THE COLLINGS FOUNDATION, INC.
(A Nonprofit Corporation)

Financial Statements for the
Fiscal Year Ended November 30, 2021
and Independent Auditor's Report

Federman, Lally & Remis
CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
The Collings Foundation, Inc.
Hudson, Massachusetts

Report on the Financial Statements

We have audited the accompanying financial statements of The Collings Foundation, Inc. (a nonprofit corporation) which comprise the statement of financial position as of November 30, 2021, and the related statements of activities, functional expenses and cash flows for the fiscal 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 accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Collings Foundation, Inc. as of November 30, 2021 and the related statements of activities, functional expenses and cash flows for the fiscal year then ended in accordance with accounting principles generally accepted in the United States of America.

Federman, Lally + Remis LLC

Certified Public Accountants
Farmington, Connecticut
October 17, 2022

THE COLLINGS FOUNDATION, INC.
(A Nonprofit Corporation)
STATEMENT OF FINANCIAL POSITION
November 30, 2021

ASSETS

CURRENT ASSETS:		
Cash and cash equivalents	$	978,434
Investments		460,938
Pledges receivable, current		100,000
Due from related party		26,750
Total current assets		1,566,122
NONCURRENT ASSETS:		
Pledges receivable, net of current portion		85,610
Collections and exhibits, net		57,370,932
Property, plant and equipment, net		17,693,531
Total noncurrent assets		75,150,073
TOTAL ASSETS	$	76,716,195

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES:		
Accounts payable and accrued expenses	$	109,435
Note payable related party, current		100,000
Total current liabilities		209,435
NONCURRENT LIABILITIES		
Note payable related party, net of current portion		200,000
TOTAL LIABILITIES		409,435
NET ASSETS:		
Without donor restrictions		20,262,861
With donor restrictions		56,043,899
TOTAL NET ASSETS		76,306,760
TOTAL LIABILITIES AND NET ASSETS	$	76,716,195

The accompanying notes are an integral part of these financial statements.

THE COLLINGS FOUNDATION, INC.
(A Nonprofit Corporation)
STATEMENT OF ACTIVITIES
For the Fiscal Year Ended November 30, 2021

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE:			
Contributed revenue - cash donations	$ 585,219	$ 275,310	$ 860,529
Contributed revenue - non-cash donations	282,309	1,350,000	1,632,309
Government grant revenue	-	348,354	348,354
Membership revenue	109,096	-	109,096
Entrance fees	487,189	-	487,189
Special events	441,747	-	441,747
Tank and military experiences	407,075	-	407,075
Gift shop revenues	239,247	-	239,247
Facility rentals	39,368	-	39,368
Gain on sale of collection items	-	306,490	306,490
Dividend and investment income	927	-	927
TOTAL REVENUE	2,592,177	2,280,154	4,872,331
CONTRIBUTIONS RELEASED FROM RESTRICTIONS	340,245	(340,245)	-
EXPENSES:			
Program	1,816,221	-	1,816,221
Fundraising	129,126	-	129,126
General and administration	332,903	-	332,903
TOTAL EXPENSES	2,278,250	-	2,278,250
INCREASE IN NET ASSETS	654,172	1,939,909	2,594,081
NET ASSETS - beginning of fiscal year	19,608,689	54,103,990	73,712,679
NET ASSETS - end of fiscal year	$ 20,262,861	$ 56,043,899	$ 76,306,760

The accompanying notes are an integral part of these financial statements.

THE COLLINGS FOUNDATION, INC.
(A Nonprofit Corporation)
STATEMENT OF FUNCTIONAL EXPENSES
For the Fiscal Year Ended November 30, 2021

	Program						
	Exhibits & Museum Programs	Special Events & Military Experiences	Retail	Total Program Expenses	Fundraising	General and Administration	Total
Payroll and benefits	$ 160,238	$ 163,929	$ 38,179	$ 362,346	$ 65,646	$ 143,690	$ 571,682
Collections and exhibit maintenance and transportation	115,440	-	-	115,440	-	-	115,440
Services, consulting and professional fees	109,698	-	-	109,698	1,800	70,501	181,999
Special event costs	-	88,913	-	88,913	-	-	88,913
Merchandise			103,342	103,342			103,342
Equipment and supplies	33,162	-	-	33,162	-	13,655	46,817
Occupancy	219,809	26,925	2,440	249,174	-	20,851	270,025
Depreciation and amortization	383,209	135,319	4,275	522,803	-	28,917	551,720
Printing, publication and advertising	41,095	41,095	-	82,190	19,882	-	102,072
Insurance	17,111	17,111	-	34,222	-	7,550	41,772
Travel and entertainment	11,909	5,954	-	17,863	12,241	5,954	36,058
Vehicle maintenance, parts and fuel	52,299	-	-	52,299	-	-	52,299
Credit card and bank service fees	15,265	15,328	13,190	43,783	1,118	4,644	49,545
Office expenses	318	668	-	986	800	37,141	38,927
Scholarships, sponsorships and contributions	-	-	-	-	27,639	-	27,639
	$ 1,159,553	$ 495,242	$ 161,426	$ 1,816,221	$ 129,126	$ 332,903	$ 2,278,250

THE COLLINGS FOUNDATION, INC.
(A Nonprofit Corporation)
STATEMENT OF CASH FLOWS
For the Fiscal Year Ended November 30, 2021

CASH FLOWS FROM OPERATING ACTIVITIES:		
Increase in net assets	$	2,594,081
Adjustments to reconcile increase in net assets		
to net cash provided by operations:		
Depreciation and amortization expense		551,720
Allowance for present value of pledges receivable		14,390
Donated collection items		(1,400,000)
Donated property, plant and equipment		(250,000)
Gain on sale of collection items		(306,490)
Changes in assets and liabilities:		
Pledges receivable		(200,000)
Due to/from related party		(590,554)
Accounts payable and accrued expenses		(17,933)
NET CASH PROVIDED BY OPERATING ACTIVITIES		395,214
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of investments		(521,904)
Purchase of collection items and exhibits		(61,869)
Capitalized restoration costs		(490,189)
Proceeds from sale of collection items		627,566
Purchase of property, plant and equipment		(124,773)
Sale of investments		76,727
Interest and dividends reinvested		(452)
NET CASH USED BY INVESTING ACTIVITIES		(494,894)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Donated investments		(15,309)
NET CASH USED BY FINANCING ACTIVITIES		(15,309)
NET DECREASE IN CASH AND CASH EQUIVALENTS		(114,989)
CASH AND CASH EQUIVALENTS - beginning of fiscal year		1,093,423
CASH AND CASH EQUIVALENTS - end of fiscal year	$	978,434

The accompanying notes are an integral part of these financial statements.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

The Collings Foundation, Inc., doing business as the American Heritage Museum (the Foundation or Museum), commenced operations in May 2019 as a nonprofit organization whose mission is to engage, educate, entertain and enlighten its audiences in the history of the United States' military and veterans through a chronologically arranged series of exhibits, educational interpretations and living history events. The museum is housed in a facility in Hudson, Massachusetts and was conceived when The Collings Foundation, a related organization, was selected to receive a large collection of tanks, armored vehicles and military artifacts from The Military Vehicle Technology Foundation. The Museum focuses on America's conflicts, beginning with the Revolutionary War through today.

Basis of Accounting and Use of Accounting Estimates

The accompanying financial statements have been prepared on the accrual basis in conformity with accounting principles generally accepted in the United States of America (GAAP) and with the provisions of the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 958, Not-for-Profit Entities.

The preparation of the accompanying financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts 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.

Net Asset Accounting

Museum resources are classified and reported in the accompanying financial statements as separate classes of net assets in accordance with donor-imposed restrictions as follows:

Net assets without donor restrictions - Represent net assets which are not restricted by donors. Net assets without donor restrictions are funds that are fully available, at the discretion of the Board of Directors and management, for the Museum to utilize in any of its programs or supporting services. Net assets without donor restrictions may be designated for specific purposes by the Museum's Board of Directors or may be limited by legal requirements or contractual agreements with outside parties.

Net assets with donor restrictions - Represent net assets which are subject to donor-imposed restrictions whose use is restricted by time and/or purpose. A portion of the Museum's net assets with donor restrictions are subject to donor-imposed restrictions that require the Museum to use or expend the gifts as specified, based on purpose or passage of time. When donor restrictions expire, that is, when a purpose restriction is fulfilled or a time restriction ends, such net assets are reclassified to net assets without donor restrictions and reported on the statement of activities as net assets released from restrictions.

Revenue Recognition

The Museum recognizes revenue for entrance fees, memberships, special events, tank and military experiences, and retail sales based on the satisfaction of performance obligations. Performance obligations are determined based on the service provided by the Museum. The following explains the performance obligations related to each revenue stream and how those are recognized. The revenue streams below do not include significant financing components as performance obligations are satisfied within a year of receipt of payment. In addition, there are no consideration amounts that are variable.

Entrance fees, special events and tank and military experiences: Revenue from museum entrance fees, special events and tank and military experiences is recognized on the date of the visit, event or experience. Payment is collected at the time of purchase or reservation.

Membership revenues: The Museum receives revenue from membership fees. Membership benefits include admission to the Museum for a specified period of time, typically one year, and revenues are recognized ratably over the term of the membership.

Contributed revenue: Contributions, both cash and non-cash, are recognized in the period in which the contribution is received or pledged unconditionally. Conditional pledges are not recognized as revenue until the conditions on which they depend are met. Non-cash contributions are recorded at estimated fair market value.

Donated services and in-kind contributions: The Museum recognizes contributions of materials and services (in-kind donations) at their estimated fair value at the date of donation. There were no contributed materials and services for the fiscal year ended November 30, 2021.

Cash and Cash Equivalents

For the purpose of reporting cash flows, the cash and cash equivalents line on the accompanying financial statements include cash on hand and short-term cash equivalents maturing within 90 days.

Concentrations of Credit Risk

Financial instruments which potentially subject the Museum to concentrations of credit risk consist of cash and cash equivalents and pledges receivable. The Museum maintains its cash in bank deposits at high credit quality financial institutions, which at times, may exceed federally insured limits. The Museum does not believe that it is exposed to any significant credit risk.

Fair Value of Financial Instruments

The Foundation's financial instruments are cash and cash equivalents, investments, pledges receivable, accounts payable and accrued expenses and note payable related party. The recorded values of cash and cash equivalents, pledges receivable and accounts payable and accrued expenses approximate their fair values based on their short-term nature. Investments are recorded at fair value based on the net asset value of participation in mutual funds or quoted market prices (Note 3). The fair value of note payable related party cannot be estimated due to the lack of comparable arrangements with a non-related party.

Pledges Receivable

Pledges receivable are recorded in the period during which the pledge is received. Pledges to be collected after one year are discounted to present value using an annual rate commensurate with the risk involved. Amortization of the discount is recorded as contribution revenue. An allowance is made for uncollectible contributions based upon management's evaluation of potential uncollectible pledges receivable at the fiscal year end. Management has determined that no allowance is necessary at November 30, 2021.

Collections

Collections are maintained for public exhibition and education rather than for financial gain. If purchased, items accessioned into the collection are capitalized at cost, and if donated, they are capitalized at their estimated fair value on the accession date (the date on which the item is accepted by the Museum). Gains or losses on the deaccession of collection items are classified on the statement of activities as support without donor restrictions or donor-restricted support depending on donor restrictions, if any, placed on the item at the time of accession. Collection items are depreciated over their estimated useful lives unless they have cultural, aesthetic, or historical value that is worth preserving perpetually, and the organization is protecting and preserving essentially undiminished the service potential of the collection item. Restoration of collection items are capitalized as incurred and amortized on a straight-line basis over their estimated useful life. Pursuant to museum policy, proceeds from the sale of collection items are available for the purchase of additional collection items or maintenance of existing collection items.

Property, Plant and Equipment

Property, plant and equipment accounts are stated at cost or, if donated, their fair market value on the date of donation, less depreciation. Major renewals and betterments are charged to the property, plant and equipment accounts, while replacements, maintenance and repairs that do not improve or extend the life of the respective assets are expensed currently. The Museum provides for depreciation of the property and equipment accounts by charging against earnings amounts sufficient to depreciate the cost of the assets on the straight-line method over the estimated useful lives of the assets, ranging from three to thirty-nine years.

The Museum reviews the carrying value of property and equipment for impairment whenever events and circumstances indicate that the carrying value of an asset may not be recoverable from the estimated future cash flows expected to result from its use and eventual disposition. In cases where undiscounted expected future cash flows are less than the carrying value, an impairment loss is recognized equal to an amount by which the carrying value exceeds the fair value of assets. The factors considered by management in performing this assessment include current operating results, trends, and prospects, as well as the effects of obsolescence, demand, competition, and other economic factors. No impairment losses were recognized for the fiscal year ended November 30, 2021.

Advertising

Advertising expense is recorded in the period in which the advertising first takes place. Advertising expense for the fiscal year ended November 30, 2021 was $39,986 and is included in printing, publication and advertising on the accompanying statement of functional expenses.

Income Taxes

The Foundation is organized as a nonprofit organization under Section 501(c)(3) of the Internal Revenue Code and is exempt from federal and state income taxes. Therefore, no provision for income taxes is recorded.

Accounting for Uncertainty in Income Taxes

The Foundation evaluates all significant tax positions as required by GAAP. As of November 30, 2021, the Foundation does not believe that it has taken any positions that would require the recording of any tax liability nor do they believe that there are any unrealized tax benefits that would either increase or decrease within the next fiscal year. The Foundation files informational return Form 990 with the Internal Revenue Service and an informational return in the Commonwealth of Massachusetts.

Recently Issued Accounting Principles

In March 2019, the FASB issued ASU No. 2019-03, Not-for-Profit Entities (Topic 958): Updating the Definition of Collections ("ASU 2019-03"), to improve the definition of collections in the FASB's Master Glossary by realigning it with the definition in the American Alliance of Museums' Code of Ethics for Museums. Under the clarified definition, proceeds from the sale of collection items can now be used for the direct care of collections, whereas previously such proceeds could only be used for the acquisition of new collection items. Furthermore, this standard requires a collection-holding entity to disclose its policy for the use of proceeds from when collection items are deaccessioned. If the policy allows proceeds from deaccessioned collection items to be used for direct care, the definition of direct care should also be disclosed. The Museum adopted ASU 2019-03 for the year ended November 30, 2021.

In September 2020, the FASB issued ASU 2020-07 - Presentation and Disclosures by Not-for-Profit Entities for Contributed Nonfinancial Assets (Topic 958). The amendments in this update address presentation and disclosure of contributed nonfinancial assets, including in-kind contributions. The amendments in this update are effective for fiscal years beginning after June 15, 2021 and should be applied on a retrospective basis. The Museum is currently evaluating the impact this update will have on its financial statements.

In February 2016, the FASB issued ASU 2016-02 - Leases (Topic 842). The amendments in this update will supersede much of the existing authoritative guidance for leases. This guidance requires lessees, among other things, to recognize right-of-use assets and liabilities on their statement of net assets for all leases with lease terms longer than twelve months. The amendments in the update are effective for fiscal years beginning after December 15, 2021 with early application permitted. The Museum is currently evaluating the impact this update will have on its financial statements.

Subsequent Events

In preparing these financial statements, the Museum has evaluated events and transactions for potential recognition or disclosure through October 17, 2022 the date the financial statements were available to be issued.

NOTE 2 - PLEDGES RECEIVABLE

Pledges receivable at November 30, 2021 of $185,610 consist of commitments from a donor to fund the salary of an education coordinator for a three-year period. The total pledge was $300,000 and is included in contribution revenue on the accompanying statement of activities for the fiscal year ended November 30, 2021. Of this amount, $100,000 was received in the fiscal year ended November 30, 2021. The remaining pledge receivable of $200,000 is shown net of a present value discount of $14,390 on the accompanying statement of financial position at November 30, 2021. Management believes all pledges receivable are collectible therefore, the Museum has not provided an allowance for doubtful accounts at November 30, 2021.

NOTE 3 - INVESTMENTS

Fair Value Measurements

FASB ASC 820, Fair Value Measurements and Disclosures, provides the framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy under FASB ASC 820 are described as follows:

Level 1 Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Museum has the ability to access.

Level 2 Inputs to the valuation methodology include:

- quoted prices for similar assets or liabilities in active markets;
- quoted prices for identical or similar assets or liabilities in inactive markets;
- inputs other than quoted prices that are observable for the asset or liability;
- 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 Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset 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.

Following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used during the fiscal year ended November 30, 2021.

Common stocks: Valued at quoted market prices of the stocks held by the Museum at fiscal yearend.

Mutual funds: Valued at the daily closing price as reported by the fund. Funds are open-ended funds that are registered with the SEC and publish their daily net asset value (NAV) and transact at that price. The mutual and index funds held by the Museum are deemed to be actively traded.

Exchange-traded funds: A derivatively-priced instrument, where the value is derived from another investment instrument such as a commodity, currency, share price or interest rate. Generally, exchange-traded funds are bench-marked to stocks, commodities, indices or they can be actively managed funds. The Museum's exchange-traded funds are traded with sufficient frequency and volume to be classified as Level 1.

The preceding methods described may produce a fair value determination that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Museum believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

All of the Museum's instruments to be valued at fair value fall within Level 1 of the fair value hierarchy and are presented below as of November 30, 2021:

	Marketable Securities at Fair Value (Level 1)
US common stocks	$ 259,628
Open-ended mutual funds	55,271
Exchange-traded funds	146,039
Total	$ 460,938

NOTE 4 - COLLECTIONS AND EXHIBITS

As discussed in Note 1, the Museum has elected to capitalize its collections and exhibits, whether purchased or donated. The costs of restoring exhibits for display are capitalized and amortized on a straight-line basis over the estimated life of the restoration, generally five years. As of November 30, 2021, collections and exhibits consist of the following:

Collections and exhibits:		
Antique aircraft	$	20,773,919
Military vehicles and weaponry		29,004,315
Antique automobiles		1,829,403
Militaria and other		5,037,054
Total collections and exhibits		56,644,691
Restoration costs		821,614
Less: accumulated amortization		95,373
Restoration costs, net		726,241
Total collections and exhibits and restoration costs	$	57,370,932

Amortization expense related to restoration costs was $66,285 for the fiscal year ended November 30, 2021.

NOTE 5 - PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment as of November 30, 2021 consist of the following:

Land	$	2,164,149
Buildings and improvements		15,777,793
Equipment and office furniture		85,464
Construction in progress		868,680
		18,896,086
Less: accumulated depreciation		1,202,555
Total property, plant and equipment, net	$	17,693,531

Construction in progress includes costs incurred related to the second phase of construction for the Museum, including design of additional museum space and certain exhibits in progress. Depreciation expense for the fiscal year ended November 30, 2021 was $485,435.

NOTE 6 - PROGRAM ACTIVITIES AND FUNCTIONAL EXPENSES

The statement of functional expenses present the natural expense classifications by program and support area in accordance with the overall service mission of the Museum. Program activities for the fiscal year ended November 30, 2021 consist of museum exhibits and activities, special events and military experiences, and retail sales in the museum gift shop. Certain expenses associated with the operation and maintenance of the Museum's facilities have been aggregated and allocated to programs and supporting activities based upon specific expenditure for exceptional items and square footage, or other appropriate basis, for all other expenses. Other natural expenses attributable to more than one functional expense category are allocated using other cost allocation techniques, primarily time and effort, square footage or specific identification. Total amounts allocated during the fiscal year ended November 30, 2021 were approximately $1,562,000. Revenues from fundraising activities are included in contributed revenue on the accompanying statement of activities. Expenses related to these events are included in fundraising expenses on the accompanying statement of activities.

NOTE 7 - RELATED PARTIES

In 2019, The Collings Foundation (the Trust), a related entity, donated a tract of land and improvements thereon, a hangar building, a museum building and certain equipment to the Museum. The total amount of donated assets in this transaction was approximately $17,720,000 and is included in property, plant and equipment on the accompanying statement of net assets. In addition, also in 2019, the Trust donated museum exhibit and collection items totaling approximately $54,534,000 for the purpose of opening a museum. This amount is included in collections and exhibits in the accompanying statement of net assets.

The Museum has a $300,000 note payable to a related party, the former owner of the property where the museum was built. There are no specific repayment terms and the note does not bear interest. A payment of $100,000 was made on the loan in the 2022 fiscal year.

The Trust also pays the payroll and benefits on behalf the Museum and allocates a portion of certain employees' salaries to the Museum. During the fiscal year ended November 30, 2021, the Trust paid approximately $571,700 of payroll and benefits on behalf of the Museum. The Trust and Museum may also allocate costs on certain other expenses from time to time as dictated by an affiliation agreement between the two entities. As of November 30, 2021, the Museum had a receivable from the Trust of $26,750.

The Museum leases a structure on an adjacent property from a related party on a month-to-month basis. The structure is used to store certain collection items and for special events. Monthly rent on the structure is $2,000 per month.

NOTE 8 - LIQUIDITY AND AVAILABILITY

Financial assets available for general expenses within one year of November 30, 2021 are as follows:

	2021		
	Financial Assets	Unavailable	Available Within One Year
Financial assets:			
Cash and cash equivalents	$ 978,434	$ -	$ 978,434
Investments	460,938	-	460,938
Pledges receivable	185,610	(85,610)	100,000
Total financial assets available within one year	$ 1,624,982	$ (85,610)	$ 1,539,372

The Museum manages its financial assets to be available as its operating expenses, liabilities and other obligations come due. The Board of Directors is committed to operating the Museum in a financially prudent manner.