the organization did not report revenues in column (c) for a type of property for which column (a) is checked, describe in Part II			

Part II

**Supplemental Information.** Complete this part to provide the information required by Part I, lines 30b, 32b, and 33. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
------------	------------------	-------------

SCHEDULE O  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Supplemental Information to Form 990

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

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization

NATIONAL RESTAURANT ASSOCIATION

Employer identification number

36-1525480

Identifier	Return Reference	Explanation
F990_P04_S00_L12	Form 990, Part IV, Line 12	The NRA received an unqualified GAAP opinion on its financial statements w hich included affiliated organizations as required by GAAP
F990_P06_S0A_L04	Form 990, Part VI, Section A, Line 4	NRA Bylaw s were amended in May 2009 Certain material changes include a new redefined purpose to focus on certain core values NRA provides members, defining Board of Director categories, redefining Board standing committees, requiring a 2/3 majority vote for removal of a director, and redefining the indemnification provision
F990_P06_S0A_L06	Form 990, Part VI, Section A, Line 6	The NRA is organized as an association w ith members w ho have the right to participate in the organization's governance
F990_P06_S0A_L07a	Form 990, Part VI, Section A, Line 7a	The Board elects the officers of the governing body of the NRA w ho are nominated by the Board Governance Committee
F990_P06_S0A_L07b	Form 990, Part VI, Section A, Line 7b	Members have the right to approve decisions of the governing body's election of directors and officers
F990_P06_S0B_L10a	Form 990, Part VI, Section B, Line 10a	National Restaurant Association Solutions, LLC is a disregarded entity of the NRA, w hich is considered to be an affiliate The NRA has policies and procedures ensuring consistent operations
F990_P06_S0B_L11	Form 990, Part VI, Section B, Line 11	The Association's governing body consists of 85 individual members The Form 990 is review ed by the governing body's leadership w hich includes the follow ing positions Officers of the Association including the Chairman, Vice Chairman, and Treasurer and the Chairman and Vice Chairman of the Audit Committee of the Board The 2009 Form 990 was distributed to and review ed by this leadership group by teleconference prior to filing
F990_P06_S0B_L12c	Form 990, Part VI, Section B, Line 12c	The Board is required to fill out an annual questionnaire to monitor and enforce compliance w ith our Conflict of Interest Policy

Identifier	Return Reference	Explanation
F990_P06_S0B_L15	Form 990, Part VI, Section B, Line 15	The NRA Compensation Committee meets at least three times a year to set compensation of the Chief Executive Officer, and review compensation of the Chief Operating Officer, Chief Financial Officer, Executive Vice President of Governmental Affairs and other officers An outside consultant is engaged to review compensation data w ith comparable organizations This process w as last undertaken in 2009 for these officers

F990\_P06\_S0C\_L19 Form 990, Part VI, Section C, Line 19 The NRA makes all of its documents available for public disclosure upon written request at their office in Chicago The financial statements are also available for public inspection upon written request SchR\_P05\_S00\_L01m Schedule R, Part V, Line 1m The NRA and the NRAEF share office space SchR\_P05\_S00\_L01n Schedule R, Part V, Line 1n The NRAEF uses NRA employees for accounting, HR & IT services SchR\_P05\_S00\_L01p Schedule R, Part V, Line 1p Reimbursement for salaries, wages and benefits

For Paperwork Reduction Act Notice, see the Instructions for Form 990

Cat No 51056K

Schedule O (Form 990) 2009



Part III

Identification of Related Organizations Taxable as a Partnership (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?	
							Yes	No		Yes	No

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership
NRA Political Action Committee 1200 17th Street NW Washington, DC20036 52-1220888	Lobbying for the NRA	IL	N/A	C	0	0	0 %

Part V

Transactions With Related Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35, or 36.)

Note. Complete line 1 if any entity is listed in Parts II, III or IV

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b Gift, grant, or capital contribution to other organization(s)

c Gift, grant, or capital contribution from other organization(s)

d Loans or loan guarantees to or for other organization(s)

e Loans or loan guarantees by other organization(s)

f Sale of assets to other organization(s)

g Purchase of assets from other organization(s)

h Exchange of assets

i Lease of facilities, equipment, or other assets to other organization(s)

j Lease of facilities, equipment, or other assets from other organization(s)

k Performance of services or membership or fundraising solicitations for other organization(s)

l Performance of services or membership or fundraising solicitations by other organization(s)

m Sharing of facilities, equipment, mailing lists, or other assets

n Sharing of paid employees

o Reimbursement paid to other organization for expenses

p Reimbursement paid by other organization for expenses

q Other transfer of cash or property to other organization(s)

r Other transfer of cash or property from other organization(s)

Yes

No

1a

1b

1c

1d

1e

1f

1g

1h

1i

1j

1k

1l

1m

1n

1o

1p

1q

1r

No

No

No

No

No

No

No

No

No

No

Yes

No

Yes

Yes

No

Yes

Yes

No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

	(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount involved
(1)	National Restaurant Association Educational Foundation	k	214,460
(2)	National Restaurant Association Educational Foundation	m	205,654
(3)	National Restaurant Association Educational Foundation	n	58,140
(4)	National Restaurant Association Educational Foundation	p	1,046,591
(5)	National Restaurant Association Educational Foundation	q	2,800,000
(6)			

Schedule R (Form 990) 2009

**Part VI**   **Unrelated Organizations Taxable as a Partnership** (Complete if the organization answered "Yes" on Form 990, Part IV, line 37.)

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Are all partners section 501(c)(3) organizations?		(e) Share of end-of-year assets	(f) Disproportionate allocations?		(g) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(h) General or managing partner?	
			Yes	No		Yes	No		Yes	No



Additional Data

Software ID:

Software Version:

EIN: 36-1525480

Name: NATIONAL RESTAURANT ASSOCIATION

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Michael S Kaufman Chairman	10	X		X				0	0	0
Michael Gibbons Vice Chairman	5	X		X				0	0	0
Sally Smith Treasurer	5	X		X				0	0	0
C Russell Adams Director	2	X						0	0	0
Robert Ashby Director	2	X						0	0	0
William D Baker Director	2	X						0	0	0
Ted J Balestreri Director	2	X						0	0	0
Mary Blankenbaker Director	2	X						0	0	0
Thomas C Boucher Director	2	X						0	0	0
Ralph O Brennan Director	2	X						0	0	0
Ted Burke Director	2	X						0	0	0
Michael M Carney Director	2	X						0	0	0
Brian E Casey Director	2	X						0	0	0
Koshy Chacko Director	2	X						0	0	0
Ira R Cohn Director	2	X						0	0	0
Ken Conrad Director	2	X						0	0	0
J Karl Crase Director	2	X						0	0	0
John G Crawford Director	2	X						0	0	0
Mary Ann Cricchio Director	2	X						0	0	0
Joseph C Crosby Jr Director	2	X						0	0	0
Jeffrey W Davis Director	2	X						0	0	0
Steven Davis Director	2	X						0	0	0
Lorna C Donatone Director	2	X						0	0	0
Sam J Facchini Director	2	X						0	0	0
Philip Friedman Director	2	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Denise Marie Fugo Director	2	X						0	0	0
Jaime Gonzalez Director	2	X						0	0	0
David Goronkin Director	2	X						0	0	0
Frank A Grisanti Director	2	X						0	0	0
Dewey Guida Director	2	X						0	0	0
Daniel Halpern Director	2	X						0	0	0
Gregory J Hamer Sr Director	2	X						0	0	0
Craig A Heath Director	2	X						0	0	0
Philip J Hickey Jr Director	2	X						0	0	0
Tom Hutchinson Director	2	X						0	0	0
Joseph J Kadow Director	2	X						0	0	0
John P Kavanaugh Director	2	X						0	0	0
Niki Leondakis Director	2	X						0	0	0
Rosalyn Mallet Director	2	X						0	0	0
Matt McMahon Director	2	X						0	0	0
Brian P Moore Director	2	X						0	0	0
Houston Odom Jr Director	2	X						0	0	0
Raphael Oliver Director	2	X						0	0	0
Edward Pfannmuller Director	2	X						0	0	0
Margo Provost Director	2	X						0	0	0
C W Craig Reed Director	2	X						0	0	0
Richard J Roman Director	2	X						0	0	0
Harris H Rusitzky Director	2	X						0	0	0
Thomas Russo Director	2	X						0	0	0
Casey Ryan Director	2	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Burton Sack Director	2	X						0	0	0
John Scharnweber Director	2	X						0	0	0
Kevin Settles Director	2	X						0	0	0
Carl Sobocinski Director	2	X						0	0	0
Michael Sternberg Director	2	X						0	0	0
Steven Stoddard Director	2	X						0	0	0
Gene Suellentrop Director	2	X						0	0	0
Richard Clinton Taylor Director	2	X						0	0	0
Xavier Teixido Director	2	X						0	0	0
Alfred L Thimm Jr Director	2	X						0	0	0
Paul Trostel Director	2	X						0	0	0
Joan Wagner Director	2	X						0	0	0
Roy Steven Watson Director	2	X						0	0	0
Diana Wynne Director	2	X						0	0	0
Richard Zdyb Director	2	X						0	0	0
Cheryl Bachelder Director	2	X						0	0	0
John R Farquharson Director	2	X						0	0	0
Joseph K Fassler Director	2	X						0	0	0
Theodore M Fowler Jr Director	2	X						0	0	0
Michael J Grisanti Director	2	X						0	0	0
Kenneth James Director	2	X						0	0	0
Thomas A Kershaw Director	2	X						0	0	0
Karen King Director	2	X						0	0	0
Victor Lim Director	2	X						0	0	0
Joe Martin Director	2	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Robert McAdam Director	2	X						0	0	0
Louis William Sewell III Director	2	X						0	0	0
Richard T Sneed Director	2	X						0	0	0
David E Stockman Director	2	X						0	0	0
Robert Wong Director	2	X						0	0	0
Craig Miller Director	2	X						0	0	0
Christopher J Pappas Director	2	X						0	0	0
Justin Persons Director	2	X						0	0	0
Frank Puleo Director	2	X						0	0	0
Richard Rivera Director	2	X						0	0	0
Dawn Sweeney President CEO	40			X				872,775	0	331,831
Patrick Volz CFO	40			X				269,860	0	27,133
Peter G Kilgore General Counsel Corporate Secretary	40			X				432,301	0	29,200
David Gilbert Chief Operating Officer	40			X				428,294	0	23,427
Elizabeth Kathryn Johnson Executive VP Govt Affairs	40				X			276,619	0	20,850
Mary Pat Heftman Executive VP Convention	40				X			305,520	0	35,880
David Matthews Senior VP and CIO	40				X			253,538	0	28,882
Molly Muldoon Chief Administrative Officer	40				X			304,795	0	18,973
Michael McCallum Chief Strategy Officer	40				X			369,193	0	27,300
James Balda Senior VP Membership	40				X			245,072	0	21,277
John A Bluemke Sr VP Products and Svc	40				X			218,800	0	27,654
Susan H Robusto Sr VP Marketing	40					X		241,547	0	36,187
Hudson Riehle Sr VP Research	40					X		225,058	0	26,779
LaVerne Warlick Vice President, Board Operations	40					X		173,848	0	6,635
George Margula Vice President	40					X		159,591	0	2,355

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors						
(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)				
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee
(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations				
Mary M Adolf former COO	40				X	191,338
						0

Form 990, Part IX - Statement of Functional Expenses - 24a - 24e Other Expenses

<i>Do not include amounts reported on line 6b, 8b, 9b, and 10b of Part VIII.</i>	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
SRA Incentive fees	2,389,718			
Printing	1,168,039			
Credit and bank fees	459,133			
Other expenses	48,051			
Bad Debt Expense	141,690			