Financial Report September 30, 2022



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Independent Auditor's Report

To the Board of Directors of Perot Museum of Nature and Science Dallas, Texas

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Perot Museum of Nature and Science (the Museum), which comprise the statements of financial position as of September 30, 2022 and 2021, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Museum as of September 30, 2022 and 2021, and the changes in its net assets and its cash flows for the years then ended, respectively, in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Museum and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Emphasis of Matter

As discussed in Note 1 to the financial statements, during the year ended September 30, 2022, the Organization adopted ASU 2020-07, *Not-for-Profit Entities* (Topic 958) – Presentation and Disclosures by Not-for-Profit Entities for Contributed Nonfinancial assets effective July 1, 2021. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

The Board of Trustees of Perot Museum of Nature and Science

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Museum's ability to continue as a going concern for one year after the date that the financial statements are issued (or when applicable, one year after the date that the financial statements are available to be issued).

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 Museum's internal control. Accordingly, no such opinion is
 expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Museum's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control–related matters that we identified during the audit.

The Board of Trustees of Perot Museum of Nature and Science

Report on Other Legal and Regulatory Requirements

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated February 22, 2023 on our consideration of the Museum's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the Museum's internal control over financial reporting and compliance.

WEAVER AND TIDWELL, L.L.P.

Weaver and Tiduell L.L.P.

Fort Worth, Texas February 22, 2023

Statements of Financial Position September 30, 2022 And 2021

	 2022	 2021
ASSETS		
Cash and cash equivalents Investments Accounts receivable Contributions receivable, net Prepaid expenses and other assets Property and equipment, net of depreciation	\$ 36,988,679 25,692,934 318,344 1,819,521 1,402,893 110,221,614	\$ 28,932,704 30,513,503 536,509 2,266,141 1,443,666 116,874,614
TOTAL ASSETS	\$ 176,443,985	\$ 180,567,137
LIABILITIES AND NET ASSETS		
LIABILITIES Accounts payable and accrued expenses Unearned revenue Notes payable, net	\$ 2,583,860 785,120 -	\$ 2,995,587 766,153 1,959,733
Total liabilities	3,368,980	5,721,473
NET ASSETS Without donor restrictions With donor restrictions Total net assets	 151,100,692 21,974,313 173,075,005	 156,048,374 18,797,290 174,845,664
TOTAL LIABILITIES AND NET ASSETS	\$ 176,443,985	\$ 180,567,137

Statement of Activities Year Ended September 30, 2022

		ithout Donor Restrictions		With Donor Restrictions		Total
REVENUES AND OTHER SUPPORT						
Earned revenues						
General admission fees	\$	8,032,190	\$	-	\$	8,032,190
Theater admissions		863,979		-		863,979
Education programs		862,999		-		862,999
Memberships		562,260		-		562,260
Ancillary and other		3,110,294		-		3,110,294
Contributions						
Gifts and grants		616,517		9,224,347		9,840,864
City of Dallas		744,089		37,500		781,589
In-kind		75,727		-		75,727
Government grants		4,464,920		-		4,464,920
Special events		120,834		1,801,656		1,922,490
Investment income (loss), net		(2,954,306)		(991,581)		(3,945,887)
Net assets released from restrictions		6,894,899		(6,894,899)		
Total revenues and other support		23,394,402		3,177,023		26,571,425
EXPENSES						
Program services						
Exhibitions		3,786,881		-		3,786,881
Education		4,222,430		-		4,222,430
Scientific activities		1,032,574		-		1,032,574
Theater operations		267,153		-		267,153
Facilities		6,065,801		-		6,065,801
Supporting services						
General and administration		1,674,714		-		1,674,714
Fundraising		2,575,949				2,575,949
Total expenses		19,625,502				19,625,502
Change in net assets before						
depreciation and amortization		3,768,900		3,177,023		6,945,923
Depreciation and amortization		8,716,582		-		8,716,582
CHANGE IN NET ASSETS		(4,947,682)		3,177,023		(1,770,659)
NET ASSETS, beginning of year		156,048,374		18,797,290		174,845,664
NET ASSETS, end of year	_\$	151,100,692	_\$	21,974,313	_\$	173,075,005

Statement of Activities Year Ended September 30, 2021

	ithout Donor Restrictions	Vith Donor estrictions	Total
REVENUES AND OTHER SUPPORT			
Earned revenues			
General admission fees	\$ 5,653,534	\$ -	\$ 5,653,534
Theater admissions	-	-	-
Education programs	498,014	-	498,014
Memberships	613,319	-	613,319
Ancillary and other	1,737,168	-	1,737,168
Contributions			
Gifts and grants	4,229,439	2,796,977	7,026,416
City of Dallas	756,250	-	756,250
In-kind	10,192	-	10,192
Government grants	4,797,455	-	4,797,455
Special events	-	1,102,172	1,102,172
Investment income, net	4,377,339	1,690,839	6,068,178
Net assets released from restrictions	 3,731,606	(3,731,606)	 -
Total revenues and other support	26,404,316	1,858,382	28,262,698
EXPENSES			
Program services			
Exhibitions	2,642,705	-	2,642,705
Education	2,397,745	-	2,397,745
Scientific activities	976,420	-	976,420
Theater operations	9,688	-	9,688
Facilities	5,673,247	-	5,673,247
Supporting services			
General and administration	1,106,585	-	1,106,585
Fundraising	1,320,068	 -	 1,320,068
Total expenses	14,126,458		14,126,458
Change in net assets before			
depreciation and amortization	12,277,858	1,858,382	14,136,240
Depreciation and amortization	8,272,919	 _	 8,272,919
CHANGE IN NET ASSETS	4,004,939	1,858,382	5,863,321
NET ASSETS, beginning of year	152,043,435	 16,938,908	 168,982,343
NET ASSETS, end of year	\$ 156,048,374	\$ 18,797,290	\$ 174,845,664

Statement of Functional Expenses Year Ended September 30, 2022

		Program Services						Total	Supporting Services					Total				
						Scientific		Theater		Program	Ge	neral and			S	upporting		Total
	E	xhibitions		Education		Activities		Operations	 Facilities	 Expenses	Adı	ministration	F	undraising		Expenses		Expenses
Salaries and benefits	\$	2,139,812	\$	3,172,479	\$	822,072	\$	-	\$ 1,180,321	\$ 7,314,684	\$	849,883	\$	1,402,177	\$	2,252,060	\$	9,566,744
Travel and professional development		25,264		55,580		14,228		1,242	12,627	108,941		48,833		25,262		74,095		183,036
Consultants and professional services		223,682		47,267		6,001		83	3,501	280,534		428,564		320,891		749,455		1,029,989
Advertising and promotion		479,383		542,855		112,028		-	-	1,134,266		-		145,307		145,307		1,279,573
Office expenses		2,050		393		30		-	1,101,659	1,104,132		9,894		18,276		28,170		1,132,302
Exhibition rental and maintenance		775,691		7,142		14		221,846	2,418	1,007,111		67,134		919		68,053		1,075,164
Supplies		140,999		389,607		27,604		43,982	83,241	685,433		141,948		663,117		805,065		1,490,498
Occupancy		-		7,107		50,597		-	3,153,008	3,210,712		128,458		-		128,458		3,339,170
Building and equipment maintenance/repairs		-	_	-				-	529,026	 529,026				-		-		529,026
Total expenses before depreciation		3,786,881		4,222,430		1,032,574		267,153	6,065,801	15,374,839		1,674,714		2,575,949		4,250,663		19,625,502
Depreciation and amortization		3,958,958		481,627	_	395,963		30,975	3,747,313	8,614,836		101,746		-		101,746		8,716,582
TOTAL EXPENSES	\$	7,745,839	\$	4,704,057	\$	1,428,537	\$	298,128	\$ 9,813,114	\$ 23,989,675	\$	1,776,460	\$	2,575,949	\$	4,352,409	\$	28,342,084

Statement of Functional Expenses Year Ended September 30, 2021

				Prog	gram Services				Total		Supportin	g Serv	rices		Total	
					Scientific	1	Theater		Program		eneral and			S	upporting	Total
	Ex	chibitions	 ducation		Activities	0	perations	 Facilities	 Expenses	Adı	ministration	Fu	ındraising	!	Expenses	Expenses
Salaries and benefits	\$	1,375,672	\$ 1,885,261	\$	711,199	\$	-	\$ 1,359,562	\$ 5,331,694	\$	592,231	\$	981,660	\$	1,573,891	\$ 6,905,585
Travel and professional development		253	3,807		2,621		-	1,517	8,198		12,449		271		12,720	20,918
Consultants and professional services		125,983	66,195		7,948		1,225	62,357	263,708		312,897		157,494		470,391	734,099
Advertising and promotion		313,901	279,648		108,845		-	-	702,394		-		62,436		62,436	764,830
Office expenses		377	342		2,307		-	965,306	968,332		5,066		53,363		58,429	1,026,761
Exhibition rental and maintenance		740,920	-		-		1,167	8,919	751,006		6,006		-		6,006	757,012
Supplies		85,599	156,393		23,910		7,296	89,376	362,574		55,421		64,844		120,265	482,839
Occupancy		-	6,099		119,590		-	2,558,657	2,684,346		122,515		-		122,515	2,806,861
Building and equipment maintenance/repairs		-	-		-		-	627,553	 627,553		-		-		-	 627,553
Total expenses before depreciation		2,642,705	2,397,745		976,420		9,688	5,673,247	11,699,805		1,106,585		1,320,068		2,426,653	14,126,458
Depreciation and amortization		3,939,336	22,323		386,100		5,060	 3,816,468	8,169,287		103,632				103,632	8,272,919
TOTAL EXPENSES	\$	6,582,041	\$ 2,420,068	\$	1,362,520	\$	14,748	\$ 9,489,715	\$ 19,869,092	\$	1,210,217	\$	1,320,068	\$	2,530,285	\$ 22,399,377

Statements of Cash Flows Years Ended September 30, 2022 and 2021

	 2022	 2021
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ (1,770,659)	\$ 5,863,321
Adjustments to reconcile change in net assets to net		
cash provided by (used in) operating activities		
Unrealized (gain) loss on investments	4,056,178	(6,017,481)
Realized gain on investments	-	(754)
Loss (gain) on disposal of property and equipment	-	19,288
Depreciation and amortization	8,716,582	8,272,919
Forgiveness of note payable	(1,949,797)	(3,720,893)
Change in accounts receivable	218,165	(405,777)
Change in contributions receivable	446,620	570,916
Change in prepaid expenses and other assets	40,773	(256,676)
Change in accounts payable and accrued expenses	(421,663)	948,419
Change in unearned revenue	 18,967	 90,682
Net cash provided by (used in) operating activities	9,355,166	5,363,964
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of investments	(1,589,654)	(9,313,629)
Sale of investments	2,354,045	8,199,893
Purchase of property and equipment	(2,063,582)	 (1,997,328)
Net cash used in investing activities	(1,299,191)	(3,111,064)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from issuance of note payable		1,949,797
Net cash provided by financing activities		1,949,797
Net change in cash and cash equivalents	8,055,975	4,202,697
CASH AND CASH EQUIVALENTS, beginning of year	 28,932,704	 24,730,007
CASH AND CASH EQUIVALENTS, end of year	\$ 36,988,679	\$ 28,932,704

Notes to Financial Statements

Note 1. Purpose of Organization

Purpose

The Perot Museum of Nature and Science (the Museum or Organization), is a Texas not-for-profit corporation whose mission is to inspire minds through nature and science. The Museum was founded in 1936 as part of the Texas Centennial and was one of the first natural history museums in the region. It is the only public collections-based, research driven, natural history museum in the region.

In June 2006, the Museum acquired the net assets of the Southwest Museum of Science and Technology (The Science Place). The Science Place was founded in 1946 as the Dallas Health Museum and is one of the oldest science museums in the nation. In October 2006, the Museum acquired the net assets of the Dallas Children's Museum. In December 2012, the Museum moved from its original facility in Fair Park which was provided by the City of Dallas to a newly constructed facility in Downtown Dallas' Victory Park area. The new facility, known as the Perot Museum of Nature and Science, is an 180,000 square foot, state-of-the-art exhibit and education space which includes 11 permanent exhibit halls, six learning labs/classrooms, a temporary exhibit hall, a 3D digital theater, auditorium, museum shop, cafe and outdoor science park. The Museum retained the use of the Nature Building at Fair Park for its paleontology lab, collections storage, and outreach educational staff until the agreement ended in February 2020.

In 1993, operation of the Museum was transferred from the City of Dallas (which owns a portion of the collections). The City of Dallas continues to support the Museum with direct support of \$781,589 in 2022 and \$756,250 in 2021.

Note 2. Summary of Significant Accounting Policies

A summary of the significant accounting policies consistently applied in the preparation of the accompanying financial statements are as follows:

Basis of Accounting

The accompanying financial statements of the Organization have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (GAAP), which recognizes revenues when earned and expenses when incurred.

Use of Estimates

Management uses estimates and assumptions in preparing the financial statements. Those estimates and assumptions may affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Significant estimates include but are not limited to the fair value of investments, allowance and discount on contributions receivable and estimated useful lives of property and equipment.

Notes to Financial Statements

Basis of Presentation

The Organization presents its financial statements in accordance with Financial Accounting Standards Board (FASB), Accounting Standards Codification (ASC) 958 Not-for-Profit Entities. Under FASB ASC 958-205, the Organization is required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions. Net assets, revenues, expenses, gains and losses are classified based on the existence or absence of donor imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

- <u>Net Assets Without Restrictions</u> Net assets that are not subject to donor-imposed stipulations.
 Restricted contributions received and released in the current year will be reported as activity between the applicable classes of assets.
- <u>Net Assets With Restrictions</u> Net assets with restrictions include net assets subject to donor-imposed stipulations that may or will be met by actions of the Organization and/or the passage of time to be used generally for capital expenditures and program support. Net assets with restrictions also include net assets subject to donor-imposed stipulations that will never lapse, thus requiring the funds to be retained permanently. Generally, the donors of these assets permit the Museum to use all or part of the income earned on related investments for general or specific purposes, including program support.

Revenues are reported as increases in net assets without restriction unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in net assets without restriction. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in net assets without restriction unless their use is restricted by explicit donor stipulation or by law. Expirations of net assets with restriction (i.e., the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as reclassifications between the applicable classes of net assets.

Revenue Recognition

On October 1, 2019, the Museum adopted ASC Topic 606, Revenue from Contracts with Customers, (ASC 606) using the modified retrospective approach, which only applies to contracts that were not completed as of the date of initial application. The adoption did not require an adjustment to beginning net position for the cumulative effect adjustment and does not have a material impact on the Museums' financial statements.

Support arising from donated services, goods, or property and equipment is recorded as both revenues and as an expense or asset based on the fair value at the date of the donation.

Revenue from the sale of tickets to the public, reservations for school programs, and tickets to the theater for dates after the end of the year is deferred as unearned revenue. Membership revenues are recognized ratably over the terms of the memberships. Amounts included in ancillary and other revenues include facilities rentals, café revenues, gift shop revenues, and parking revenues for which revenue is recognized in accordance with agreements and contracts.

A substantial number of unpaid volunteers have made significant contributions of their time to develop the Museum's programs, principally in board activities, scientific laboratories, and educational programs. The value of this contributed time is not reflected in these financial statements because it does not meet criteria for recognition under the GAAP.

Notes to Financial Statements

Support funded by grants is recognized as the Museum meets the condition prescribed by the grant agreement, performs the contracted services, or incurs outlays eligible for reimbursement under the grant agreement. Grant activities and outlays are subject to audit and acceptance by the granting agency, and as a result of such audit, adjustments could be required. Grants restricted based on grant requirements are released once those requirements are met.

Cash and Cash Equivalents

The Museum considers cash and cash equivalents to be cash on hand, money market accounts, and all highly liquid investments purchased with an initial maturity of three months or less. Cash and cash equivalents are reported at cost which approximates fair value. The Organization maintains cash balances at various financial institutions, which at times may exceed federally insured limits. The Organization has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk on cash and cash equivalents.

Investments

The Museum records investments at fair value (except for the privately managed funds and private equity funds, which are reported at Net Asset Value). Under this method of accounting, fair value fluctuations are recorded in the period in which they occur by adjusting the carrying value of such investments and recognizing a net unrealized gain or loss. Realized gains and losses are recognized in the period in which they are earned or incurred. Interest income is recorded as earned. Investment income is reported in net assets without donor restrictions unless its use is restricted by explicit donor stipulation or by law.

Accounts Receivable

Accounts receivable consists of amounts owed on various agreements and contracts, and are included on the accompanying statements of financial position. Management determines the need for an allowance for doubtful accounts which is based upon a review of outstanding receivables, historical collection information, existing economic conditions, and by identifying troubled accounts. Historically, the Organization has not experienced significant losses on accounts receivables. Based on past experience and analysis of current receivable collectability, no allowance for doubtful accounts was considered necessary as of September 30, 2022 and 2021.

Contributions

Unconditional promises by donors to give are included on the financial statements as contributions receivable and revenue in the appropriate net asset category. The Organization reports contributions as restricted support if the support is received with donor restrictions that limit the use of the donated assets. When and if a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions, including those contributions received and released within one year, are reclassified to net assets without donor restrictions and reported on the statement of activities as net assets released from restrictions. Support that is not restricted by the donor is reported as an increase in net assets without donor restrictions in the reporting period in which the support is recognized.

Notes to Financial Statements

Unconditional gifts expected to be collected within one year are reported at their net realizable value. Unconditional promises to give that are expected to be collected in future years are initially reported at fair value determined using the discounted present value of estimated future cash flows technique using a discounted rate commensurate with the risks involved. Unconditional promises to give received during the years ended September 30, 2022 and 2021 have been discounted at 3.60% and .17%, respectively. The resulting discount of \$46,979 and \$1,345 at September 30, 2022 and 2021, respectively, is amortized using the level-yield method.

The Organization reports contributions of land, buildings, equipment, and other long-lived assets as revenue without donor restrictions, unless explicit donor restrictions specify how the donated assets must be used. Gifts of assets with explicit restrictions that specify how the assets are to be used are accounted for as restricted support. The Organization reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service.

The Organization evaluates the need for an allowance for uncollectible accounts based on management's analysis of specific pledges, historical collection experience, type of contribution, and nature of the fund-raising activity, and is adjusted for those contributions receivable for which collection is uncertain. Historically, the Organization has experienced minimal losses on receivables. Based on their review of the criteria above, management has recorded an allowance for uncollectible accounts of \$2,000 and \$28,882 for the years ended September 31, 2022 and 2021, respectively.

Conditional promises to give depend on the occurrence of a specified future and uncertain event to bind the potential donor. Conditional promises to give are not recognized until they become unconditional, that is, when the conditions on which they depend are substantially met. No amounts have been recognized in the financial statements for conditional promises to give, which generally arise from the Organization being named as a beneficiary in a revocable will or trust, because the conditions on which such contributions depend have not been substantially met.

Property and Equipment

Purchased property and equipment are stated at cost, representing the purchase price or fair market value at the date of gift, less accumulated depreciation. Depreciation expense is computed using the straight-line method over estimated useful lives of each asset. Assets under capital lease obligations and leasehold improvements are amortized over the shorter of the lease term or their respective estimated useful lives.

	Estimated Useful Life
Building & building improvements Exhibits and renovations Land improvements Equipment and furniture Leasehold improvements	3 - 40 years 6 - 10 years 5 - 15 years 3 - 15 years 20 years

Notes to Financial Statements

The Organization capitalizes property and equipment with a cost greater than \$5,000 and a useful life of greater than three years. The Organization reviews the carrying value of long-lived assets to determine if facts and circumstances suggest that they may be impaired or that the depreciation or amortization period may need to be changed. If circumstances indicate the long-lived asset will not be recoverable, based upon undiscounted cash flows of the long-lived asset over the remaining life, the carrying value of the long-lived asset will be reduced by the estimated shortfall of discounted cash flows. The Organization does not believe there are any indicators that would require an adjustment of the carrying value of its long-lived assets or their remaining useful lives as of September 30, 2022 and 2021.

Collections

A portion of the collections of the Museum are owned by the City of Dallas, and a portion are owned by the Museum. The Museum's collections are comprised of objects of historical, cultural or scientific significance that are held for educational, research, scientific, and curatorial purposes. Each of the items is cataloged, preserved and cared for, and monitored according to professional museum standards, and activities verifying its existence and assessing its condition are performed continuously. The collections are subject to a policy that requires proceeds from sales of collection items be used to acquire other items for collections or provide for the direct care of existing collections.

In accordance with the practice generally followed by museums, the value of objects in the collections is excluded from the financial statements. Such collections have been acquired through purchases and contributions since the Museum's inception. Purchases of collection items are recorded as decreases in net assets without donor restrictions in the year in which the items are acquired, or as decreases in restricted net assets if the assets used to purchase the items are restricted by donors. Contributed collection items are not reflected in the financial statements. Proceeds from deaccessions or insurance recoveries are reflected as increases in net assets. There were no sales of collection items in 2022 or 2021.

Unearned Revenue

The Organization directly solicits memberships. Membership dues received are recognized as revenue upon receipt for the portion of the dues that are considered a contribution to the Museum, while the portion of the dues that relates to the service the Museum will provide the member is recognized as revenue ratably over the term of the membership period. Amounts not yet earned by the end of the fiscal year are reported as unearned revenue on the statements of financial position.

Income Taxes

The Organization has been recognized by the Internal Revenue Service as a nonprofit corporation exempt from federal income tax on its income, under Section 501(c)(3) of the Internal Revenue Code. The Organization follows the provisions of ASC 740-10, Income Taxes, related to unrecognized tax positions. The Organization recognizes the tax benefits from uncertain tax positions only if it is more likely than not that the tax positions will be sustained on examination by the taxing authorities, based on the technical merits of the positions. The tax benefits recognized in the financial statements from such positions are measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement.

Notes to Financial Statements

The Organization does not believe there are any material uncertain tax positions and accordingly, it will not recognize any liability for unrecognized tax benefits. For the years ended September 30, 2022 and 2021, there were no interest or penalties recorded or included in the financial statements. The Organization is relying on its tax-exempt status and its adherence to all applicable laws and regulations to preserve that status. However, the conclusions regarding accounting for uncertainty in income taxes will be subject to review and may be adjusted at a later date based on factors including, but not limited to, ongoing analysis of tax laws, regulations, and interpretations thereof. The Organization's informational returns are generally subject to examination for three years after the later of the due date or date of filing. As a result, the Organization is no longer subject to income tax examinations by tax authorities for years prior to 2019.

Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis on the Statement of Functional Expenses. Salaries and related payroll expenses are recorded based on actual segregation of personnel by program or supporting services, when available. Distribution of all other expenses is based on actual usage or management's estimate of usage applicable to various programs and supporting services benefited.

Advertising Costs

The Organization uses advertising to promote its programs. The production costs of advertising are expensed as incurred and include direct media, promotional items, and advertising contracts for public relations development. For the years ended September 30, 2022 and 2021, advertising costs were approximately \$1,279,600 and \$764,000, respectively, and are included in advertising and promotion expenses on the statement of activities.

Deferred Compensation

The Organization holds an investment in a 457(b) plan. In accordance with GAAP, the Organization has recorded an investment - deferred compensation and a corresponding deferred compensation liability on the statement of financial position. The investment - deferred compensation is recorded at fair value. All activity related to this investment, including contributions, gain or loss and investment income, is recorded as increases or decreases to the investment and accrued expenses accounts.

Special Events

Special event revenue consists of ticket sales and contributions for the Museum's annual Night at the Museum gala. Tickets are recorded as revenue when the event has occurred. Contributions are recorded as revenue when the promise to give is determined to be unconditional.

Reclassifications

Certain reclassifications have been made to the 2021 financial statements to conform to the 2022 financial statement presentation. These reclassifications had no effect on changes in net assets.

Notes to Financial Statements

New Accounting Pronouncement

In February 2016, the FASB issued ASU No. 2016-02, Leases (Topic 842), which requires lessees to recognize a right-of-use asset and lease liability for all leases with terms of more than 12 months. Recognition, measurement and presentation of expenses will depend on classification as a finance or operating lease. ASU 2016-02 is effective for the Organization beginning in fiscal year 2023. The Organization is currently evaluating the impact to its future financial statements.

In September 2020, the FASB issued ASU No. 2020-07, *Not-for-Profit Entities* (Topic 958). This ASU requires that not-for profit entities present nonfinancial assets, in a separate line item in the statement of activities. Not-for-profits will also be required to disclose: disaggregated contributed nonfinancial assets by amount and category that describes the type of contributed nonfinancial assets, qualitative information about amounts used by category during the reporting period, the entity's policy regarding monetizing any contributions instead of utilizing them, any donor-imposed restrictions tied to contributions received, a description of valuation techniques utilized to fair value any contributions, and the principal market used to fair value any contributions. The Organization adopted ASU 2020-07 effective October 1, 2020 using the modified retrospective approach. Adoption of ASU 2020-07 did not have a material effect on the Organization's financial statements. The Organization's disclosure of contributed nonfinancial assets is presented in Note 14.

Note 3. Contributions Receivable

As of September 30, unconditional promises to give are expected to be collected in the following periods:

	 2022	 2021
Due in the next year Due in one to five years	\$ 1,458,500 410,000	\$ 1,485,500 810,868
	1,868,500	2,296,368
Less unamortized discount Less allowance for uncollectible pledges	 (46,979) (2,000)	 (1,345) (28,882)
Total contributions receivable	\$ 1,819,521	\$ 2,266,141

Pledges and other contributions receivable are discounted at a rate of 3.6% and .17% at September 30, 2022 and 2021, respectively.

Notes to Financial Statements

Note 4. Fair Value of Investments

The Organization's investments are recorded at fair value and consisted of the following at September 30, 2022 and 2021:

	 2022	2021
Mutual funds Privately managed funds - equities Private equity funds	\$ 8,696,638 12,046,648 4,949,648	\$ 14,416,852 11,390,802 4,705,849
	\$ 25,692,934	\$ 30,513,503

Investment income at September 30, 2022 and 2021 consisted of the following:

	 2022	 2021
Dividends and interest	\$ 110,291	\$ 49,943
Net realized gains	-	754
Net unrealized gain (loss)	(4,056,178)	6,017,481
	\$ (3,945,887)	\$ 6,068,178

The Organization follows FASB ASC Topic 820, Fair Value Measurements, which provides the framework for measuring fair value. FASB ASC 820 established a three-tier hierarchy to maximize the use of observable market data and minimize the use of unobservable inputs, and to establish classification of fair value measurements for disclosure purposes. Inputs refer broadly to the assumptions that market participants would use in pricing the asset or liability, including assumptions about risk. Inputs may be observable or unobservable. Observable inputs are inputs that reflect the assumptions market participants would use in pricing the asset or liability developed based on market data obtained from sources independent of the reporting entity.

Notes to Financial Statements

Unobservable inputs are inputs that reflect the reporting entity's own assumptions about the assumptions market participants would use in pricing the asset or liability developed based on the best information available. The three-tier hierarchy of inputs is summarized in the three broad levels listed as follows:

- Level 1 Quoted prices are available in active markets that the Organization has the ability to access for identical investments as of the reporting date, without adjustment. The type of investments in Level I include listed mutual funds.
- Level 2 Other significant observable inputs. Inputs to the valuation methodology include:
 - Quoted prices for similar assets or liabilities in active markets;
 - Quoted prices of identical or similar assets or liabilities in inactive markets; Inputs
 other than quoted prices that are observable for the asset or liability; and
 - Inputs that are derived principally from, or corroborated by, observable market data by correlation or other means.

If the asset or liability has a specified contractual term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3 Significant unobservable inputs. Pricing inputs are unobservable for the investment and includes situations where there is little, if any, market activity for the investment.

The determination of where an asset or liability falls in the hierarchy requires significant judgment. The Organization evaluates its hierarchy disclosures each reporting period and, based on various factors, it is possible that an asset or liability may be classified differently from period to period. However, the Organization expects that changes in classifications between different levels will not have a significant effect on the financial statements.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Notes to Financial Statements

The fair value of each asset and liability in the tables below was measured using FASB ASC 820 input guidance and valuation techniques. The following tables present the fair value measurements of assets recognized in the accompanying statement of financial position measured at fair value on a recurring basis and the level within the fair value hierarchy in which the fair value measurements fall at September 30, 2022 and 2021:

		Assets	at Fair Value as	of September	30, 2022	
	Liquidity	Notice Period	Level 1	Level 2	Level 3	Total
Investment - deferred compensation						
Various equity mutual funds	Daily	N/A	\$ 195,653	\$ -	\$ -	\$ 195,653
Various mutual funds	Daily	N/A	8,500,985	-		8,500,985
Total investments in fair value hierarchy			\$ 8,696,638	\$ -	\$ -	8,696,638
Investments measured at net asset value						
Japanese equities	Quarterly	60 Days				744,911
Multi-Strategy funds	Annually	90 Days				8,706,333
International equities	Quarterly	60 Days				2,595,404
Private equity fund 1	Illiquid [']	N/A				273,141
Private equity fund 2	Illiquid	N/A				2,850,744
Private equity fund 3	Illiquid	N/A				1,324,922
Biotechnology funds	Annually	90 days				500,841
Total Investments						\$ 25,692,934
Investment - deferred compensation	Liquidity	Notice Period	at Fair Value a Level 1	Level 2	Level 3	Total
Various equity mutual funds	Daily	N/A	\$ 213,823	\$ -	\$ -	\$ 213,823
Various mutual funds	Daily	N/A	14,203,029	-		14,203,029
Total investments in fair value hierarchy			\$14,416,852	\$ -	\$ -	14,416,852
Investments measured at net asset value						
Japanese equities	Quarterly	60 Days				401,710
Multi-Strategy funds	Annually	90 Days				9,512,301
International equities	Quarterly	60 Days				1,476,791
Private equity fund 1	Illiquid [*]	N/A				312,994
Private equity fund 2	Illiquid	N/A				3,244,731
Private equity fund 3	Illiquid	N/A				1,119,650
Insurance linked securities	18 months	100 days				28,474
TotalInvestments						\$ 30,513,503

Notes to Financial Statements

Fair Value of Investments that Calculate Net Asset Value

The Organization invests in the following investment companies that are reported at net asset value. Investments reported at net asset value are excluded from the fair value hierarchy. The following table summarizes investments measured at fair value based on net asset value (NAVs) per share as of September 30, 2022:

					Redemption Frequency	Redemption
September 30, 2022	F	air Value	-	nfunded mmitments	(if currently eligible)	Notice Period
Private equity fund 1 (a)	\$	273,141	\$	-	See (a)	See (a)
Private equity fund 2 (a)		2,850,744		660,000	See (a)	See (a)
Private equity fund 3 (a)		1,324,922		1,575,500	See (a)	See (a)
International equities (b)		2,595,404		-	See (b)	See (b)
Multi-strategy funds (c)		8,706,333		-	See (d)	See (d)
Japanese Equities (d)		744,911		-	See (f)	See (f)
Biotechnology funds (e)		500,841		-	See (g)	See (g)

The following table summarizes investments measured at fair value based on net asset value (NAVs) per share as of September 30, 2021:

					Redemption Frequency	Redemption
September 30, 2021	F	air Value	_	nfunded mmitments	(if currently eligible)	Notice Period
Private equity fund 1 (a)	\$	312,994	\$	_	See (a)	See (a)
Private equity fund 2 (a)		3,244,731		755,000	See (a)	See (a)
Private equity fund 3 (a)		1,119,650		1,853,000	See (a)	See (a)
International equities (b)		1,476,791		-	See (b)	See (b)
Multi-strategy funds (c)		9,512,301		-	See (d)	See (d)
Japanese Equities (d)		401,710		-	See (f)	See (f)
Insurance linked securities		28,474		-	See (g)	See (g)

Notes to Financial Statements

A description of the valuation methodologies used for assets and liabilities measured at fair value, as well as the general classification of such instruments pursuant to the valuation hierarchy, is set forth below. In general, fair value is based upon quoted market prices, where available. If such quoted market prices are not available, fair value is based upon internally developed models that primarily use, as inputs, observable market-based parameters. Valuation adjustments may be made to ensure that financial instruments are recorded at fair value. While management believes the Organization's valuation methodologies are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different estimate of fair value at the reporting date.

- (a) Private equity funds The private equity fund contains interest in various established private equity funds and interest in operating companies owned by private equity funds. Due to the nature of the investments, restrictions on redemptions exist in some of the private equity funds and amounts are considered illiquid.
- (b) International equities The international equities includes an investment in a fund of funds that invests primarily in long U.S. and international equities with a long-term investment horizon. Withdrawals may be made at the end of any fiscal quarter by giving notice no later than 60 days prior to the quarter end of the withdrawal.
- (c) Multi-strategy funds The multi-strategy funds include investments in various relative value arbitrage strategies which use varying degrees of hedging and leverage, a diversified group of long and short equity funds that attempt to minimize market risk through a hedged approach, and various other securities and funds. Withdrawals may be made on an annual basis.
- (d) Japanese Equities The Japanese equities fund include investments in various domestic Japanese securities. Withdrawals may be made on a quarterly basis.
- (e) Biotechnology funds The biotechnology funds include privately managed investment vehicles in the biotechnology sector. Withdrawals may be made at the end of the year by giving notice no later than 90 days prior to year-end of the withdrawal.

Note 5. Property and Equipment

Property and equipment consisted of the following as of September 30:

	2022		2021	
Building and building improvements	\$	112,484,802	\$	112,217,161
Exhibits and renovations		35,716,806		35,415,590
Land and land improvements		25,918,402		25,852,395
Equipment and furniture		9,895,009		8,039,047
Leasehold improvements		1,581,120		1,500,000
Artwork		201,953		201,953
Work in progress		1,138,546		1,685,128
		186,936,638		184,911,274
Less accumulated depreciation and amortization		(76,715,024)		(68,036,660)
	\$	110,221,614	\$	116,874,614

Notes to Financial Statements

Note 6. Accounts Payable and Accrued Expenses

Accounts payable and accrued expenses are summarized as follows:

	 2022	2021	
Accounts payable	\$ 489,062	\$	1,309,510
Other accrued expenses	654,395		702,905
Deferred compensation	211,146		176,259
Accrued compensation and benefits	 1,229,257		806,913
	\$ 2,583,860	\$	2,995,587

Note 7. Revolving Line of Credit and Notes Payable

On March 26, 2021 the Museum entered into a second promissory note under the Paycheck Protection Program (PPP) pursuant to the CARES Act in the amount of \$1,949,797. On May 6, 2022, the Museum's application for forgiveness was accepted by the Small Business Administration and the note was fully forgiven and is included within government support on the statement of activities.

On September 14, 2021, the Museum entered into a revolving line of credit with borrowing limit of \$10,000,000, with an unpaid balance due, if any, September 14, 2024. The line of credit has a variable interest rate of LIBOR rate plus 1.25%. The Museum had a balance of \$0 outstanding under the revolving line of credit at September 30, 2022 and 2021, respectively. Interest expense for the line of credit for the years ended September 30, 2022 and 2021 was \$0.

Note 8. Defined Contribution Plan

The Museum has established a 401(k) Plan for the benefit of all its employees. Employees are eligible to participate on the first day of the month subsequent to their hire. Each eligible employee may contribute to the plan. The Museum may, at the Board's discretion, match contributions based upon the employee's contribution to the plan. The Museum recognized an expense of approximately \$246,000 and \$204,000 in 2022 and 2021, respectively, representing its matching contribution, and is included within salaries and benefits expenses on the statement of activities.

Note 9. Net Assets

Net assets without donor restrictions included certain amounts that were designated by the Museum's board to be spent for the following purposes at September 30:

	 2022	 2021
Endowment Building Exhibits Technology	\$ 16,718,095 1,288,768 4,104,503 1,135,840	\$ 19,588,682 1,288,768 4,104,503 1,135,840
	\$ 23,247,206	\$ 26,117,793

Notes to Financial Statements

Net assets with donor restrictions are restricted for the following purposes at September 30:

	 2022		2021	
Campaign for Excellence Bio-Lab Education programs	\$ 500,000 25,000 3,581,652	\$	2,852,894 50,000 3,100,431	
Fundraising development Endowment investment income	8,273,702 2,093,959		1,936,846 3,357,119	
Restricted in perpetuity	 7,500,000		7,500,000	
	\$ 21,974,313	\$	18,797,290	

Net assets were released from restrictions by incurring expenses to satisfy the following purpose restrictions or by the passage of time during the years ended September 30:

	2022		2021	
Campaign for Excellence	\$	1,086,751	\$	364,293
Bio-Lab		100,000		84,417
Education programs		2,988,178		1,935,299
Scientific research		-		9,991
Exhibits		-		80,400
Collections		-		465,266
Fundraising development		2,448,394		566,940
Contributed rent		-		-
Shuttered Venue Operators Grant		-		-
Endowment investment income		271,576		225,000
	\$	6,894,899	\$	3,731,606

Note 10. Endowment

Interpretation of Relevant Law

The Museum follows FASB ASC 958-205, Endowments of Not-for-Profit Organizations: Net Asset Classification of Funds Subject to an Enacted Version of the Uniform Prudent Management of Institutional Funds Act (UPMIFA), and Enhanced Disclosures for All Endowment Funds, which provides guidance on the net asset classification of donor restricted endowment funds for a not-for-profit organization that is subject to an enacted version of the 2006 UPMIFA. The Museum, relying on information and advice from legal counsel and appointed officers, has interpreted UPMIFA to require the preservation of the historic dollar value of the donor restricted endowment fund pool, absent explicit donor direction to the contrary.

The Museum's endowment consists of numerous accounts established for a variety of purposes including both donor-restricted endowment funds and funds designated by the Board of Directors to function as endowments (quasi endowment). Board designated quasi-endowment funds are resources that the Board of Directors, rather than an external donor, has determined are to be retained and managed like an endowment. Corpus, income and unrealized gains (and losses) of these funds may be utilized at the discretion of the Board of Directors and are therefore classified within the net assets without donor restrictions category.

Notes to Financial Statements

Net Assets with Donor Restrictions – held in perpetuity

Net assets with donor restrictions include the original historic dollar value of donor-restricted endowment assets, including any subsequent gifts and any required accumulations to be made in accordance with the donor gift instrument (mandatory capitalization) that are restricted in perpetuity.

Net Assets with Donor Restrictions – time and purpose

Net assets with donor restrictions also include unrealized gains and losses, realized gains and losses, and any accumulations made on donor-restricted endowment assets. These amounts are subject to the discretionary capitalization policy and will be considered restricted until those amounts are appropriated for expenditure in accordance with the standard of care required by UPMIFA.

Net Assets without Donor Restrictions

Income from external endowment assets to be used to support current operations is classified as net assets without donor restrictions.

Endowment net assets consist of the following at September 30:

	2022				
	Without donor restrictions	With donor restrictions	Total		
Board designated endowment funds Donor restricted endowment funds	\$ 16,718,095 	\$ - 9,593,959	\$ 16,718,095 9,593,959		
Total endowed net assets	\$ 16,718,095	\$ 9,593,959	\$ 26,312,054		
		2021			
	Without donor restrictions	With donor restrictions	Total		
Board designated endowment funds Donor restricted endowment funds	\$ 19,588,682	\$ - 10,857,119	\$ 19,588,682 10,857,119		
Total endowed net assets	\$ 19,588,682	\$ 10,857,119	\$ 30,445,801		

Notes to Financial Statements

Changes in the endowment for the years ended September 30, 2022 and 2021 were as follows:

	Without donor restrictions		With donor restrictions		Total	
Endowment, October 1, 2020 Investment income Unrealized gains Change in restriction	\$	15,735,490 84,490 4,359,798 (591,096)	\$	9,391,280 31,899 1,658,940 (225,000)	\$	25,126,770 116,389 6,018,738 (816,096)
Endowment, September 30, 2021		19,588,682		10,857,119		30,445,801
Investment income Unrealized gains Change in restriction		89,133 (2,371,823) (587,897)		30,375 (1,021,715) (271,820)		119,508 (3,393,538) (859,717)
Endowment, September 30, 2022	\$	16,718,095	\$	9,593,959	\$	26,312,054

From time to time, the fair value of assets associated with individual donor-restricted endowment accounts may fall below the level that the donor or UPMIFA requires the Museum to retain for perpetuity. A deficiency of this nature would be reported in net assets without donor restrictions. No individual donor-restricted endowment accounts fell below this threshold, and donor-restricted endowment funds contained no deficiency for the years ending September 30, 2022 and 2021.

Return Objectives and Risk Parameters

The Museum has adopted investment and spending policies that attempt to provide a predictable stream of funding to programs and scholarships supported by endowment while seeking to maintain the real purchasing power of the endowment. Endowment assets are invested to yield a level of return to meet the objectives of the fund while adhering to a prudent level of risk.

Strategies Employed for Achieving Objectives

The Museum investment objective is to earn inflation-offsetting returns that preserve the real value of the assets and where possible earn enhanced returns to achieve the spending objectives of the operations supported by the endowments. The endowment assets are invested in a diversified investment portfolio designed to achieve a balance of income and growth objectives within prudent risk constraints.

<u>Spending Policy and How Investment Objectives Relate to Spending Policy</u>

In accordance with UPMIFA, the Museum considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- 1. The duration and preservation of the fund;
- 2. The purposes of the donor-restricted endowment fund;
- 3. General economic conditions:
- 4. The possible effect of inflation and deflation;
- 5. The expected total return from income and the appreciation of investments;
- 6. Other resources of the Museum: and
- 7. The investment policies of the Museum

Notes to Financial Statements

After maintaining the real value of the permanent endowment funds, any remainder of total return is available for appropriation. The Museum appropriates investment earnings, as considered prudent, to meet the Museum's long term and short term needs, present and anticipated financial requirements, and expected total return on its investments, price level trends, and general economic conditions.

Note 11. Commitments and Contingencies

Total lease expense was approximately \$1,412,485 in 2022 and \$794,714 in 2021.

The Museum entered into a 20 year lease of a parking lot beginning in January 2012 with the City of Dallas. The lease calls for minimum annual payments of \$388,500. The agreement also calls for additional rent based upon collections, as defined in the agreement. The agreement also allows for two 10-year lease extensions. The lease is being expensed in the Museum's financial statements in level amounts over the lease terms.

Scheduled minimum payments under leases is as follows at September 30, 2022:

Year Ending	
September 30,	
2023	\$ 388,500
2024	388,500
2025	388,500
2026	388,500
2027	388,500
2028 and thereafter	 1,651,125
	\$ 3,593,625

Note 12. Concentrations

At September 30, 2022, the Museum had outstanding pledges due from four donors that accounted for approximately 78% of contributions receivable. At September 30, 2021, the Museum had outstanding pledges due from two donors that accounted for approximately 66% of contributions receivable.

Note 13. Liquidity

The Museum regularly monitors liquidity required to meet its operating needs and other contractual commitments. For the purposes of analyzing resources available to meet general expenditures within 12 months, the Museum considers all expenditures related to its programs, management, and fundraising to be general expenditures. Amounts not available include endowment net assets, board designated reserves, and donor-restricted net assets as well as long term assets not available within one year. As of September 30, 2022, the following financial assets could readily be made available within one year to meet general expenditures:

Cash and cash equivalents Accounts receivable Contributions receivable for general expenditure due in one year or less Board-approved endowment distribution in next 12 months	\$ 29,886,227 157,815 908,500 878,230
Financial assets due within one year of statement of financial position date for general expenditure	\$ 31,830,772

Notes to Financial Statements

Note 14. Contributed Nonfinancial Assets

Contributed nonfinancial assets for the year ended September 30, 2022 consisted of the following

	 evenue cognized	Utilization in Programs/Activities	Donor Restrictions	Valuation Techniques and Inputs
Airline Mileage	\$ 75,727	Exhibits, Education, and Supporting Services	No associated donor restrictions	Contributed services are valued at the estimated fair value based on current rates for similar services.
Total contributed nonfinancial assets	\$ 75,727			

Contributed nonfinancial assets for the year ended September 30, 2021 consisted of the following:

	Revenue Recognized		Utilization in Programs/Activities	Donor Restrictions	Valuation Techniques and Inputs
Airline Mileage	\$	10,192	Exhibits, Education, and Supporting Services	No associated donor restrictions	Contributed services are valued at the estimated fair value based on current rates for similar services.
Total contributed nonfinancial assets		\$10,192			

Note 15. Subsequent Events

The Museum evaluated its financial statements for subsequent events through February 22, 2023, the date the financial statements were available to be issued, and determined that no events have occurred subsequent to September 30, 2022 that warrant recognition or disclosure in the accompanying financial statements.

In celebrating its 10th Anniversary with ten community activations in 2022 and culminating with a free public celebration on December 3, the Museum engaged the giving community and renewed its commitment to inspiring the next generation of STEM professionals. The extent of rising interest rates and the future state of the economy have yet to be determined; however, management is committed to supporting the Board-approved Strategic Plan.