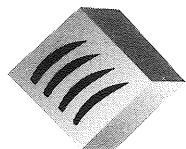


**LIBERTY MEMORIAL ASSOCIATION  
d/b/a THE NATIONAL WORLD WAR I  
MUSEUM AND MEMORIAL**

**YEAR ENDED DECEMBER 31, 2015**



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

**LIBERTY MEMORIAL ASSOCIATION  
d/b/a THE NATIONAL WORLD WAR I  
MUSEUM AND MEMORIAL**

**YEAR ENDED DECEMBER 31, 2015**

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

STANLEY H. HOUSE  
MICHAEL A. DOBRATZ  
STEVEN V. WIEBLER  
WILLIAM S. LADY, JR.

605 WEST 47TH STREET • SUITE 301  
KANSAS CITY, MISSOURI 64112  
TEL: (816) 931-3393  
FAX: (816) 931-9636

## **Independent Auditors' Report**

Board of Trustees  
Liberty Memorial Association  
d/b/a The National World War I Museum and Memorial  
Kansas City, Missouri

We have audited the accompanying financial statements of Liberty Memorial Association d/b/a The National World War I Museum and Memorial (the Museum) which comprise the statement of financial position as of December 31, 2015 and the related statements of activities and changes in net assets and cash flows for the year 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 U.S. generally accepted accounting principles; 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 audit. We conducted our audit in accordance with U.S. generally accepted auditing standards. 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.

(continued)

## Independent Auditors' Report (continued)

### 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 World War I Museum and Memorial as of December 31, 2015, and the changes in its net assets and its cash flows for the year then ended in accordance with U.S. general accepted accounting principles.

*House Park Dobratz & Wiebler, P.C.*

Kansas City, Missouri  
June 8, 2016

**LIBERTY MEMORIAL ASSOCIATION  
d/b/a THE NATIONAL WORLD WAR I  
MUSEUM AND MEMORIAL**

**STATEMENT OF FINANCIAL POSITION**

DECEMBER 31, 2015

ASSETS

Cash and cash equivalents	\$ 1,622,630
Certificates of deposit	5,169
Grants and accounts receivable, less allowance for doubtful accounts of \$4,430 (Note 6)	154,154
Unconditional promises to give, less allowance for doubtful accounts of \$60,000 (Note 2)	2,883,458
Missouri Development Finance Board receivable (Note 3)	822,000
Investments (Note 4)	3,636,038
Prepaid expenses	41,640
Inventory	103,952
Property and equipment (Note 5)	<u>6,454,916</u>
	<u>\$ 15,723,957</u>

LIABILITIES AND NET ASSETS

Accounts payable	\$ 146,158
Accrued expenses	43,030
Deferred revenue (Note 9)	<u>210,306</u>
	<u>399,494</u>
Commitment (Note 11)	
Net assets:	
Net assets, unrestricted:	
Available for operations	7,205,235
Board-designated endowment (Note 8)	<u>237,689</u>
	7,442,924
Temporarily restricted (Notes 7 and 8)	5,849,430
Permanently restricted (Note 8)	<u>2,032,109</u>
	<u>15,324,463</u>
	<u>\$ 15,723,957</u>

See notes to financial statements.

**LIBERTY MEMORIAL ASSOCIATION  
d/b/a THE NATIONAL WORLD WAR I  
MUSEUM AND MEMORIAL**

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

YEAR ENDED DECEMBER 31, 2015

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
<b>Revenues:</b>				
Contributions	\$ 702,322	\$ 5,523,105		\$ 6,225,427
Governmental grants (Note 9)	1,478,399			1,478,399
<b>Special events:</b>				
Gross revenue	308,118			308,118
Direct donor benefits	( 12,105)			( 12,105)
Memberships	<u>84,610</u>			<u>84,610</u>
Total support	2,561,344	<u>5,523,105</u>		8,084,449
Admissions, facility use and other	2,115,452	8,041		2,123,493
Merchandise sales	554,649			554,649
Loss on investments (Note 4)	<u>1,024</u>	<u>( 20,278)</u>		<u>( 19,254)</u>
Total revenue	5,232,469	5,510,868		10,743,337
Net assets released from restrictions (Note 7)	<u>828,522</u>	<u>( 828,522)</u>		<u>                    </u>
	<u>6,060,991</u>	<u>4,682,346</u>		<u>10,743,337</u>
<b>Expenses:</b>				
<b>Program services:</b>				
Museum operations	3,752,440			3,752,440
Collections management and research	446,590			446,590
Public programs	<u>520,605</u>			<u>520,605</u>
Total program services	<u>4,719,635</u>			<u>4,719,635</u>
<b>Supporting services:</b>				
Management and general	403,941			403,941
Fundraising and development	<u>368,553</u>			<u>368,553</u>
Total supporting services	<u>772,494</u>			<u>772,494</u>
Total expenses	<u>5,492,129</u>			<u>5,492,129</u>
Change in net assets before collection purchases	568,862	4,682,346		5,251,208
Collection purchases	<u>22,298</u>			<u>22,298</u>
Change in net assets	546,564	4,682,346		5,228,910
Net assets, beginning of year	<u>6,896,360</u>	<u>1,167,084</u>	<u>\$ 2,032,109</u>	<u>10,095,553</u>
Net assets, end of year	<u>\$ 7,442,924</u>	<u>\$ 5,849,430</u>	<u>\$ 2,032,109</u>	<u>\$ 15,324,463</u>

See notes to financial statements.

**LIBERTY MEMORIAL ASSOCIATION  
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**STATEMENT OF CASH FLOWS**

YEAR ENDED DECEMBER 31, 2015

Cash flows from operating activities:	
Change in net assets	\$ 5,228,910
Adjustments to reconcile change in net assets to net cash provided by operating activities:	
Depreciation	518,931
Realized gains on investments	( 38,003)
Unrealized losses on investments	138,586
Changes in:	
Grants and accounts receivable	( 91,980)
Unconditional promises to give	( 2,562,468)
Missouri Development Finance Board receivable	( 822,000)
Prepaid expenses	15,753
Inventory	12,670
Accounts payable	( 18,352)
Accrued expenses	7,862
Deferred revenue	( 19,987)
Refundable advances	( 200,000)
Net cash provided by operating activities	<u>2,169,922</u>
Cash flows from investing activities:	
Purchase of investments, net	( 592,848)
Purchase of property and equipment	( 715,818)
Net cash used by investing activities	<u>( 1,308,666)</u>
Net increase in cash	861,256
Cash and cash equivalents at beginning of year	<u>761,374</u>
Cash and cash equivalents at end of year	<u>\$ 1,622,630</u>

See notes to financial statements.

**LIBERTY MEMORIAL ASSOCIATION  
d/b/a THE NATIONAL WORLD WAR I  
MUSEUM AND MEMORIAL**

**NOTES TO FINANCIAL STATEMENTS**

**YEAR ENDED DECEMBER 31, 2015**

**1. Organization and summary of significant accounting policies:**

*Organization:*

Liberty Memorial Association d/b/a The National World War I Museum and Memorial (the Museum), a Missouri not-for-profit corporation, was formed in 1920 to honor those who gave service during World War I through the construction of a memorial and museum complex (the Memorial) in 1926. The Memorial building and 43-acre park grounds are owned by the City of Kansas City, Missouri (the City) and the Museum artifacts are owned by the Museum. The original Memorial 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 Memorial was listed on the National Register of Historic Places. The original Memorial 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 Memorial'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 Memorial* 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 houses and displays a significant portion of the Museum's collection of objects and artifacts. This rich collection has grown to more than 300,000 artifacts as of December 31, 2015. 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 165 in 2015.

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

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

Museum operations – reflects the operating expenses of the Memorial (including the Liberty Memorial Tower, Exhibit Hall and Memory Hall) and upkeep of the 43-acre parkland, and the National World War I Museum.



**LIBERTY MEMORIAL ASSOCIATION  
d/b/a THE NATIONAL WORLD WAR I  
MUSEUM AND MEMORIAL**

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2015

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

*Organization (continued):*

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

Public programs – for staff, content and other costs associated with the public and community educational programs, including youth outreach.

*Basis of accounting:*

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

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

Unrestricted net assets represent resources over which the Board of Trustees has discretionary control.

Unrestricted board designated net assets represent net assets restricted by the Board of Trustees for specified purposes.

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

Permanently restricted net assets are those contributions whose use by the Museum is limited by donor-imposed stipulations that the corpus be held in perpetuity.

*Unconditional promises to give:*

Contributions are recognized when the donor makes a promise to give to the Museum that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the same year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

The Museum uses the allowance method to determine uncollectible promises receivable. The allowance is based on prior years' experience and management's analysis of specific promises made.

**LIBERTY MEMORIAL ASSOCIATION  
d/b/a THE NATIONAL WORLD WAR I  
MUSEUM AND MEMORIAL**

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2015

**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 unrestricted net assets 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 Memorial building and grounds 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 unrestricted contributions 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 2016.

*Special events:*

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

**LIBERTY MEMORIAL ASSOCIATION**  
**d/b/a THE NATIONAL WORLD WAR I**  
**MUSEUM AND MEMORIAL**

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2015

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

*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 2015, volunteer hours were 47,329 hours. 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 year ended December 31, 2015, 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 2012.

*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 \$703,000 at December 31, 2015 are invested in money market funds which are not insured by the FDIC, but are secured by Government bonds.

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.

**LIBERTY MEMORIAL ASSOCIATION  
d/b/a THE NATIONAL WORLD WAR I  
MUSEUM AND MEMORIAL**

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2015

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

*Concentrations of credit risk (continued):*

In 2015, the Museum received \$1,315,661 from the City. This amount represents approximately 12% of total revenue for the year ended December 31, 2015.

*Subsequent events:*

Subsequent events have been evaluated through June 8, 2016, which is the date the financial statements were available to be issued.

**2. Unconditional promises to give:**

Unconditional promises to give consist of the following:

Gallery capital campaign	\$ 1,399,667
Education programs	145,000
Unrestricted	<u>1,338,791</u>
	<u>\$ 2,883,458</u>

Amounts due in:

Less than one year	\$ 1,513,533
One to five years	<u>1,369,925</u>
	<u>\$ 2,883,458</u>

The Museum has received \$250,000 of conditional promises to give in connection with the Gallery capital campaign which are contingent upon the Museum raising the \$2,500,000 estimated cost of the improvements; therefore, these promises to give are not reflected in the statement of financial position.

**3. Missouri Development Finance Board receivable:**

Effective November 18, 2014, the Museum entered into a tax credit agreement with the Missouri Development Finance Board (the Board). Under the terms of the agreement, the Board will accept contributions from donors up to \$3,600,000 and make the proceeds available to the Museum. The Board will issue tax credits to the donors up to \$1,800,000. The tax credits may be used by the donors to reduce the amount of income taxes owed to the State of Missouri. The Board charges an administrative fee of 4% and the agreement expires December 31, 2017.

The proceeds must be used for improvements and additions to the East Wing of the Museum facility (the Project). The Museum is 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.

**LIBERTY MEMORIAL ASSOCIATION**  
**d/b/a THE NATIONAL WORLD WAR I**  
**MUSEUM AND MEMORIAL**

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2015

**3. Missouri Development Finance Board receivable (continued):**

In the event the Museum does not undertake the Project, funds held by the Board will be applied first to reimburse the State of Missouri for the cost of tax credits issued, second, if requested by a donor, the funds will be returned to the donor and third, to pay for infrastructure projects the Board and the Museum mutually determine are beneficial to the Kansas City metropolitan area and the State of Missouri.

During the year ended December 31, 2015, the Board received the following contributions:

Contributions	\$ 856,250
Administrative fee	( 34,250)
Amount available to the Museum	<u>\$ 822,000</u>

**4. Investments:**

	<u>Fair Value</u>	<u>Cost</u>	<u>Excess of fair value (cost)</u>
Unrestricted:			
Money market funds	\$ 18,381	\$ 18,381	
Equity funds	120,177	135,292	
Fixed income funds	94,097	97,458	
Alternative investments	<u>9,099</u>	<u>10,579</u>	
Total unrestricted	<u>241,754</u>	<u>261,710</u>	
Temporarily restricted:			
Money market funds	16,516	16,516	
Certificates of deposit	399,553	400,000	
Equity funds	304,396	307,699	
Fixed income funds	<u>313,595</u>	<u>317,639</u>	
Total temporarily restricted	<u>1,034,060</u>	<u>1,041,854</u>	
Permanently restricted:			
Money market funds	85,029	85,029	
Common stock	532,397	465,809	
Equity funds	680,555	710,597	
Fixed income funds	214,849	225,875	
Government and agency bonds	329,716	332,842	
Corporate bonds	414,005	421,008	
Alternative investments	<u>103,673</u>	<u>123,268</u>	
Total permanently restricted	<u>2,360,224</u>	<u>2,364,428</u>	
Balance, end of year	<u>\$3,636,038</u>	<u>\$3,667,992</u>	(\$ 31,954)

**LIBERTY MEMORIAL ASSOCIATION  
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MUSEUM AND MEMORIAL**

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2015

**4. Investments (continued):**

Balance, beginning of year	<u>\$2,896,472</u>	<u>\$2,789,840</u>	<u>106,632</u>
Unrealized loss for the year			( 138,586)
Realized gains			<u>38,003</u>
Net realized and unrealized losses on investments			<u>(\$ 100,583)</u>
	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
Interest and dividends	\$ 13,265	\$ 82,139	\$ 95,404
Net realized gains (losses)	( 554)	38,557	38,003
Net unrealized losses	( 11,687)	( 126,899)	( 138,586)
Investment fees	<u>          </u>	<u>( 14,075)</u>	<u>( 14,075)</u>
	<u>\$ 1,024</u>	<u>(\$ 20,278)</u>	<u>(\$ 19,254)</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, 2015, all of the Museum's investments were valued using Level 1 inputs.

**5. Property and equipment:**

Exhibition space	\$ 7,212,804
Facility improvements	976,421
Transportation equipment	34,307
Equipment and furnishings	<u>1,952,623</u>
	10,176,155
Accumulated depreciation	<u>( 3,721,239)</u>
	<u>\$ 6,454,916</u>

Depreciation expense was \$518,931 for the year ended December 31, 2015.

**LIBERTY MEMORIAL ASSOCIATION  
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NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2015

**6. Line of credit:**

The Museum has a line of credit with a bank for \$500,000. The line is secured by receivables, bears interest at 4.5% and matures July 27, 2016. No amounts were drawn on this line of credit during the year ended December 31, 2015.

**7. Restricted net assets:**

Temporarily restricted net assets are available for the following purposes:

Artifact acquisition	\$ 47,382
Auditorium upgrades	28,170
Collection digitization	15,207
Education center furnishings	27,034
Educational, lecture and other	1,764,336
Gallery expansion	2,628,510
Other	<u>1,338,791</u>
	<u>\$ 5,849,430</u>

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

Artifact acquisition	\$ 16,850
Auditorium upgrades	38,557
Collection digitization	80,000
Educational, lecture and other	321,223
Gallery expansion	298,183
Unrestricted	<u>73,709</u>
	<u>\$ 828,522</u>

**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.

**LIBERTY MEMORIAL ASSOCIATION**  
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NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2015

**8. Endowment funds (continued):**

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 are reported in unrestricted net assets. Subsequent gains that restore the fair value of the assets of the endowment fund to the required level are classified as an increase in unrestricted net assets. There were no such deficiencies at December 31, 2015.

The Museum's permanently restricted net assets 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 Memorial 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.

The changes in the endowment net assets are as follows:

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Beginning of year	\$ 238,476	\$ 459,144	\$ 2,032,109	\$ 2,729,729
Interest and dividend income, net of expenses	11,454	60,066		71,520
Net realized and unrealized losses	( 12,241)	( 80,429)		( 92,670)
Grants	<u>                    </u>	<u>( 109,842)</u>	<u>                    </u>	<u>( 109,842)</u>
End of year	<u>\$ 237,689</u>	<u>\$ 328,939</u>	<u>\$ 2,032,109</u>	<u>\$ 2,598,737</u>

The Museum has adopted investment and spending policies for endowment 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)

YEAR ENDED DECEMBER 31, 2015

**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 the education portion of the NEH endowment is 70% money market and fixed income investments and 30% equities; and the current target allocation for designated and other endowment funds is 50% money market and fixed income funds and 50% 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.

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

The Museum has an agreement with the City to manage the Memorial as well as the surrounding 43-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 Memorial, 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 2016 is included in deferred revenue in the accompanying statement of financial position.

The Liberty Memorial Trust Fund (Fund), held by the City for the benefit of the Museum and Memorial, 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 City's endowment had an initial balance of \$15.7 million when created in 2000 and is approximately \$10.9 million at December 31, 2015. 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, 2015.

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.

**LIBERTY MEMORIAL ASSOCIATION  
d/b/a THE NATIONAL WORLD WAR I  
MUSEUM AND MEMORIAL**

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2015

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

Amounts received from the City during 2015 were as follows:

Management fee	\$ 625,000
Maintenance and security	46,501
Audio/visual upgrade grant	544,160
Centennial grant	<u>100,000</u>
	<u>\$ 1,315,661</u>

**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 (\$18,000 for 2015). If a participant is age 50 or older by the end of the year, 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 \$48,050 in 2015.

**11. Operating Lease:**

The Museum leases a copier under a noncancelable operating lease that expires August 25, 2017. Rent expense, included in program and supporting services, was \$15,368.

Minimum lease payments under the lease at December 31, 2015 are as follows:

<u>Year ending December 31,</u>	<u>Amount</u>
2016	\$ 10,860
2017	<u>7,240</u>
	<u>\$ 18,100</u>