

**LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM
AND MEMORIAL**

YEARS ENDED DECEMBER 31, 2018 AND 2017



HOUSE PARK DOBRATZ & WIEBLER, P.C.
CERTIFIED PUBLIC ACCOUNTANTS

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL
YEARS ENDED DECEMBER 31, 2018 AND 2017

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HOUSE PARK DOBRATZ & WIEBLER, P.C.
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Independent Auditors' Report

Board of Trustees
Liberty Memorial Association
d/b/a The National WWI Museum
Kansas City, Missouri

We have audited the accompanying financial statements of Liberty Memorial Association d/b/a The National WWI Museum and Memorial (the Museum) which comprise the statements of financial position as of December 31, 2018 and 2017 and the related statements of activities, changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Liberty Memorial Association d/b/a The National WWI Museum and Memorial as of December 31, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

House Park Dobratz & Wiebler, P.C.

Kansas City, Missouri
May 16, 2019

**LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL**

STATEMENTS OF FINANCIAL POSITION

DECEMBER 31, 2018 AND 2017

ASSETS

	<u>2018</u>	<u>2017</u>
Cash and cash equivalents	\$ 5,284,384	\$ 3,490,646
Grants and accounts receivable, less allowance for doubtful accounts of \$60,000 and \$8,692 as of December 31, 2018 and 2017, respectively (Note 6)	316,814	178,283
Unconditional promises to give, less allowance for doubtful accounts of \$59,020 and \$97,635 as of December 31, 2018 and 2017, respectively (Note 2)	2,698,717	3,276,244
Investments (Note 4)	3,658,460	4,174,986
Prepaid expenses	79,680	66,630
Inventory	155,075	139,351
Property and equipment (Note 5)	<u>9,856,754</u>	<u>10,126,219</u>
	<u>\$ 22,049,884</u>	<u>\$ 21,452,359</u>

LIABILITIES AND NET ASSETS

Accounts payable	\$ 192,603	\$ 253,441
Accrued expenses	128,310	100,384
Deferred revenue (Note 9)	<u>221,803</u>	<u>239,308</u>
	<u>542,716</u>	<u>593,133</u>
Commitments (Note 11)		
Net assets:		
Without donor restrictions	14,001,147	12,194,211
With donor restrictions (Note 7)	<u>7,506,021</u>	<u>8,665,015</u>
	<u>21,507,168</u>	<u>20,859,226</u>
	<u>\$ 22,049,884</u>	<u>\$ 21,452,359</u>

See notes to financial statements.

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

YEAR ENDED DECEMBER 31, 2018

	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>
Revenues:			
Contributions	\$ 411,929	\$ 3,646,276	\$ 4,058,205
Governmental grants (Note 9)	816,344		816,344
Special events:			
Gross revenue	1,015,434		1,015,434
Direct donor benefits	(127,768)		(127,768)
Memberships	<u>210,775</u>		<u>210,775</u>
Total support	2,326,714	<u>3,646,276</u>	<u>5,972,990</u>
Admissions, facility use and other	3,107,044		3,107,044
Merchandise and café sales, less cost of goods sold of \$369,958	444,726		444,726
Museum program income	181,841		181,841
Investment loss (Note 4)	(48,027)	(147,034)	(195,061)
Total revenue	6,012,298	3,499,242	9,511,540
Net assets released from restrictions (Note 7)	<u>4,658,236</u>	(4,658,236)	<u> </u>
	<u>10,670,534</u>	(1,158,994)	<u>9,511,540</u>
Expenses:			
Program services:			
Museum operations	4,841,616		4,841,616
Collections management and research	1,012,895		1,012,895
Public programs	<u>1,610,523</u>		<u>1,610,523</u>
Total program services	7,465,034		7,465,034
Supporting services:			
Management and general	737,533		737,533
Fundraising and development	<u>616,157</u>		<u>616,157</u>
Total supporting services	1,353,690		1,353,690
Total expenses	<u>8,818,724</u>		<u>8,818,724</u>
Change in net assets before collection purchases	1,851,810	(1,158,994)	692,816
Collection purchases	<u>44,874</u>		<u>44,874</u>
Change in net assets	1,806,936	(1,158,994)	647,942
Net assets, beginning of year	<u>12,194,211</u>	<u>8,665,015</u>	<u>20,859,226</u>
Net assets, end of year	<u>\$ 14,001,147</u>	<u>\$ 7,506,021</u>	<u>\$ 21,507,168</u>

See notes to financial statements.

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

YEAR ENDED DECEMBER 31, 2017

	Without donor restrictions	With donor restrictions	Total
Revenues:			
Contributions (Note 3)	\$ 373,434	\$ 1,794,622	\$ 2,168,056
Governmental grants (Note 9)	917,265		917,265
Special events:			
Gross revenue	709,247		709,247
Direct donor benefits	(25,976)		(25,976)
Memberships	102,507		102,507
Total support	<u>2,076,477</u>	<u>1,794,622</u>	<u>3,871,099</u>
Admissions, facility use and other	2,755,155	23,352	2,778,507
Merchandise and café sales, less cost of goods sold of \$368,282	439,427		439,427
Investment income (Note 4)	42,470	639,830	682,300
Gain on disposal of property and equipment	5,500		5,500
Total revenue	<u>5,319,029</u>	<u>2,457,804</u>	<u>7,776,833</u>
Net assets released from restrictions (Note 7)	<u>5,758,735</u>	<u>(5,758,735)</u>	<u> </u>
	<u>11,077,764</u>	<u>(3,300,931)</u>	<u>7,776,833</u>
Expenses:			
Program services:			
Museum operations	3,870,292		3,870,292
Collections management and research	460,362		460,362
Public programs	1,307,384		1,307,384
Total program services	<u>5,638,038</u>		<u>5,638,038</u>
Supporting services:			
Management and general	645,398		645,398
Fundraising and development	457,440		457,440
Total supporting services	<u>1,102,838</u>		<u>1,102,838</u>
Total expenses	<u>6,740,876</u>		<u>6,740,876</u>
Change in net assets before collection purchases	4,336,888	(3,300,931)	1,035,957
Collection purchases	<u>36,532</u>		<u>36,532</u>
Change in net assets	4,300,356	(3,300,931)	999,425
Net assets, beginning of year	<u>7,893,855</u>	<u>11,965,946</u>	<u>19,859,801</u>
Net assets, end of year	<u>\$ 12,194,211</u>	<u>\$ 8,665,015</u>	<u>\$ 20,859,226</u>

See notes to financial statements.

**LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL**

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2018

	Museum operations	Collections management and research	Public programs	Total program services	Management and general	Fundraising and development	Total
Salaries	\$ 1,144,245	\$ 408,307	\$ 419,592	\$ 1,972,144	\$ 390,540	\$ 228,264	\$ 2,590,948
Employment health and retirement benefits (Note 10)	224,606	62,824	70,406	357,836	53,780	31,070	442,686
Payroll taxes	89,265	30,305	32,206	151,776	24,133	17,021	192,930
Total salaries and related expenses	<u>1,458,116</u>	<u>501,436</u>	<u>522,204</u>	<u>2,481,756</u>	<u>468,453</u>	<u>276,355</u>	<u>3,226,564</u>
Artifact acquisition	7,840	384,457		392,297			392,297
Bank charges	72,155	140		72,295	24,679	293	97,267
Contract services	435,720	3,450	47,595	486,765	112,357	544	599,666
Depreciation (Note 5)	656,987			656,987			656,987
Dues and subscriptions	3,731	112	224	4,067	8,556	1,311	13,934
Educational expenses	338	2,162	886,401	888,901	564	1,126	890,591
Equipment leases	6,956	2,482	3,348	12,786	4,312	1,348	18,446
Fundraising	13,204		1,443	14,647	724	155,860	171,231
Insurance	42,046	27,167	6,057	75,270	3,314	1,514	80,098
Licenses and fees	97,482	1,322	640	99,444	17	1,500	100,961
Marketing	171,757	27,092	95,422	294,271	2,500	50,136	346,907
Meals and entertainment	10,452			10,452			10,452
Meeting expenses	7,518	1,650	1,969	11,137	12,472	5,814	29,423
Miscellaneous	12,971	368	2,011	15,350	211	39,582	55,143
Office and store supplies	52,931	2,131	1,296	56,358	4,719	1,427	62,504
Postage	7,216	6,484		13,700	919	24,422	39,041
Payroll processing fees	3,633	778	120	4,531	1,758	226	6,515
Personnel expenses	6,279	1,293	1,130	8,702	3,044	1,242	12,988
Printing	50,229	19,978	18,575	88,782	50	45,153	133,985
Professional fees	5,688			5,688	53,346	4,500	63,534
Repairs and maintenance	686,778	104	10,146	697,028	7	13	697,048
Technology	327,644	7,459	84	335,187	535	160	335,882
Telephone	23,264	3,034	5,508	31,806	5,549	3,559	40,914
Travel	17,293	19,796	6,350	43,439	29,447	72	72,958
Uniforms	722			722			722
Utilities	662,666			662,666			662,666
	<u>\$ 4,841,616</u>	<u>\$ 1,012,895</u>	<u>\$ 1,610,523</u>	<u>\$ 7,465,034</u>	<u>\$ 737,533</u>	<u>\$ 616,157</u>	<u>\$ 8,818,724</u>

See notes to financial statements.

**LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL**

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2017

	Museum operations	Collections management and research	Public programs	Total program services	Management and general	Fundraising and development	Total
Salaries	\$ 996,301	\$ 71,702	\$ 742,000	\$ 1,810,003	\$ 322,363	\$ 154,081	\$ 2,286,447
Employment health and retirement benefits (Note 10)	183,930	43,779	57,640	285,349	53,412	20,099	358,860
Payroll taxes	79,829	25,051	26,529	131,409	22,665	13,130	167,204
Total salaries and related expenses	<u>1,260,060</u>	<u>140,532</u>	<u>826,169</u>	<u>2,226,761</u>	<u>398,440</u>	<u>187,310</u>	<u>2,812,511</u>
Artifact acquisition	2,795	201,082		203,877			203,877
Bank charges	61,054		49	61,103	19,778	579	81,460
Contract services	532,786	5,770	5,711	544,267	120,752	19,167	684,186
Depreciation (Note 5)	530,165			530,165			530,165
Dues and subscriptions	3,563	133	250	3,946	7,413	100	11,459
Educational expenses	12,682	3,310	366,401	382,393	434	67,900	450,727
Equipment leases	8,324	1,861	2,791	12,976	1,746	465	15,187
Fundraising					9		66,509
Insurance	41,768	4,658	4,658	51,084	2,829	1,165	55,078
Licenses and fees	37,873	1,041	40	38,954	1,164	1,178	41,296
Marketing	181,062	29,698	59,622	270,382		35,995	306,377
Meals and entertainment	9,063			9,063			9,063
Meeting expenses	2,982	1,134	4,524	8,640	9,419	22,643	40,702
Miscellaneous	19,932			19,932	414	19,907	40,253
Office and store supplies	37,685	1,198	4,143	43,026	4,968	834	48,828
Postage	6,288	3,672	196	10,156	8,096	6,163	24,415
Payroll processing fees	3,431	706	223	4,360	1,669	200	6,229
Personnel expenses	6,046	975	678	7,699	5,845	1,325	14,869
Printing	83,537	21,661	6,818	112,016	9,710	22,271	143,997
Professional fees	432			432	15,107		15,539
Repairs and maintenance	261,228	10,879	5,799	277,906	20	61	277,987
Technology	133,295	15,775	4,489	153,559	2,413	87	156,059
Telephone	23,415	2,711	4,967	31,093	5,266	3,517	39,876
Travel	3,048	13,566	9,856	26,470	29,850	73	56,393
Uniforms	11,314			11,314	56		11,370
Utilities	596,464			596,464			596,464
	<u>\$ 3,870,292</u>	<u>\$ 460,362</u>	<u>\$ 1,307,384</u>	<u>\$ 5,638,038</u>	<u>\$ 645,398</u>	<u>\$ 457,440</u>	<u>\$ 6,740,876</u>

See notes to financial statements.

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

STATEMENTS OF CASH FLOWS

YEARS ENDED DECEMBER 31, 2018 AND 2017

	<u>2018</u>	<u>2017</u>
Cash flows from operating activities:		
Change in net assets	\$ 647,942	\$ 999,425
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	656,987	530,165
Realized gains on investments	(163,777)	(353,949)
Unrealized (gains) losses on investments	414,676	(257,964)
Gain on sale of property and equipment		(5,500)
Changes in:		
Grants and accounts receivable	(138,531)	198,544
Unconditional promises to give	577,527	2,547,188
Missouri Development Finance Board receivable		1,416,274
Prepaid expenses	(13,050)	89,234
Inventory	(15,724)	1,235
Accounts payable	(60,838)	38,389
Accrued expenses	27,926	25,373
Deferred revenue	(17,505)	19,325
Net cash provided by operating activities	<u>1,915,633</u>	<u>5,247,739</u>
Cash flows from investing activities:		
Proceeds from investments, net	265,627	60,380
Purchase of property and equipment	(387,522)	(4,290,440)
Net cash used by investing activities	<u>(121,895)</u>	<u>(4,230,060)</u>
Net increase in cash and cash equivalents	1,793,738	1,017,679
Cash and cash equivalents at beginning of year	<u>3,490,646</u>	<u>2,472,967</u>
Cash and cash equivalents at end of year	<u>\$ 5,284,384</u>	<u>\$ 3,490,646</u>

See notes to financial statements.

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

NOTES TO FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2018 AND 2017

1. Organization and summary of significant accounting policies:

Nature of activities:

Liberty Museum Association d/b/a The National WWI Museum and Memorial (the Museum), a Missouri not-for-profit corporation, was formed in 1919 to honor those who gave service during World War I through the construction of a memorial and museum complex in 1926. The Museum buildings and the surrounding parklands, all told 47 acres, are owned by the City of Kansas City, Missouri (the City), and the Museum artifacts are owned by the Museum. The original Museum comprised two 2,550 square-foot buildings to house the collection, the Tower and additional exterior architectural elements and artistic renderings. On October 6, 2000, the Museum was listed on the National Register of Historic Places. The original Museum was restored in 2002 pursuant to guidelines established by the State of Missouri Historical Preservation Office and met the criteria of the Secretary of the Interior's Standards for the Treatment of Historic Properties. The Museum's rededication ceremony was held on Memorial Day of 2002. As a result of the restoration, significant underground space became available for the expanded Museum exhibit area (30,000 square feet) and the associated research and archival storage areas (22,000 square feet). Restoration and expansion efforts were validated in the *Historic Structure, Landscape, and Preservation Planning Report for Liberty Museum* prepared by John G. Waite Associates, Architects, PLLC.

The grand opening of the expanded Museum, designated by the United States Congress as the National World War I Museum in 2004, took place on December 2, 2006. The expanded Museum displays or stores virtually all of the Museum's collection of objects and artifacts. This rich, diverse, comprehensive collection representing all facets of World War I has grown to more than 333,000 objects and artifacts as of December 31, 2018. Pursuant to the guidelines of the American Association for State and Local History (AASLH), the collection has not been capitalized because the AASLH believes that collections are not financial assets, but constitute a separate category of resource directly fulfilling institutional missions, legal responsibilities and fiduciary obligations. The Museum has agreed to follow the AASLH's *Statement of Professional Standards and Ethics*, which specifically concludes that collections shall not be capitalized nor treated as financial assets. Accessions to the collection, which often include multiple artifacts, totaled 197 and 228 in 2018 and 2017, respectively.

In 2014 the Congress of the United States designated the Museum as a national World War I memorial, thereby giving the Museum the designation as The National WWI Museum and Memorial.

The Museum's core initiatives are supported by donor contributions, an agreement with the City and its Parks and Recreation Department for the operation and maintenance of the Museum and revenues from admissions, space rentals, café operations and the sale of merchandise. For financial statement purposes, the Museum's current core programs are as follows:

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

1. Organization and summary of significant accounting policies (continued):

Nature of activities (continued):

Museum operations – reflects the operating expenses of the Museum (including the Liberty Museum Tower, multiple exhibit halls, café, auditorium, and other event rental spaces), including care and upkeep of the 47-acre campus.

Collections management and research – includes the curatorial team; as well as the cataloging, preservation, storage, research and exhibition of artifacts and archives, including digitization for on-line viewing of the collection.

Educational and other public programs – for staff, content and other costs associated with the public education and community interest programs, including youth outreach and on-line educational content.

Basis of accounting:

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (GAAP).

Basis of accounting:

All financial transactions have been recorded in and reported by the following net asset groups:

Net assets without donor restrictions represent resources over which the Board of Directors has discretionary control and are used to carry out the operations of the Museum in accordance with its bylaws.

Net assets with donor restrictions represent resources available for use currently or in the future, but expendable only for purposes specified by the donor or within a donor-designated time period. Resources of these funds originate from gifts and grants.

The Museum reports gifts of cash and other assets as donor-restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions. Donor-restricted support whose restrictions are satisfied in the same reporting year are reported as support within net assets without donor restrictions.

The Museum estimates its allowance for doubtful accounts based on prior years' experience and management's analysis of specific promises made.

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

1. Organization and summary of significant accounting policies (continued):

Investments:

Investments are reported at their fair values in the statements of financial position and changes in net assets. Unrealized gains and losses are included in the change in net assets. Investment income and gains restricted by a donor are reported as increases in net assets without donor restrictions if the restrictions are met in the same year in which the income and gains are recognized.

Inventory:

Inventory comprises merchandise for resale and is stated at lower of cost, determined on the first-in, first-out basis, or market.

Property and equipment

The Museum facility is owned by the City, and the operating agreement with the City provides that certain property and equipment acquired by the Museum that is permanently affixed to the Museum building and grounds and property that is acquired with proceeds of bonds issued by the City, will become the property of the City.

Property and equipment acquisitions by the Museum are recorded at cost in the financial statements and are being depreciated over the shorter of their estimated useful lives or the terms of the operating agreement, including renewals. Donations of property and equipment are recorded as contributions at their estimated fair value. Such donations are reported as contributions without donor restrictions unless the donor has restricted the donated assets to a specific purpose. The Museum capitalizes property and equipment over \$5,000.

Property and equipment are depreciated using the straight-line method over the following estimated useful lives:

	<u>Years</u>
Exhibition space and facility improvements	15-30
Transportation equipment	5
Equipment and furnishings	3-15

Deferred revenue:

Deferred revenue represents amounts received in advance from facility rentals, programs and the management fee received from the City for services to be provided in the subsequent year.

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

1. Organization and summary of significant accounting policies (continued):

Special events:

Direct donor benefits are shown as a reduction of related revenue on the accompanying statements of activities and changes in net assets. Direct donor benefits consist of food and beverage provided to attendees.

Contributed services:

A significant number of individuals contribute their services to the Museum as volunteers. The volunteers serve as greeters, docents, educational assistants, research assistants, perform other visitor service functions and provide administrative support. During 2018, 434 volunteers recorded 66,268 hours of service. The value of this contributed time is not reflected in these financial statements since it did not enhance non-financial assets or require specialized skills.

Use of estimates:

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Income taxes:

The Museum is exempt from Federal income taxes under Section 501(c)(3) of the Internal Revenue Code. The Museum follows GAAP related to uncertain tax positions. The Organization's accounting policy is to provide liabilities for uncertain income tax provisions when a liability is probable and estimable.

The Museum had no uncertain income tax positions for the years ended December 31, 2018 and 2017, and is not aware of any violation of its tax status as an organization exempt from income taxes. The Museum is no longer subject to audits for Federal or state purposes for years prior to 2015.

Concentrations of credit risk:

Financial instruments which potentially subject the Museum to significant concentrations of credit risk consist principally of cash and cash equivalents and investments. The Museum maintains its bank accounts at financial institutions with a high credit standing located in the Kansas City metropolitan area where accounts are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. The balance in these accounts frequently exceeds federally-insured limits. Cash equivalents of \$185,264 and \$223,777 at December 31, 2018 and 2017, respectively, are invested in money market funds which are not insured by the FDIC, but are secured by Government bonds.

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

1. Organization and summary of significant accounting policies (continued):

Concentrations of credit risk (continued):

The Museum invests in various investment securities. Investment securities, in general, are exposed to various risks, such as interest rate, credit and overall market volatility. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the statement of financial position.

The Museum received funding from the City totaling \$693,444 and \$873,615 for the years ended December 31, 2018 and 2017, respectively. These amounts represent 6.2% and 8% of the total revenue for the years ended December 31, 2018 and 2017, respectively.

The City also served as a conduit for the pass-through of funds from the Missouri Development Finance Board (Note 3).

Functional allocation of expenses:

The costs of supporting the various programs and other activities have been summarized on a functional basis in the statement of activities and changes in net assets. Certain costs have been allocated among the program, general and administrative and fundraising categories based on direct costs and other methods.

Reclassification:

Certain amounts in the prior year financial statements have been reclassified for comparative purposes to conform with the presentation in the current year financial statements.

Subsequent events:

Subsequent events have been evaluated through May 16, 2019, which is the date the financial statements were available to be issued.

New accounting standard implemented:

In August 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update 2016-14, *Presentation of Financial Statements of Not-for-Profit Entities*. This standard update improves existing standards for financial statement presentation by not-for-profit organizations under Accounting Standards Codification 958. The standard update is effective for reporting periods beginning after December 15, 2017. The Museum adopted this standard update for the year ended December 31, 2018. The adoption of this new standard update did not have a material impact on the Museum's financial statements.

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEARS ENDED DECEMBER 31, 2018 AND 2017

2. Unconditional promises to give:

Unconditional promises to give consist of the following:

	<u>2018</u>	<u>2017</u>
Gallery capital campaign	\$ 650,000	\$ 550,000
Education programs	806,333	337,958
Strategic initiatives	370,000	962,500
Film series	5,000	
Unrestricted	<u>991,650</u>	<u>1,605,850</u>
	2,822,983	3,456,308
Allowance for doubtful accounts	<u>(59,020)</u>	<u>(97,635)</u>
	2,763,963	3,358,673
Discount to present value	<u>(65,246)</u>	<u>(82,429)</u>
	<u>\$ 2,698,717</u>	<u>\$ 3,276,244</u>
Amounts due in:		
Less than one year	\$ 2,228,963	\$ 1,540,907
One to five years	<u>469,754</u>	<u>1,735,337</u>
	<u>\$ 2,698,717</u>	<u>\$ 3,276,244</u>

Unconditional promises to give due more than one year from December 31, 2018 have been discounted at 5%.

3. Missouri Development Finance Board receivable:

Effective March 27, 2015, the Museum entered into a tax credit agreement with the Missouri Development Finance Board (the Board). Under the terms of the agreement, the Board was to accept contributions from donors up to \$3,600,000 and make the proceeds available to the Museum. The Board was to issue tax credits to the donors up to \$1,800,000. The tax credits could be used by the donors to reduce the amount of income taxes owed to the State of Missouri. The Board was to charge an administrative fee of 4%. The agreement expired December 31, 2017.

The proceeds were used for improvements and additions to the East Wing of the Museum facility (the Project). The Museum was required to submit a disbursement request to the Board detailing the expenses incurred with the Project in order for the Board to release funds to the Museum.

The City partnered with the Museum and the Board on this agreement, acting as a conduit for the pass-through of the funds.

In 2017, the Board disbursed \$2,431,954 to the Museum. There was no balance due to the Museum as of December 31, 2017.

LIBERTY MEMORIAL ASSOCIATION
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NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

3. Missouri Development Finance Board receivable (continued):

During the year ended December 31, 2017, the Board received the following contributions:

Contributions	\$1,058,000
Administrative fee	<u>(42,320)</u>
Amount available to the Museum	<u>\$1,015,680</u>

4. Investments:

	<u>Fair value</u>	<u>Cost</u>	<u>Excess of fair value (cost)</u>
December 31, 2018:			
Without donor restrictions:			
Money market funds	\$ 33,956	\$ 33,956	
Equity funds	132,161	144,596	
Fixed income funds	103,657	107,888	
Alternative investments	<u>4,009</u>	<u>5,000</u>	
Total unrestricted	<u>273,783</u>	<u>291,440</u>	
With donor restrictions:			
Money market funds	151,308	151,308	
Common stock	520,439	443,532	
Equity funds	1,456,041	1,501,185	
Fixed income funds	646,008	672,340	
Government and agency bonds	193,217	196,116	
Corporate bonds	379,645	386,899	
Alternative investments	<u>38,019</u>	<u>45,879</u>	
Total temporarily restricted	<u>3,384,677</u>	<u>3,397,259</u>	
Balance, end of year	<u>\$ 3,658,460</u>	<u>\$ 3,688,699</u>	(\$ 30,239)
Balance, beginning of year	<u>\$ 4,174,986</u>	<u>\$ 3,790,549</u>	<u>384,437</u>
Unrealized loss for the year			(414,676)
Realized gains			<u>163,777</u>
Net realized and unrealized losses on investments			<u>(\$ 250,899)</u>

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

4. Investments (continued):

December 31, 2018 (continued):

Investment loss:

	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>
Interest and dividends	\$ 9,181	\$ 60,837	\$ 70,018
Net realized gains	9,123	154,654	163,777
Net unrealized losses	(66,331)	(348,345)	(414,676)
Investment fees	<u> </u>	<u>(14,180)</u>	<u>(14,180)</u>
	<u>(\$ 48,027)</u>	<u>(\$ 147,034)</u>	<u>(\$ 195,061)</u>
	<u>Fair value</u>	<u>Cost</u>	<u>Excess of fair value (cost)</u>
December 31, 2017:			
Without donor restrictions:			
Money market funds	\$ 19,485	\$ 19,485	
Equity funds	162,137	144,597	
Fixed income funds	106,994	107,885	
Alternative investments	<u>4,646</u>	<u>5,000</u>	
Total unrestricted	<u>293,262</u>	<u>276,967</u>	
With donor restrictions:			
Money market funds	204,292	204,292	
Certificates of deposit	200,008	200,000	
Common stock	544,943	409,051	
Equity funds	1,728,361	1,480,444	
Fixed income funds	575,035	583,437	
Government and agency bonds	187,373	190,858	
Corporate bonds	407,055	408,200	
Alternative investments	<u>34,657</u>	<u>37,300</u>	
Total temporarily restricted	<u>3,881,724</u>	<u>3,513,582</u>	
Balance, end of year	<u>\$ 4,174,986</u>	<u>\$ 3,790,549</u>	\$ 384,437
Balance, beginning of year	<u>\$ 3,623,453</u>	<u>\$ 3,496,980</u>	126,473
Unrealized gain for the year			257,964
Realized gains			<u>353,949</u>
Net realized and unrealized gains on investments			<u>\$ 611,913</u>

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

4. Investments (continued):

December 31, 2017 (continued):

Investment income:

	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>
Interest and dividends	\$ 15,653	\$ 68,842	\$ 84,495
Net realized gains	3,883	350,066	353,949
Net unrealized gains	22,934	235,030	257,964
Investment fees	<u> </u>	<u>(14,108)</u>	<u>(14,108)</u>
	<u>\$ 42,470</u>	<u>\$ 639,830</u>	<u>\$ 682,300</u>

The Museum follows GAAP which defines fair value as the price that would be received from selling an asset in an orderly transaction between market participants at the measurement date and establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. This hierarchy consists of three broad levels: Level 1 inputs consist of unadjusted quoted prices in active markets for identical assets and have the highest priority, Level 2 inputs consist of observable inputs including quoted prices in active markets for similar assets and Level 3 inputs consist of unobservable inputs that are supported by little or no market activity and have the lowest priority.

The Museum uses appropriate valuation techniques based on the available inputs to measure the fair value of its investments. When available, the Museum measures fair value using Level 1 inputs because they generally provided the most reliable evidence of fair value. Level 3 inputs are only used when Level 1 or Level 2 inputs are not available. As of December 31, 2018 and 2017, all of the Museum's investments were valued using Level 1 inputs.

5. Property and equipment:

	<u>2018</u>	<u>2017</u>
Exhibition space	\$ 11,554,668	\$ 7,462,452
Facility improvements	1,295,222	1,221,751
Transportation equipment	17,295	17,295
Equipment and furnishings	2,421,033	2,096,747
Construction in process	<u> </u>	<u>4,102,451</u>
	15,288,218	14,900,696
Accumulated depreciation	<u>(5,431,464)</u>	<u>(4,774,477)</u>
	<u>\$ 9,856,754</u>	<u>\$ 10,126,219</u>

Depreciation expense was \$656,987 and \$530,165 for the years ended December 31, 2018 and 2017, respectively.

LIBERTY MEMORIAL ASSOCIATION
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NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

6. Line of credit:

The Museum has a line of credit with Bank of Blue Valley for \$1,000,000. The line is secured by receivables, bears interest at 6.00% and matures July 25, 2019. No amounts were drawn on this line of credit during the years ended December 31, 2018 and 2017. There is an annual maintenance fee of \$1,000 associated with this line of credit.

7. Net assets with donor restrictions:

Donor restricted net assets are available for the following purposes:

	<u>2018</u>	<u>2017</u>
Artifact acquisition, including endowment net assets of \$34,764 and \$63,745 as of December 31, 2018 and 2017, respectively	\$ 40,764	\$ 69,745
Collection digitization	131,599	285,207
Education center furnishings	27,034	27,034
Educational, lecture and other, including endowment net assets of \$215,345 and \$451,349 as of December 31, 2018 and 2017, respectively	1,634,008	1,622,974
Gallery expansion	1,506,747	1,392,930
Long-term pledges	885,600	1,275,850
Upgrades to guest experience and auditorium	<u>832,309</u>	<u>1,679,315</u>
	5,058,061	6,353,055
Permanently restricted endowment funds	<u>2,447,960</u>	<u>2,311,960</u>
Total net assets with donor restrictions	<u>\$ 7,506,021</u>	<u>\$ 8,665,015</u>

Net assets released from donor restrictions by incurring expenses satisfying the purpose or time restrictions were as follows:

	<u>2018</u>	<u>2017</u>
Artifact acquisition	\$ 13,550	\$ 5,840
Educational, lecture and other	1,090,230	409,441
Gallery expansion	1,656,200	4,285,945
Digitization, distance learning and other	906,756	705,288
Upgrades to Guest Experience and auditorium	<u>991,500</u>	<u>352,221</u>
	\$ 4,658,236	\$ 5,758,735
	<u>\$ 4,658,236</u>	<u>\$ 5,758,735</u>

LIBERTY MEMORIAL ASSOCIATION
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NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

8. Endowment funds:

The State of Missouri has adopted the Uniform Prudent Management of Institutional Funds Act (UPMIFA). UPMIFA provides guidance and authority concerning the management and investment of donor funds and provides the Museum's governing board certain guidelines to use when determining what is prudent in terms of retaining and spending permanently restricted donor funds. Under the provision of UPMIFA, organizations are required to maintain and report endowment funds based upon donor intent, whether explicit or implied. Based on its interpretation of the provisions of UPMIFA and a review of underlying endowment agreements, management has determined that maintaining permanent endowments at their historic dollar value is appropriate and consistent with the intent of the Museum's donors.

From time to time, the fair value of assets associated with an individual donor-restricted endowment fund may fall below the fund's original value, generally due to unfavorable market fluctuations. Deficiencies of this nature would be disclosed. There were no such deficiencies at December 31, 2018 or 2017.

The Museum's donor restricted funds consist of a permanent endowment fund established in connection with the award of a \$500,000 National Endowment for the Humanities (NEH) Challenge Grant to the Museum, subject to a matching requirement of one dollar of NEH funds for every three dollars raised by the Museum. This matching requirement was met in 2009. The income from the endowment is to be used 90% for educational programming and 10% for artifact acquisition.

The Museum is strengthening its philanthropic engagement with the intent of building its endowment and reserve funds. The Museum seeks to create various endowed funds to support all aspects of Museum operations, care and upkeep of the Museum and upkeep of the grounds. A comprehensive fundraising campaign "Call to Duty" is supporting these initiatives.

Board-designated endowment consists of an endowment fund established in 2009 to provide resources to support the Museum's operations and is included in net assets without donor restrictions.

The 2018 changes in the endowment net assets are as follows:

	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>
Beginning of year	\$ 293,262	\$ 2,827,054	\$ 3,120,316
Contributions	128,970	136,000	264,970
Interest and dividend income, net of investment fees	6,688	34,497	41,185
Net realized and unrealized gains	(24,827)	(177,635)	(202,462)
Grants	(130,310)	(121,847)	(252,157)
End of year	<u>\$ 273,783</u>	<u>\$ 2,698,069</u>	<u>\$ 2,971,852</u>

LIBERTY MEMORIAL ASSOCIATION
d/b/a THE NATIONAL WWI MUSEUM AND MEMORIAL

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

8. Endowment funds (continued):

The 2017 changes in the endowment net assets are as follows:

	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>
Beginning of year	\$ 260,533	\$ 2,378,856	\$ 2,639,389
Contributions	3,745	269,851	273,596
Interest and dividend income, net of investment fees	6,086	36,009	42,095
Net realized and unrealized gains	26,817	262,514	289,331
Grants	(3,919)	(120,176)	(124,095)
End of year	<u>\$ 293,262</u>	<u>\$ 2,827,054</u>	<u>\$ 3,120,316</u>

The 2018 composition of the Museum's endowment net assets by type of fund are as follows:

	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>
Board designated for quasi- endowment fund	\$ 273,783		\$ 273,783
Donor restricted endowment funds	<u> </u>	<u>\$ 2,698,069</u>	<u>2,698,069</u>
End of year	<u>\$ 273,783</u>	<u>\$ 2,698,069</u>	<u>\$ 2,971,852</u>

The 2017 composition of the Museum's endowment net assets by type of fund are as follows:

	<u>Without donor restrictions</u>	<u>With donor restrictions</u>	<u>Total</u>
Board designated for quasi- endowment fund	\$ 293,262		\$ 293,262
Donor restricted endowment funds	<u> </u>	<u>\$ 2,827,054</u>	<u>2,827,054</u>
End of year	<u>\$ 293,262</u>	<u>\$ 2,827,054</u>	<u>\$ 3,120,316</u>

The Museum has adopted investment and spending policies for endowment and other extended-time horizon assets that attempt to provide a reasonable rate of return as a source of funding to programs supported by its endowments. Under the investment policy, endowment assets are to be invested in various asset classes while assuming a reasonable level of investment risk.

LIBERTY MEMORIAL ASSOCIATION
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NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2018 AND 2017

8. Endowment funds (continued):

To satisfy its long-term objectives of equity preservation and growth, the Museum has adopted a total return strategy for investment returns through both capital appreciation and current income using an asset allocation policy that allows for investing in equity-related securities to achieve its return objectives. The current target allocation for these assets is 45% money market and fixed income investments and 55% equities; and the current target allocation for mid-term assets (3-5 year time horizon) is 70% money market and fixed income funds and 30% equity funds, which are within the specified ranges of the current investment policy.

The Museum's spending policy allows for the use of up to 5% of the prior three year-end average market values of the endowment funds.

9. Agreement with the City of Kansas City, Missouri:

The Museum has an agreement with the City to manage the Museum as well as the surrounding 47-acre parkland, and to exhibit artifacts and otherwise operate the Museum, including providing maintenance and security. The agreement expires August 25, 2032, but will automatically renew for successive five-year periods unless terminated as provided for in the agreement. The agreement also provides that property and equipment, other than that acquired with the proceeds of bonds issued by the City or permanently affixed to the Museum, will become the property of the Museum. Under a previous agreement, all property and equipment, even if acquired by the Museum, was considered to be owned by the City.

The management and operating fee is \$625,000 annually, subject to appropriation from the City's general fund, net of certain costs paid for by the City, and is for the period May 1 to April 30 each year. The portion of the payment received by the Museum that pertains to the subsequent year is included in deferred revenue in the accompanying statements of financial position.

The Liberty Museum Trust Fund (Fund), held by the City for the benefit of the Museum, was created in 2000. The amount received by the Museum from the Fund annually to help pay for maintenance, utilities and security is equal to 45% of the earnings from the Fund.

The Fund had an initial balance of \$15.7 million when created in 2000, and the balance was approximately \$9.682 million at December 31, 2018. Any amounts received by the Museum in excess of actual expenses are to be returned to the City. There were no amounts required to be returned to the City as of December 31, 2018 or 2017.

The City also makes grants for specific purposes to the Museum. All amounts received from the City are included in governmental grants in the accompanying statement of activities and changes in net assets.

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NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEARS ENDED DECEMBER 31, 2018 AND 2017

9. Agreement with the City of Kansas City, Missouri (continued):

Amounts received from the City during 2018 and 2017 were as follows:

	<u>2018</u>	<u>2017</u>
Management fee	\$ 625,000	\$ 625,000
Maintenance and security	68,444	60,615
Other special projects		88,000
Centennial grant	<u> </u>	<u>100,000</u>
	<u>\$ 693,444</u>	<u>\$ 873,615</u>

The City also served as a conduit for the pass-through of funds from the Missouri Development Finance Board (Note 3) and an erosion capital project on the east side of the Museum and Memorial campus.

10. Retirement Plan:

The Museum has a 401(k) plan covering all employees who meet minimum age and service requirements. Participants may contribute up to the maximum allowed by law (\$18,500 for 2018). If a participant is age 50 or older by the end of the year, s/he may also make “catch-up” contributions up to \$6,000.

The Museum matches 100% of employee deferrals up to 3% of compensation and 50% of deferrals that exceed 3% of compensation, but do not exceed 5% of compensation. Matching contributions were \$135,342 and \$93,390 in 2018 and 2017, respectively. The Museum also provided an extra “Museum Contribution” to virtually all employees during 2018 and 2017. The contribution was calculated using a percentage of employee salary. The Museum contribution was \$46,605 and \$31,741 in 2018 and 2017, respectively.

11. Operating leases:

During 2017, the Museum entered into separate leases for various office equipment and software. Expenses attributable to operating leases during 2018 and 2017 were \$96,021 and \$17,901, respectively.

Future minimum lease payments having remaining terms in excess of one year are as follows:

<u>Years ending</u> <u>December 31,</u>	<u>Amount</u>
2019	\$ 43,406
2020	29,204
2021	18,075
2022	<u>9,830</u>
	<u>\$ 100,515</u>