

# PERFORMANCE AND ACCOUNTABILITY REPORT

**FISCAL YEAR 2022**

October 1, 2021 - September 30, 2022

Submitted November 15, 2022

UNITED STATES  
**HOLOCAUST**  
MEMORIAL  
**MUSEUM**

[www.ushmm.org](http://www.ushmm.org)

# United States Holocaust Memorial Museum

---

Performance and Accountability Report  
Year Ended September 30, 2022

# United States Holocaust Memorial Museum

## Contents

---

Message from the Director	3
Statement of Assurance	4
Management's Discussion and Analysis (Unaudited)	5-10
Government Performance and Results Act (GPRA) Annual Performance Plan - FY 2022	11-37
Message from the Chief Financial Officer	38
Museum Organization Chart	39
Independent Auditor's Report	40-42
Financial Statements	43-72
Supplementary Schedules	73-77
Independent Auditor's Reports Required by <i>Government Auditing Standards</i>	78-80

# United States Holocaust Memorial Museum

## Message from the Director

---

November 15, 2022

When the Museum opened in 1993, its founders knew that its message was timeless, but they could not have imagined that in the 21st century it would become even more timely. As a *living* memorial to the victims of the Holocaust, the Museum teaches the history and lessons of the Holocaust and encourages leaders and citizens to confront hatred, prevent genocide, promote human dignity and strengthen democratic values.

In a world with rising antisemitism, Holocaust denial, and racism; assaults against truth; and continued threats of genocide - all amplified by social media - our work has never been more urgent. We believe that our programs for teachers, youth and a diverse global public as well as law enforcement officers; and members of the judiciary and military help people think about their own roles and responsibilities in society and in advancing American values of liberty, individual dignity and pluralism.

At a time when history education is declining, the Museum - through its onsite programs, outreach activities, and global digital presence - is reaching millions of Americans as well as a growing international audience each year with these lessons: the unthinkable is possible, the dangers of unchecked hatred, and the power of the individual. Inspired by the Holocaust survivors, challenged by the need to reach new generations with our important message, and gratified by the high demand for our programs, the Museum will continue in Fiscal Year 2023 to bring these lessons to millions more.



Sara J. Bloomfield  
Director

# United States Holocaust Memorial Museum

## Statement of Assurance

---

November 15, 2022

I, Sara J. Bloomfield, Director of the United States Holocaust Memorial Museum, state and assure that to the best of my knowledge:

- (1) The system of internal controls of this agency is functioning and provides reasonable assurance as to the: efficiency and effectiveness of programs and operations, reliability of financial performance information, and compliance with laws and regulations. These controls satisfy the requirements of the *Federal Managers' Financial Integrity Act*.
- (2) The system of internal controls of this agency that relates to the security of financial management systems and performance and other financial data provides protections commensurate with the risk and magnitude of harm resulting from the loss, misuse, or unauthorized access and satisfy the requirements of section 5131 of the *Clinger-Cohen Act of 1996*; sections 5 and 6 of the *Computer Security Act*; and section 3533(D)(2) of the *Government Information Security Reform Act*.
- (3) The financial management systems of this agency provide reasonable assurances that: obligations and costs are in compliance with applicable laws; performance data and proprietary and budgetary accounting transactions applicable to the agency are properly recorded and accounted for to permit the timely preparation of accounts; reliable performance information, and to maintain accountability for the assets. The financial control at this agency satisfies the requirements of the *Federal Managers' Financial Integrity Act*.
- (4) The financial management systems of this agency provide this agency with reliable, timely, complete, and consistent performance and other financial information to make decisions, efficiently operate and evaluate programs, and satisfy the requirements of the *Federal Financial Management Improvement Act* section 803(a), the *Government Performance and Results Act*, and OMB Circular No. A-11 Preparation and Submission of Budget Estimates. A remediation plan under *Federal Managers' Financial Integrity Act* is not required.
- (5) No material weaknesses are identified.



Sara J. Bloomfield  
Director

# United States Holocaust Memorial Museum

## Management's Discussion and Analysis (Unaudited)

---

### *Introduction*

The Management's Discussion and Analysis provides an overview of the financial position and results of activities of the United States Holocaust Memorial Museum (the Museum) as of and for the year ended September 30, 2022 (FY 2022) and comparative results as of and for the year ended September 30, 2021 (FY 2021). The purpose of this information is to assist readers of these financial statements to better understand the Museum's financial position and operating activities.

A living memorial to the Holocaust, the United States Holocaust Memorial Museum inspires citizens and leaders worldwide to confront hatred, prevent genocide, and promote human dignity. Located among our national monuments to freedom on the National Mall, the Museum provides a powerful lesson in the fragility of freedom and the need for vigilance in preserving democratic values.

The Museum's missions are to advance and disseminate knowledge about the Holocaust; to preserve the memory of those who suffered; and to encourage reflection on the moral and spiritual questions raised by the events of the Holocaust and the personal responsibilities of the citizens of a democracy. The Museum strives to broaden public understanding of the history of the Holocaust through the following: educational programs; exhibitions; research and publication; collecting and preserving material evidence, art and artifacts related to the Holocaust; annual Holocaust commemorations known as Days of Remembrance; and public programming designed to enhance understanding of the Holocaust and related issues, including those of contemporary significance.

The Museum is a public-private partnership that receives an annual Federal appropriation and private donations. The Federal appropriation primarily supports operation of the Museum facility. Private (non-appropriated) funding primarily supports educational programming, scholarly activities, and outreach.

### *Performance Goals and Results*

Building on the extraordinary success in its first twenty years, the Museum's strategic plan provides a vision and framework for its activities through its third decade. The Museum had 33 established objectives for FY 2022 related to education, remembrance, research and infrastructure support. The Museum achieved these objectives: 27 were met or exceeded and 6 were met and are also on-going.

### *Financial Statements Summary*

The Museum's financial position remained strong at September 30, 2022 and 2021, with total assets of approximately \$802.2 million and \$858.2 million, respectively, and total liabilities of approximately \$105.3 million and \$106.4 million, respectively. Net assets, which represent the residual interest in the Museum's assets after liabilities are deducted, are \$696.9 million, a 7% decrease from FY 2021. The \$55.0 million FY 2022 decrease in net assets is attributable primarily to items enumerated under the Statement of Activities section of this Management's Discussion and Analysis.

# United States Holocaust Memorial Museum

## Management's Discussion and Analysis (Unaudited)

---

### *Statement of Financial Position*

The Museum's financial position reflects strong support from the Museum's donors and the success of primarily fundraising campaign. Total net assets decreased by \$55.0 million as of September 30, 2022 due to the negative investment returns.

### *Contributions Receivable*

Contributions receivable, net of allowance for doubtful accounts and discounted to present value, total \$60.3 million. Of the Museum's gross receivable balance, 20% is expected to be received within the next year.

### *Property and Equipment*

Property and equipment is \$240.1 million and consists of \$4.6 million in land, \$178.4 million in buildings and capital improvements, \$39.9 million in the permanent exhibition and other exhibitions, and \$17.0 million in furniture, equipment and software, and \$0.1 million in leasehold improvements, less accumulated depreciation and amortization of \$144.2 million. The \$4.8 million net decrease compared to FY 2021 results from current year depreciation and amortization that exceeded the current year capital expenditures.

### *Long-Term Investments*

Long-term investments consist primarily of endowment funds - those with and without donor restrictions - intended to provide long-term financial security for the Museum. Under the direction of the Investment Committee of the Museum's governing board and a highly qualified investment consultant, the Museum invests in a diversified portfolio of equities, fixed income securities, alternatives, private equity and multi-asset strategies. All endowment funds are managed in a single investment pool.

The market value of investments totals \$585.3 million, a decrease of 9% from last fiscal year. Investments produced a net loss of \$60.0 million in FY 2022, which includes interest and dividend income of \$14.2 million, investment management fees of \$2.3 million, and \$71.9 million in net loss in the market value of the portfolio.

### *Endowment*

The Museum's \$545.3 million endowment consists of donor-restricted endowment funds and funds functioning as endowment. As of September 30, 2022 and 2021, donor-restricted endowment funds, including accumulated investment gains, totaled \$395.3 million and \$439.2 million, respectively. Funds functioning as endowment includes Board-designated endowment funds and other funds invested as endowment, and totaled \$146.0 million and \$159.6 million for FY 2022 and FY 2021, respectively. These balances include some liquidity reserves from purpose-restricted gifts that will be spent in the future on Museum programs.

The \$53.4 million decrease in the value of the endowment in FY 2022 was the result of \$11.1 million in new endowment contributions, a net addition of \$17.9 million to the other funds invested as endowment, less \$52.5 million in total net investment losses and distributions of \$29.9 million to support Museum activities. Distribution amounts were consistent with the Museum's

# United States Holocaust Memorial Museum

## Management's Discussion and Analysis (Unaudited)

---

spending policies, which aim to preserve capital while providing significant on-going support for the Museum's mission.

### *Liabilities and Net Assets/Federal Equity*

Liabilities of \$105.3 million consist of accounts payable and accrued expenses, charitable gift annuity liability, unexpended federal appropriations and debt. The Museum used a term loan to pay for some of the cost of constructing the Shapell Center pending receipt of all of the related contribution pledges. As of September 30, 2022, the outstanding loan balance was \$32.6 million, decreased by \$1.3 million from the prior year. Increasing interest rates caused the swap agreement liability to convert to a \$0.1 million asset in FY 2022.

The Museum has total equity of \$696.9 million of which \$511.8 million is net assets with donor restrictions.

### *Statement of Activities*

The statement of activities presents the Museum's annual results of financial activity and matches revenues to related expenses. The statement summarizes the annual change in net assets, which was a decrease of \$55.0 million in FY 2022.

Total support and revenues in FY 2022 was \$86.9 million, \$157.4 million less than in FY 2021. The \$60.0 million in net investment loss does not have an immediate impact on funds available to the Museum because endowment payout is calculated annually based on a 12 quarter rolling average balance, which tends to smooth market fluctuations.

A notable change within the \$5.8 million increase in contributions is its make-up: without donor restrictions decreased by \$11.6 million, one-time gifts with donor restrictions increased by \$19.3 million, and gifts restricted by donors to the use of earnings decreased by \$1.9 million.

Total FY 2022 operating expenses were \$142.5 million, up by \$6.7 million or 5% from FY 2021. Staff compensation costs continue to be our largest cost component and these increased by \$1.8 million or 3% in FY 2022.

### *Program Activities*

Program services, including an allocation for the occupancy, security, depreciation and amortization, and technology expenses applicable Museum-wide, consume more than 74% of total expenses.

The **operations and services of the Museum** account for 34% of our program expenses.

The **Levine Institute for Holocaust Education** is 20% of program expenses. The goal of the Levine Institute is to develop new approaches to Holocaust education that deepen understanding of the learners' roles in society, help them to develop critical thinking and lead to changes in their attitudes and behavior. The Levine Institute creates our exhibitions and produces educational programs for teachers and students, military and civilian leaders, law enforcement and the judiciary. The Museum creates greater awareness of the Holocaust and its lessons in a complex world and teaches why the Holocaust happened--and was allowed to happen.

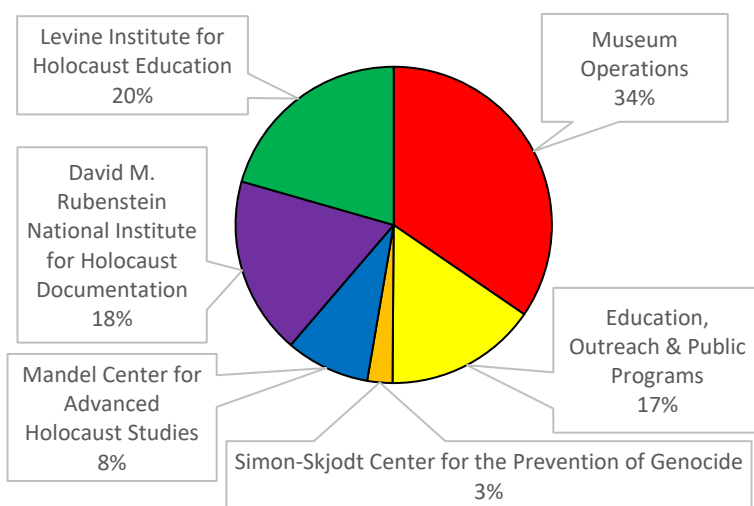


# United States Holocaust Memorial Museum

## Management's Discussion and Analysis (Unaudited)

---

Another 18% is spent by the **David M. Rubenstein National Institute for Holocaust Documentation**, which acquires, catalogs and conserves our collections of artifacts, documents, photographs, films, and the other evidence of the Holocaust (the Collection). This Institute's mission is to build the collection of record on the Holocaust, preserve it for posterity, and ensure its global accessibility to provide a foundation for education, exhibitions and scholarship.



The Collection--the most comprehensive anywhere--includes documentation from survivors, victims, rescuers, perpetrators, and bystanders. This body of evidence serves as an authentic witness to the Holocaust and as a permanent rejoinder to those who deny or distort this history. The Museum is in a race against time to collect the substantial material still remaining with individuals and institutions worldwide, which if not acquired now, may be lost forever. Digital preservation of the document archive is an increasingly important component of this work. Digital technology is also enabling far wider access to the Collection than previously possible.

The Museum's **Mandel Center for Advanced Holocaust Studies** spends 8% of our program funds to advance scholarship. Holocaust awareness and education rests on scholarly research and inquiry. The Mandel Center generates new knowledge and understanding of the many questions it presents about human nature and societies. Holocaust studies is a relatively new academic field that lacks the organizational infrastructure needed for sustainability and growth. By working with partner institutions and producing publications and programs, the Mandel Center actively supports researchers and faculty worldwide, especially young scholars, to create the next generation of professors, authors and researchers who will ensure the continued growth and vitality of Holocaust studies.

The **Simon-Skjodt Center for the Prevention of Genocide**, 3% of the total program expenses, is dedicated to stimulating timely global action to prevent genocide and catalyze an international response when genocide does occur. In an interconnected, rapidly changing world, atrocities fuel instability, refugee flows, and terrorism, making genocide prevention a matter of national and international interest. The long-term goal of the Simon-Skjodt Center is to ensure that the United States government, other governments, and multilateral organizations have institutionalized structures, tools, and policies to effectively prevent and respond to genocide and other mass atrocities.

**Education, outreach and public programs** extend the reach of programs to audiences beyond those who visit the Museum through events around the country, live streaming and publications.

# United States Holocaust Memorial Museum

## Management's Discussion and Analysis (Unaudited)

---

### *Supporting Activities*

**Supporting services** include executive leadership, activities of the governing board, fundraising, finance, human resources and other functions that support all of the Museum's activities. As with program expenses, these supporting service expenses also include an allocation for the occupancy, security, depreciation and amortization, and technology expenses applicable Museum-wide.

### *Management Integrity: Controls and Compliance*

The Museum maintains a comprehensive management control program through the activities of its internal auditor and the Audit Committee of the governing board of trustees known as the United States Holocaust Memorial Council (the Council), the review and monitoring efforts of its legal staff, and the ongoing improvement efforts of its management staff.

Based on this program, the Museum has reasonable assurance that:

- The financial reporting is reliable.
- The Museum is in compliance with all applicable laws and regulations.
- Management's performance reporting systems are reliable.

In addition to these efforts, the Museum has also been accredited by the American Association of Museums. During the accreditation process, qualified museum professionals conduct a thorough independent evaluation of all aspects of the Museum, including a review of management controls.

The Director's Statement of Assurance in the Performance and Accountability Report, as required under the *Federal Manager's Financial Integrity Act*, attests to these and other Federal requirements for financial management.

### *Investment in Fundraising*

The Museum continues to make significant investments in fundraising operations in support of the Museum's programs and endowment. These activities include membership, planned giving and major gift operations. Museum management evaluates each fundraising activity to ensure that expenditure levels are justified and produces the expected return on investment.

### *Limitations of the Federal Financial Statements*

The financial statements have been prepared to report the financial position and results of operations of the Museum, pursuant to the requirements of 31 U.S.C. 3515(b). The statements were prepared from the books and records of the Museum in accordance with accounting principles generally accepted in the United States of America. The Federal schedules included in the supplementary information are in addition to the financial reports used to monitor and control budgetary resources and were prepared from the same books and records. The statements should be read with the realization that they are for a component of the United States Government, a sovereign entity.

# United States Holocaust Memorial Museum

## Management's Discussion and Analysis (Unaudited)

---

### *Future Concerns and Issues*

Demand for the Museum's programs has grown nationally and internationally as the lessons of the Holocaust remain relevant today. Federal funding, which remained relatively constant between FY 2022 and FY 2021, currently covers most basic operating costs of the Museum and conservation facilities. The Museum depends increasingly on private support for programs and outreach. Building the institution's endowment so that our programs will continue as the Holocaust recedes in time remains a central financial objective. We are proud of the impact of our programs, and our productive investment in fundraising increases our confidence that the Museum can remain financially resilient.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### SUMMARY ANNUAL PERFORMANCE REPORT

#### *Mission Statement*

A living memorial to the Holocaust, the United States Holocaust Memorial Museum was created to remember the victims and to stimulate leaders and citizens to confront hatred, prevent genocide, promote human dignity, and strengthen democracy. The Museum, which opened in 1993, was created in response to recommendations by the *President's Commission on the Holocaust* (P.L. 96-388), which mandated the following:

- Build the Collection of Record (Acquisitions, Access, Preservation)
- Expand and Diversify our Audiences (Global, Digital Engagement)
- Secure the Future of the Museum (Campaign)

#### *Strategic Plan Summary*

##### Museum's Vision

- The permanence of Holocaust memory, understanding, and relevance
- A world in which people confront hatred, prevent genocide, and promote human dignity

##### Our Approach

The Museum is a memorial to the victims and focuses on documenting, examining and teaching how and why the Holocaust happened, targeting two major audiences—leaders and youth.

The Holocaust is a warning that the unthinkable is possible and that human nature makes all of us susceptible to the abuse of power, a belief in the inferiority of “the other” and the ability to justify any behavior—including inaction. Its significance is not only that it happened, but that it happened in one of the most educated, advanced regions of the world, and was led by a nation, albeit a struggling one, with a democratic constitution, a rule of law, and freedom of expression.

A harsh reminder of human nature and the fragility of societies, the Museum motivates citizens and leaders to work proactively to protect free societies and prevent future genocides.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### SUMMARY ANNUAL PERFORMANCE REPORT

#### Program Priorities

- Increase the visibility, impact and productivity of the field of Holocaust studies in the U.S. and abroad.
- Ensure that learning how and why the Holocaust happened is an important component of the education of American citizens and professions responsible for life and liberty and that it strengthens critical thinking about their role in society.
- Raise the level of Holocaust discourse and the legitimacy of the Holocaust in countries of influence where there is rising antisemitism and denial.
- Ensure that the U.S. government has institutionalized structures, tools and policies aimed at preventing and responding to genocide and other mass atrocities.
- Stimulate global conversations on the lessons and legacies of the Holocaust.

#### *Relationship of Performance Plan to Mission Goals*

The annual performance plan identifies the strategies that will be employed toward each mission goal and outlines key representative activities that are planned for the coming year. Performance goals are set annually through an iterative process involving evaluation of past-year results and incorporates feedback, where received, from Museum staff, Council members, the general public, the Office of Management and Budget (OMB), and Congress. The Museum's Government Performance and Results Act (GPRA) documents are organized by major goal and are linked to the budget by grouping budget activities in the annual budget justification according to the major goals.

#### *Relationship of Performance Plan to FY 2022 Budget Request*

Budget data is not integrated into the performance plan, but the financial and human resources available for each mission goal can be read directly from the budget tables in the Museum's budget justification document, which also provides details of the means available to carry out the FY 2022 performance plan through narrative descriptions of each budget activity. The public-private partnership adds nonappropriated sources of funding that are applied to the goals in addition to federal funds. The nonappropriated budget, however, is not determined until the year immediately preceding the budget year, so it is not included in the presentation.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### SUMMARY ANNUAL PERFORMANCE REPORT

#### Consolidated status of all objectives

##### *Budget authority applied:*

	FY 2022	FY 2021
Appropriated	\$ 65,785,000	\$ 70,862,000
Nonappropriated	82,347,000	74,056,000
Total	\$ 148,132,000	\$ 144,918,000

---

##### *Status of objectives:*

	FY 2022 Results		FY 2021
No specific targets	0	0%	0%
Met or exceeded targets	27	82%	82%
Met targets and ongoing	6	18%	18%
Deferred	0	0%	0%
Not met	0	0%	0%

---

##### *Major Accomplishment Highlights:*

- Led the 2022 *Days of Remembrance* annual commemoration and national outreach effort.
- In response to the COVID-19 pandemic, maintained a complete pivot to a virtual operating environment maintaining virtual programmatic and administrative effectiveness.
- Re-opened the Museum to the public.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### SUMMARY ANNUAL PERFORMANCE REPORT

#### GOAL: Build the Collection of Record; Expand and Diversify our Audiences

*Budget authority applied to this goal:*

	FY 2022	FY 2021
Federal	\$ 57,532,000	\$ 61,756,000
Nonappropriated	44,087,000	39,056,000
Total	\$ 101,619,000	\$ 100,812,000

*Status of objectives:*

	FY 2022 Results		FY 2021
No specific targets	0	0%	0%
Met or exceeded targets	24	86%	86%
Met targets and ongoing	4	14%	14%
Deferred	0	0%	0%
Not met	0	0%	0%

*Major objectives:*

- Build and preserve for posterity the fully accessible collection of record of the Holocaust.
- Increase the visibility, impact and productivity of the field of Holocaust studies in the United States and abroad.
- Ensure that learning how and why the Holocaust happened is an important component of the education of American citizens and professions responsible for life and liberty and that it strengthens critical thinking about their role in society.
- Raise the level of Holocaust discourse and the legitimacy of the Holocaust in countries of influence where there is rising antisemitism and denial.
- Ensure that the United States government has institutionalized structures, tools and policies aimed at preventing and responding to genocide and other mass atrocities.

*Highlights:*

- Continued the planning and development to support a major revitalization of the Permanent Exhibition.
- Continued to significantly expand the digital environment to support education and outreach.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### SUMMARY ANNUAL PERFORMANCE REPORT

#### GOAL: Secure the Future of the Museum

##### *Budget authority applied to this goal:*

	FY 2022	FY 2021
Appropriated	\$ 8,253,000	\$ 9,106,000
Nonappropriated	38,260,000	35,000,000
Total	\$ 46,513,000	\$ 44,106,000

---

##### *Status of objectives:*

	FY 2022 Results		FY 2021
No specific targets	0	0%	0%
Met or exceeded targets	3	60%	60%
Met targets and ongoing	2	40%	40%
Deferred	0	0%	0%
Not met	0	0%	0%

---

##### *Major objectives:*

- Undertake fundraising efforts to fulfill the strategic plan and integrate fundraising plans with programmatic priorities.
- Pursue continuous improvement and excellence in financial and human capital management, information technology support, and Museum management and governance.

##### *Highlights:*

- Raised \$61.4 million for the annual fund, and \$42.1 million in contributions and pledges for the endowment.
- Continued a major effort to operationalize the Museum's strategic plan.



# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Build the Collection of Record (Acquisitions, Access, Preservation)

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status (target met or work ongoing)
Build and preserve for posterity the fully accessible collection of record of the Holocaust.	Increase the number of new acquisitions*	4,725	1,397 †	3,519	5,703	6,038	Met
	Increase the number of records in the online catalog**	346,019	306,494	298,717	290,690	280,701	Met
	Increase the percentage of items cataloged^	98%††	70%	69%	68%	68%	Met
	Increase the percentage of items digitized^	26%†	26%	23%	23%	20%	Met
	Increase the number of names indexed in Holocaust Survivors & Victims Database**	2,120,979	1,978,326	1,914,214	1,856,109***	1,882,219	Met***
	Increase the number of searches conducted in the online catalog	2,065,515	2,026,974	1,977,358	1,655,783	1,340,576	Met
	Increase the number of reference inquiries resolved	19,023	13,687 †	24,840 †	45,574	52,763	Met
	Increase the number of items inventoried	N/A	N/A	N/A	N/A	N/A	Met and completed in FY 17
	Increase the number of items surveyed for conservation and transportation	N/A	N/A	N/A	N/A	N/A	Completed in FY 16

\* Includes all formats - archival collections, artifact collections, books and other published materials, historical film collections, oral histories, and photographs. Totals combine counts of collections or individual items, depending upon format.

\*\* Cumulative data.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### **STRATEGIC OBJECTIVE: Build the Collection of Record (Acquisitions, Access, Preservation)**

\*\*\* Names added via World Memory Project. Reduced FY 2019 total reflects deletion of duplicates.

^ Digital and online. Many additional collections and items are restricted by copyright or contractual agreement to internal-only access.

† Target adjusted due to limits to onsite and/or overseas operations.

†† FY22 Report no longer accounts for photographs as a separate format type.

The Museum's recently named David M. Rubenstein National Institute for Holocaust Documentation (Rubenstein Institute) is responsible for strengthening, preserving, and making globally accessible the Collection of Record on the Holocaust. A generous endowment from philanthropist David M. Rubenstein ensures critical permanent support for these efforts, with the aim of advancing scholarship, education, and exhibitions, and safeguarding Holocaust memory in the U.S. and abroad. The Museum's Collection, the most comprehensive Holocaust-related collection anywhere, includes documentation from survivors, victims, rescuers, perpetrators, and bystanders, which serve both as an authentic witness to the Holocaust and a permanent rejoinder to those who deny or distort this history. The Museum is in a race against time to collect and preserve significant material worldwide, which may otherwise be lost forever.

After pivoting to remote services and operations due to the global pandemic, the Rubenstein Institute has continued leveraging new approaches to engage safely with collection donors, oral history interviewees, partner institutions, vendors, researchers, and survivors and families. As public health conditions and guidelines allowed, the Rubenstein Institute gradually resumed onsite operations, including collection intake, cataloging, conservation, and digitization activities, as well as onsite research services by the Holocaust Survivors and Victims Resource Center. It also expanded onsite research opportunities in the new reading room at the Museum's David and Fela Shapell Family Collections, Conservation and Research Center (the Shapell Center) the permanent home and state-of-the-art facility for the nation's Collection of Record of Holocaust-era artifacts and documentation and began once again providing in-person reference and Library services to Museum staff located downtown.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### STRATEGIC OBJECTIVE: Build the Collection of Record (Acquisitions, Access, Preservation)

#### Acquisitions

New additions to the Collection totaled 4,725 items across all formats, centering on materials reflecting diverse victim groups, new approaches in Holocaust scholarship and materials supporting the revitalization of the Museum's Permanent Exhibition. Staff pursued active engagement with donors and vendors not only to acquire new collections, but also to ensure the safe delivery of materials once registrarial, conservation, curatorial, and technical services operations resumed more fully. The measure of success is not in increasing the volume of holdings, but rather building the most qualitatively comprehensive and authoritative collection. Highlights include:

- Silver megillah case with a Book of Esther scroll buried by the donor's grandparents behind their home in Ioannina, Greece, before they and other family members were deported to Auschwitz. The donor's father, the family's sole survivor, returned after liberation to Ioannina to retrieve the megillah.
- Brandeis University's *Living History Collection*: 335 interviews with Holocaust survivors conducted by members of the Brandeis National Women's Committee in the early- to mid-1970s. The tapes, which have been rarely accessed, will be digitized and made widely accessible for the first time under the auspices of the Museum.
- The Archive of Admonishment: the Hans-Jürgen Hässler Collection contains more than 200 artifacts, 500 publications, and 136 linear feet of personal papers, photographs, and varied documents, and had been originally collected to form the basis of a national German Holocaust museum. Efforts are underway to ensure the collection's preservation and accessibility.
- By agreement with the Vatican Apostolic Archives, the Museum is surveying, acquiring copies, and making accessible thousands of digitized documents from various archives in Rome that contain recently opened Pope Pius XII period (1939-1958) files.
- 117 international archival copy collections (including 91 new collections and 26 accretions), totaling approximately 2.5 million pages, were acquired from repositories abroad, enabling researchers to discover the materials through a single catalog and to access them in one centralized location.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### **STRATEGIC OBJECTIVE: Build the Collection of Record (Acquisitions, Access, Preservation)**

#### Preservation/Stewardship

The Shapell Center, where staff have resumed onsite operations in order to ensure ideal conditions for the long-term preservation and security of materials, has emerged as a dynamic hub promoting access, scholarship, and education by bringing together staff, visiting fellows, researchers, and museum professionals to utilize the full range of collections materials.

- 378 acquisitions were formally accessioned into the Collection of Record.
- Conservation work included review of 317 incoming collections for condition, and the assessment and rehousing of 241 textiles, with 86 receiving treatment. 7,341 condition reports and 900 conservation treatment reports were digitized and appended to database records.
- Ongoing conservation maintenance was provided for objects on display in the Museum's iconic exhibits, including 2,400 shoes on loan from the Majdanek State Museum. Oversight was provided on treatment for an outdoor sculpture on display at the Museum. 131 objects received conservation preparation for exhibition at the Museum and for domestic and international loans.
- Eight outgoing loans were approved and sent or extended, and 5 were returned. Twenty incoming loans were extended, chiefly for use in the *Americans and the Holocaust* exhibition, while 2 were returned to the lenders.
- In preparation for digitization, 129 archival collections and 877 recordings were retrieved, of which 33 collections (comprising more than 40,000 archival documents) underwent archival rehousing.
- A new enterprise-grade Digital Asset Management System, known as "The Vault," has been implemented to organize, store, and facilitate access to digital assets, and, to date, 5,139,417 assets within historical collections have been ingested into The Vault.
- Digitized content was ingested into a state-of-the-art digital preservation repository system, including 457 preservation objects, comprising 12,433,637 digital files.
- 1,438 collection materials were requested and retrieved for use by researchers and Museum staff.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### **STRATEGIC OBJECTIVE: Build the Collection of Record (Acquisitions, Access, Preservation)**

#### **Access**

New and expanded projects have advanced the goal of global access through:

- Cataloging efforts across all formats brought the total number of records in the online Collections Search catalog to 346,019. The online catalog was searched 2,065,515 times by 1,561,926 remote researchers in 234 countries.
- Staff responded to 19,023 requests for information, research, and resources remotely and in-person.
- Names indexed in the Holocaust Survivors and Victims (HSV) database increased by 109,169. With more than 12 million names, HSV is the world's largest online resource for information about individual victims of the Holocaust. 48,923 documents cataloged in the HSV were automatically supplied to patrons through the Instant Document Delivery platform.
- 4,849 requests for research on survivors and victims were fulfilled, utilizing the International Tracing Service Digital Archive and other resources, and we provided 62,737 supporting documents to patrons.
- A project employing speech-to-text software generated 712 hours of time-coded oral history transcripts, enhancing the discoverability and accessibility of time-based media collections.
- 50 name and subject headings were created or updated for use in the Museum's catalog, and were contributed to the Library of Congress authority files for use by libraries and archives worldwide.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)

#### Accomplishments

- Led the 2022 *Days of Remembrance* annual commemoration and national outreach effort.
- Continued the major revitalization of the Permanent Exhibition.

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status (target met or work on-going)
Increase the visibility, impact and productivity of the field of Holocaust studies in the U.S. and abroad.	Increase publications, awards, and jobs won/promotions earned by Mandel Center staff and alumni	25 publications**	24 publications**	15 publications**	19 publications**	18 publications**	Met
		6 awards**	7 awards**	7 awards**	4 awards	5 awards	Met and On-going
	17 jobs/2 promotions	1 job won**	14 promotions**	9 promotions	8 promotions	Met and On-going	
	Increase applications for program offerings that focus on research and university teaching quality applicants from three areas: geographic, discipline,	52% domestic applicants; 48% foreign applicants*2	98% domestic applicants; 2% foreign applicants*1	81% domestic applicants; 19% foreign applicants***	20% domestic applicants; 80% foreign applicants^^	40% domestic applicants; 60% foreign applicants^	Met
		42% history applicants; 58% non-history applicants	34% history applicants; 66% non-history applicants	61% history applicants; 39% non-history applicants	39% history applicants; 61% non-history applicants	42% history applicants; 58% non-history applicants	Met
		35% male applicants; 65% female applicants****	30% male applicants; 70% female applicants	43% male applicants; 54% female applicants	43% male applicants; 54% female applicants	46% male applicants; 54% female applicants	Met

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status (target met or work on-going)
	gender and and/or proposing new and underexplored topics	252 new and unexplored topics	132 new and unexplored topics	354 new and underexplored topics	241 new and underexplored topics	319 new and underexplored topics	<b>Met</b>
	Maintain consistent record of scholarly activity (relationships with scholars and institutions) in new and underexplored topics	10 cooperative programs 3 cost-sharing programs	4 cooperative programs 14 cost-sharing agreements 2 discussions for future cooperative efforts <sup>^^^</sup>	9 cooperative programs 11 cost-sharing agreements 2 discussions for future cooperative efforts <sup>^^^</sup>	4 cooperative programs 3 cost-sharing agreements 4 discussions for future cooperative efforts <sup>+</sup>	11 cooperative programs 2 cost-sharing agreements 4 discussions for future cooperative efforts	<b>Met</b>

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status (target met or work on-going)
	Ensure scholarly activity (relationships with scholars and institutions) in crucial geographic areas	8 cooperative programs 2 cost-sharing agreement 2 discussion for future cooperative efforts <sup>^^^</sup>	5 cooperative programs 10 cost-sharing agreement 1 discussion for future cooperative efforts <sup>^^</sup>	12 cooperative programs 13 cost-sharing agreement 1 discussion for future cooperative efforts <sup>^^</sup>	4 cooperative programs 7 cost-sharing agreement 4 discussions for future cooperative efforts <sup>+</sup>	11 cooperative programs 2 Museum-sponsored programs 1 cost-sharing agreement 3 discussions for future cooperative efforts	<b>Met</b>
	Track acquisitions of archival collections in new and underexplored topic areas	N/A <sup>++</sup>	N/A <sup>++</sup>	50 collections	50 collections	Applicants for larger virtual programs. 56 collections	<b>N/A</b>

\*\* The Mandel Center is focused on building the field of Holocaust studies and recognizes that this ambitious goal will take time. These indicators of success reflect this long-term goal, and fluctuations mirror the ongoing challenges of our work and the changing external environment.

\*\*\* 5 of the 16 programs were not application based, so the only data available is the number of participants.

\*\*\*\* These figures align with the gender demographics in academia where enrollments are now 60% women/40% men. Tenured humanities faculty 55% women/45% men; however, the majority of full professors in the humanities are still men.

<sup>^</sup> The Mandel Center had four new international programs in Guatemala, Latvia, Lithuania and China, which resulted in an increase of foreign applications.



# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)

- ^^ The Mandel Center expanded its international programs with cooperative workshops with Yad Vashem, and international partners in Ukraine, Czech Republic, and Mexico, which resulted in an increase of foreign applications.
- ^^^ Due to the COVID-19 pandemic, all in person campus activity shut down in March 2020.
- ^^^ Some in-person programming resumed, but many programs were virtual with minimal or no direct costs.
  - + During FY 2019, the Mandel Center developed a new strategic plan and limited new partnerships during this phase.
- ++ International Archival Programs Division is no longer in the Mandel Center - this data is now included in the National Institute for Holocaust Documentation data.
- \*1 Due to COVID-19 all of our programming was virtual. We were not able to track domestic vs. foreign applicants for larger virtual programs. The numbers were very high and included under “domestic”, which has skewed the data.
- \*2 Improved pandemic conditions allowed us to increase our international programming, which we were not able to hold in 2020 and 2021.

The Mandel Center for Advanced Holocaust Studies works to ensure the continued growth and dynamism of the field of Holocaust studies through our pedagogy seminars, our online teaching tool *Experiencing History*, research and publications (such as through our journal *Holocaust and Genocide Studies* and our award-winning *Encyclopedia of Camps and Ghettos*), and our in-residence research fellowships, which bring scholars on-site to work with our extensive collections and engage with diverse scholars. The Mandel Center functions as the hub for the field of Holocaust studies in the United States. The field has become more international and more interdisciplinary than ever before. Across all our programs—on-site and digitally, domestic, and with an increasing number of international partners—the Mandel Center is investing in the next generation of Holocaust scholars who will lead the field in the years to come.

Throughout the pandemic, our pivot to virtual programming has continued to be very successful and, in certain cases, allowed us to reach even larger and more diverse audiences. As we begin our much-expanded return to office this fall, we are exploring how we can maintain this increased impact by evaluating which programs benefit most from virtual, in-person, or hybrid programming.

Our innovative Regional Campus Outreach Program helps students and communities in targeted geographic regions examine local examples of oppression and racial violence through the lens of Holocaust history. This approach expands disciplinary engagement with the Holocaust and also provides networking opportunities for institutions with less experience working with the topic. By exploring points of intersections and divergence between histories, the Holocaust is enriched by new perspectives while other histories of persecution gain valuable new ways of understanding their narratives as well. In our second year of programming in the Pacific Northwest, we organized panels on topics such as: citizenship and belonging, Nazism and white supremacy, and interdisciplinary histories of persecution. Our network in the Pacific Northwest now includes 98 faculty across more than 25 disciplines from 15 institutions in four states and Canada. We also worked with local community colleges for the first time in the area. Through consistent and inclusive partner involvement, we have seen Holocaust studies integrated into fields such as Native American studies, architecture, law, and communications. Our annual Meyerhof Lecture and Discussion series supports these programs, and this year’s lecture was [\*The “Citizen Other”: Citizenship Stripping in Nazi Germany and the United States.\*](#)

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)

In addition to our programs on campuses across North America, we also host three, application-based faculty seminars at the Museum that promote innovative, multidisciplinary conversations anchored in Holocaust studies to help improve curricula by bringing together 15-20 scholars from different disciplines with different levels of experience, promoting Museum resources, and providing meaningful networking opportunities. The faculty seminars this year attracted several underrepresented disciplines to our programs, such as health sciences, bioethics, and photography and visual culture. These virtual seminars were enriched by prerecorded lectures, guest speakers who provided meaningful classroom resources, and opportunities for participants to speak candidly about the challenges they face teaching the Holocaust. Participants also worked with each other to revise their existing curricula to incorporate new topics, approaches, and resources used in the seminars. This year's seminars were:

- [\*Bioethics, Disease, and the Holocaust\*](#)
- [\*Teaching Holocaust Photographs\*](#)
- [\*Theological Encounters of Race, Antisemitism, and the Holocaust in Transatlantic Context\*](#)

The Mandel Center continues to support innovation in the field of Holocaust studies through our workshops and conferences on a wide range of topics with scholars and partners from all over the world. Due to the war in Ukraine, our annual summer school program in Kyiv could not take place this year, and it is unclear when it will be able to resume. In response, the Mandel Center launched a new program that provides short-term research stipends for alumni of our summer programs in Ukraine and enables our network of Ukrainian university faculty to continue their important research. Recipients are part of a community that meets virtually on a weekly basis to discuss their research, teaching, and use of the Museum's extensive digital collections. The program, which began in June, awarded 18 stipends this fiscal year, and 60 additional stipends are planned for FY 2023.

Our international work also included a broad range of programming on Eastern Europe and on the less-studied regions of Asia and Latin America. We co-organized four international programs:

- [\*Eastern European Displaced Persons, Refugees, and POWs during and after the Holocaust\*](#)
- [\*Contradictory Sources: Specific Problems of the Holocaust in the Soviet Union\*](#)
- [\*Decentering Holocaust Studies: Comparative Perspectives from the Global South\*](#)
- [\*The Holocaust and Asia: Refugees, Memory, and Material Culture\*](#)

This year, we welcomed our 29th cohort of Mandel Center fellows. Starting in October 2021, our US-based fellows resumed their research back onsite at the Museum, and in January—once visa restrictions had been lifted—they were joined by our fellows from abroad. The Mandel Center fellowship program has played a key role in establishing Holocaust studies as a field of study and continues to ensure its vitality by offering new

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### **STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)**

and established scholars from a broad range of disciplines and approaches financial support, access to our extensive collections, and a vibrant community of fellows and staff with whom to share their research and exchange ideas and insights. In FY22, we hosted 12 fellows, who were selected through a very competitive application process. These fellows were joined by our digital humanities associate fellow, the postdoctoral teaching fellow, and two leading scholars: [Dr. Jeffrey Kopstein](#), our Ina Levine Invitational Scholar, whose research focused on his new book *Three Pogroms: Anti-Jewish Violence from Antiquity to the Holocaust*, and [Dr. Andrea Löw](#), our J.B. and Maurice C. Shapiro Senior Scholar in Residence, whose research focused on German-speaking Jews after their deportation to occupied Eastern Europe.

To ensure the vitality of Holocaust studies, we have launched a comprehensive and multi-faceted publications program to help address current trends in the academic landscape, such as cutbacks on subscriptions services by many academic libraries due to budget constraints, which particularly impact humanities scholarship. Our multipronged approach ensures that we are publishing high-quality Holocaust scholarship in diverse formats.

Our Emerging Scholars program helps our former fellows publish their first monograph, which is essential to earn tenure at colleges and universities. Two of last year's monographs won awards. [The August Trials: The Holocaust and Postwar Justice in Poland](#), by Dr. Andrew Kornbluth, was selected as a 2022 co-winner of the [Reginald Zelnik Book Prize in History](#); and [Romania's Holy War: Soldiers, Motivation, and the Holocaust](#), by Grant T. Harward, received the [Barbara Jelavich Book Prize](#).

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status (target met or work on-going)
Ensure that learning how and why the Holocaust happened is an important component of the education of American citizens and professions responsible for life and liberty and that it strengthens critical thinking about their role in society.	Increase the number of in-person visitors educated about how and why the Holocaust happened	533,631*	64,743***	496,519***	1,599,204	1,653,017	Met and Ongoing
	Increase the number of digital visitors educated about how and why the Holocaust happened	34.0 million	26.0 million	19.3 million	18.2 million	19.9 million	Met
	Increase the number of educators trained to teach about how and why the Holocaust happened	3,800	3,000	1,500	1,194	630	Met
	Increase the number of professionals responsible for life and liberty trained about how and why the Holocaust happened	8,062	7,391	4,831***	8,868	8,481	Met
	Increase the number of youth leaders educated about how and why the Holocaust happened	728*	647***	1,935***	7,314	5,102	Met

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status (target met or work on-going)
	Increase the number of target audiences** validating our models and/or approaches	7 validations 8 sustained validations <sup>^</sup>	14 validations 9 sustained validations	10 validations 5 sustained validations	13 validations 8 sustained validations	16 validations 23 sustained validations	Met
	Increase the number of target audiences** adopting our models and/or approaches	5 adoptions 29 sustained adoptions <sup>^^</sup>	7 adoptions 33 sustained adoptions <sup>^</sup>	6 adoptions 29 sustained adoptions <sup>^</sup>	7 adoptions 29 sustained adoptions <sup>^</sup>	6 adoptions 34 sustained adoptions <sup>^</sup>	Met
Raise the level of Holocaust discourse and the legitimacy of the Holocaust in countries of influence where there is rising antisemitism and denial.	Increase traffic to Museum web content and social media in Farsi, Arabic, and Turkish	1,519,137	1,547,813	1,184,233	12,159	957,794	Met and On-going

\* Due to the COVID-19 pandemic, visitation was limited to six days per week until June 1, 2022. Based on CDC and Museum pandemic guidance for social distancing, ticketing has been limited to allow for social distancing within the Museum building. These daily ticket allotments have increased throughout FY22. We started the fiscal year at 1,500 per day, then increased to 2,000 and 2,500 in the spring of FY22, followed by our two recent increases for the summer to 3,000 per day. This affected general visitation numbers as well as the numbers of those participating in on-site programming.

\*\* Adoption: Target audiences report that they have incorporated Museum programs or resources into their curriculum.

Sustained Adoption: Target audiences continue to report the incorporation of Museum programs and resources into their curriculum over the course of two or more interactions. The decrease in numbers is due to our refining the characteristics that make for “sustained” adoption.

\*\*\* The Museum building was closed to the public from March 14, 2020, through October 25, 2020, then again from November 23, 2020 through May 16, 2021, due to the COVID-19 pandemic. Since reopening, visitation has been limited to six days per week and, due to capacity restrictions, ticketing has been limited to allow for social distancing within the Museum building. This affected general visitation numbers as well as the numbers of those participating in on-site programming.

<sup>^</sup> Validation: Target audiences confirm the usefulness of Museum programs or resources for learning about how and why the Holocaust happened.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)

Sustained Validation: Target audiences confirm the usefulness of Museum programs and resources over the course of two or more interactions.

^^ Number decrease is partly due to certain partners moving from the validation category to "sustained validation" or even "adoption". It is also partly due to the ongoing COVID-19 pandemic. During the Omicron wave, as partners started resuming in-person programs and conferences, they sometimes had to postpone or cancel due to COVID. In other cases, travel restrictions around COVID led us to postpone programs with partners who preferred an in-person option over virtual programs.

The Museum reopened to the public, after temporarily closing its doors in the spring of 2020 due to the COVID-19 pandemic. The Museum's William Levine Family Institute for Holocaust Education has welcomed back small groups inside the Museum for in-person programming while continuing to engage those unable to visit Washington, DC by developing and releasing new digital resources, and leading online programs and learning opportunities to reach wider and more diverse audiences including educators, the military, the police, judges, policymakers, and the public.

The Museum has made significant progress expanding its impact and enhancing its message across a variety of digital platforms. We are reaching new audiences with our podcast, online videos, and lesson plans, and imparting the lessons of the Holocaust and its critical importance for today's world. We ran a successful ad campaign targeting educators to make them aware of new foundational teaching resources. Through this campaign, we reached 1.5 million educators and brought nearly 30,000 of them to our website, marking a significant increase in our reach.

The Museum's Bringing the Lessons Home (BTLH) program, which serves students in the greater Washington, DC metropolitan area, continues to serve as a model for reaching students, educators, and community leaders to ensure that new generations and audiences will understand the history and contemporary relevance of the Holocaust in their own lives. Prior to the pandemic, our BTLH program was conducted through onsite guided tours of the Museum, after-school training sessions hosted in our classrooms, internship opportunities throughout the Museum, and special onsite leadership training seminars. These experiences helped guide student participants through an immersive, thought-provoking educational journey that explored the lessons of the Holocaust and their responsibilities as citizens of a democracy. As we pivoted to a virtual environment, program facilitators used the *Gather.Town* and *Emaze* platforms to strengthen the structure of the overall program and create innovative digital opportunities for our 2022 program participants.

Through the Museum's Initiative on the Holocaust and Leadership Professionals, the Museum reaches professions that exert influence over the life and liberty of civilians and operate at the nexus of competing dynamics, ensuring safety and security while also upholding democratic ideals for all. Our program participants learn about the history of the Holocaust as well as the roles played by key institutions, government officials, and societal leaders at that time. In FY22 we continued to provide virtual programming for law enforcement and military professionals, conducting 69 virtual programs for over 4,600 federal, state, and local police professionals. During that same period we provided training to 1,392 U.S. military officers or officers in training, as well as training for 621 officers from foreign militaries.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### **STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)**

In its seventh year, the Museum's Americans and the Holocaust Initiative continues to pose challenging questions that encourage people to think critically about the past, as well as their role in responding to threats of genocide today. The Initiative is comprised of a groundbreaking exhibit at the Museum and a range of educational resources and programs, including History Unfolded, a citizen-history project in which students and lifelong learners uncover articles about the Holocaust in their local newspapers from the 1930s and 1940s. A traveling version of the exhibition is touring 50 public and university libraries nationwide in partnership with the American Library Association (ALA). Given the tremendous impact of the exhibition on local communities, working with the ALA, we decided to extend the tour through 2026 so the exhibition can travel to an additional 50 libraries.

At the Museum's annual Arthur and Rochelle Belfer National Conference for Educators event, conference attendees learned about the Museum's educational resources and pedagogy for teaching about the Holocaust. Building on the success of the 2020 and 2021 virtual conferences, the Museum continued to expand the audience beyond classroom teachers to include administrators, curriculum coordinators, methods professors, and international educators. Nearly 3,000 educators registered for the event, reaching over 1000% more attendees than the last in-person conference in 2019. Participants represented all 50 states, including those from rural communities with few, if any, local Holocaust education resources. Educators from 41 countries also participated.

The Museum continues to advance the goals of our Initiative on Holocaust Denial and State-Sponsored Antisemitism, which aims to provide audiences worldwide with accurate and relevant information about the Holocaust and its lessons so that they become forces against antisemitic violence in their circles of influence. Work through this initiative is ongoing to address Holocaust denial and distortion, as well as state-sponsored and violent antisemitism in our target regions of Europe, North Africa, and the Middle East. Highlights this year included working with the government of the United Arab Emirates (UAE) Ministry of Culture to present the first-ever government sponsored commemoration of International Holocaust Remembrance Day in the UAE, and co-hosting with the U.S. Embassy in Cairo the first public International Holocaust Remembrance Day commemoration in Egypt.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status (target met or work on-going)
Ensure that the United States government, other governments and multilateral organizations have institutionalized structures, tools and policies to effectively prevent and respond to genocide and other mass atrocities.	Record “touches” of senior officials participating in our meetings and programs	1,000††	400†	65^^^	91^^	75^	Met
	Track Genocide Prevention Task Force and Responsibility to Protect recommendations being implemented	The Simon-Skjodt Center for the Prevention of Genocide (the Simon-Skjodt Center) continued to reach policymakers from across the political spectrum to help them better understand policy options to prevent and respond to mass atrocities. We strengthened our relationships with senior officials across the U.S. government to elevate genocide prevention in U.S. foreign policy. For example, we worked with representatives across government agencies participating in the Atrocity Prevention Task Force on the 2022 release of the United States Strategy to Anticipate, Prevent, and Respond to Atrocities. This marked the first time the U.S. government made a written strategy concerning mass atrocities, signaling the potential for a stronger, more coordinated effort across the U.S. government. The Simon-Skjodt Center provided analysis and expertise that helped inform the creation of the strategy and worked with the U.S. Department of State and the U.S. Institute of Peace to co-host the launch of the strategy in mid-July. The launch event welcomed the release of this important step forward, and provided a platform to discuss what comes next.					Met
	Our work cited by U.S. Government offices and officials	Since genocide prevention is a relatively young field of study, knowledge about how to prevent these crimes is imperfect and incomplete. Our research project, <a href="#">Lessons Learned in Preventing and Responding to Mass Atrocities</a> , seeks to identify lessons from history that can be studied and utilized to prevent future instances of genocide and related crimes against humanity.					Met



# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status (target met or work on-going)
		<p>To support scholars and practitioners in this effort, in 2022 we established an online resource, <a href="#">Tools for Atrocity Prevention</a>, which helps summarize and make accessible what is currently known about the effectiveness of various atrocity prevention tools. Tools for Atrocity Prevention includes findings from nearly 400 research reports about select atrocity prevention tools with a focus on identifying the characteristics (or “factors”) that made certain tools more effective in helping prevent mass atrocities.</p> <p>Anne Witkowsky, Assistant Secretary for the Bureau of Conflict and Stabilization Operations at the U.S. Department of State, commended the Center on its work on the Lessons Learned Project, describing the web resource as a “transformative tool [that] allows policymakers to quickly assess atrocity prevention tools, how they have been applied in the past, and success factors to consider when applying them.”</p> <p>In the coming months, Simon-Skjodt Center staff will expand its outreach to policymakers and scholars, and will convene a group of leading scholars and government officials to discuss the project findings and help set an agenda for research on atrocity prevention for the next decade.</p>					
	Our work cited by media	<p>There was wide coverage of the Simon-Skjodt Center’s work, including the 2021-22 Early Warning Project Statistical Risk Assessment and the center’s work on China, Burma, Indonesia, and South Sudan. Notable outlets that covered these stories include <a href="#">US News &amp; World Report</a>, <a href="#">The New York Times</a>, <a href="#">The Washington Post</a>, <a href="#">Al Jazeera</a>, <a href="#">Forbes</a>, <a href="#">Smithsonian Magazine</a>, <a href="#">AP</a>, <a href="#">BBC</a>, <a href="#">CNN</a>, <a href="#">The Atlantic</a>, <a href="#">Foreign Policy</a>, <a href="#">Benar News</a>, <a href="#">Voice of America</a>, <a href="#">Just Security</a>, and <a href="#">The Hill</a>.</p>					Met

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### **STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)**

- <sup>^</sup> Reported as of August 17, 2018.
- <sup>^^</sup> Tracked from October 2018 through September 2019.
- <sup>^^^</sup> Tracked from October 2019 through September 2020, lower numbers are due to the impact of the COVID-19 pandemic on the Center’s ability to meet with government officials from March 2020 through September 2020.
- <sup>†</sup> Tracked from October 2020 through September 2021, higher numbers are due to increased digital connections with officials.
- <sup>††</sup> Tracked from October 2021 through September 2022, higher numbers are due to continued reliance on digital programming and outreach with officials.

As a trusted nonpartisan resource, the Simon-Skjodt Center for the Prevention of Genocide helps to educate individuals, thought leaders, and policymakers on situations of concern; options to prevent, respond and advance justice; and help them think differently about their role in preventing genocide and related crimes against humanity.

#### **The Early Warning Project**

The Simon-Skjodt Center’s Early Warning Project assesses the risk of mass atrocities in countries around the world and serves as one of our primary tools for conveying early warning information to the international community. The Project’s centerpiece is our annual Statistical Risk Assessment, which provides a ranking of countries at risk of mass violence. The risk assessment is made available to the public and policymakers, both in the U.S. and abroad, and serves both as a starting point for additional analysis and as a resource to help policymakers prioritize their attention and resources where it is most needed.

As a demonstration of its effectiveness, our risk assessment is one of five non-governmental assessments identified in the Global Fragility Act of 2019 as a core resource to help the U.S. government determine priority countries at risk. Our risk assessment is routinely used by the U.S. Atrocity Prevention Task Force to inform their process of selecting countries of focus, as indicated in the 2021 report to Congress mandated by the Elie Wiesel Genocide and Atrocities Prevention Act.

In addition to providing the risk assessment, the Simon-Skjodt Center was regularly asked to advise U.S. government personnel at the U.S. Department of State, U.S. Agency for International Development, Congress, and the National Security Council on various questions related to atrocity prevention, including inquiries about specific countries, such as Mali, the Democratic Republic of Congo, Ethiopia, and China; methods for early warning and atrocity risk assessment; and the institutionalization of atrocity prevention in general. We also worked closely with the U.S. Department of State’s Bureau of Conflict and Stabilization Operations, which functions as the government’s “secretariat” for atrocity prevention.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

---

### **STRATEGIC OBJECTIVE: Expand and Diversify our Audiences (Global, Digital Engagement)**

#### **Syria**

Since early 2011, when the conflict in Syria erupted, the Simon-Skjodt Center has continually drawn attention to the crimes against humanity and war crimes committed by the Syrian government against its own people as well as the threats that remain for civilians still living inside the country.

In March 2022, on the 11th anniversary of the Syrian uprising, we co-hosted an event on Capitol Hill with the Syrian Emergency Task Force and the M. Night Shyamalan Foundation. The event served as a reminder to policymakers, journalists, and others of the ongoing mass atrocities in Syria. Speakers included leaders of the House Foreign Affairs Committee and the Senate Foreign Relations Committee; co-chairs of the Syrian Caucus; Simon-Skjodt Center Fellow, Ambassador Stephen Rapp; and Holocaust Museum volunteer and Holocaust survivor Al Munzer. An open letter written by the “Gravedigger” (a witness to mass graves in Syria from 2011-2017) was read at the event. The Simon-Skjodt Center sponsored the “Gravedigger’s” travel to the U.S. for the March 2022 event and during his visit, he testified before the United States Senate about the atrocities he witnessed. His visit and testimony received coverage from news outlets including CNN and CBS.

#### **Burma**

In March 2022, Secretary of State Antony Blinken visited the Museum and toured our exhibition Burma’s Path to Genocide before announcing the U.S. government’s determination that the Burmese military committed genocide and crimes against humanity against the Rohingya. The announcement was the culmination of years of Simon-Skjodt activity to sound the alarm about mass atrocities perpetrated by the Burmese military against the Rohingya, and the risk of genocide.

#### **China and the Uyghurs**

In November 2021, we released “To Make Us Slowly Disappear”: The Chinese Government’s Assault on the Uyghurs, a report which expressed the Museum’s grave concern that the Chinese government may be committing genocide against the Uyghurs, a Muslim community in the Xinjiang Uyghur Autonomous Region of northwest China. The report details multiple crimes against humanity that the Chinese government may be committing against the Uyghur population, including forced sterilization, sexual violence, enslavement, torture, forcible transfer, persecution, and imprisonment or other severe deprivation of physical liberty.

#### **The Ferencz International Justice Initiative**

The Museum’s Ferencz International Justice Initiative is working towards a more peaceful and just world in which societies affected by genocide and crimes against humanity address their legacies of extreme violence and hatred through meaningful justice processes that place victims and survivors at the center.

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Secure the Future of the Museum (Campaign)

Our Ferencz Initiative continues to work closely with South Sudanese civil society organizations to develop victim-centered strategies to advance justice for mass atrocities. This work has been largely conducted through our South Sudan Justice Advisory Group, which was established in November 2018 with a coalition of eight South Sudanese civil society organizations. In February 2022, we published a policy brief examining the risks of political instability and the potential for mass atrocities against civilians from government forces, armed militia, and opposition groups. In addition to the policy brief, we hosted a virtual roundtable discussion for local policy and advocacy communities on the situation, and published a blog post on the African Law Matters website highlighting the urgent need for justice and accountability to break the cycle of impunity.

In July 2022, Simon-Skjodt Center staff traveled to South Sudan for a justice-related workshop hosted by our South Sudan Justice Advisory Group for victims of conflict-related violence from around the country. The workshop centered on lessons learned from the Simon-Skjodt Center’s publication, [Pursuing Justice for Mass Atrocities: A Handbook for Victim Groups](#). Since their return, staff have been working on an update to the policy brief released earlier this year (described above), and plan to conduct meetings with U.S. policymakers to share the demands of victim groups in South Sudan and the importance of accountability.

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status (target met or work on-going)
Undertake fundraising efforts to fulfill the strategic plan and integrate fundraising plans with programmatic priorities.	Raise \$44.4 million for the annual fund and \$2.0 million for the endowments, for a combined total of \$46.4 million	\$61.4 million for the annual fund and \$42.1 million for the endowments, for a combined total of \$103.5 million	\$59.2 million for the annual fund and \$14.7 million for the endowments, for a combined total of \$73.9 million	\$48.2 million for the annual fund and \$8.3 million for the endowments, for a combined total of \$56.5 million	\$53.8 million for the annual fund and \$26.1 million for the endowments, for a combined total of \$79.9 million	\$64.9 million for the annual fund and \$13.9 million for the endowments, for a combined total of \$78.8 million	Exceeded

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Secure the Future of the Museum (Campaign)

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status (target met or work on-going)
Pursue continuous improvement and excellence in financial and human capital management, information technology support, and Museum management and governance.	Continue to develop mobile Web platforms for content delivery in the Museum space and to constituents worldwide	Completed a major upgrade of financial system (PeopleSoft 9.2). Continued the implementation of a financial planning and analysis application (Anaplan).	Continued a major upgrade of financial system (PeopleSoft 9.2). Initiated the implementation of a financial planning and analysis application (Anaplan).	Initiated a major upgrade of financial system (PeopleSoft 9.2)	Continued development of multiple new web pages and continued deployment of content that is easily readable on smartphones and tablets	Developed multiple new web pages and deployed content that is easily readable on smartphones and tablets	<b>Met</b>
	Enhance performance of the data center, storage, and server infrastructure through server/storage platform virtualization	Maintained hybrid support, returning some support in-house	Completed prior year evaluation, and implemented plan for hybrid support, returning some support in-house	Evaluated outsourced IT performance. Initiated plan to design hybrid support model, returning some support in-house	Outsourced IT operations to a fully managed service provider; Initiated selected Cloud migrations	Completed Cloud migration plan and began developing Cloud security hierarchy an	<b>Met and ongoing</b>

# United States Holocaust Memorial Museum

## Government Performance and Results Act Annual Performance Plan - FY 2022

### STRATEGIC OBJECTIVE: Secure the Future of the Museum (Campaign)

Priority Outcome	Indicator	FY22 Actual	FY21 Actual	FY20 Actual	FY19 Actual	FY18 Actual	Performance Status <i>(target met or work on-going)</i>
	Develop design for exhibition hardware replacement as funding becomes available	Continued a cyclical exhibition hardware replacement plan	Delayed hardware replacement due to COVID-19	Delayed hardware replacement due to COVID-19	Continued a cyclical exhibition hardware replacement plan	Established a cyclical exhibition hardware replacement plan	<b>On-going</b>
	Improve security around the information assets of the Museum	Maintained virtual education and outreach. Maintained capacity and reduced risk vulnerability	In response to COVID-19 moved to virtual education and outreach. Increased capacity and reduced risk vulnerability	In response to COVID-19 moved to 100% telework and virtual environment. Increased capacity and reduced risk vulnerability	Continued significant progress on mitigating information security risks	Continued significant progress on mitigating information security risks	<b>Exceeded</b>

# United States Holocaust Memorial Museum

## Message from the Chief Financial Officer

---

November 15, 2022

I am pleased to present the United States Holocaust Memorial Museum's Fiscal Year 2022 *Performance and Accountability Report* which presents both financial and performance information on the Museum's operations in a combined report for the fiscal year ended September 30, 2022. This report satisfies the reporting requirements for the following:

- *Accountability of Tax Dollars Act of 2002*
- *Reports Consolidation Act of 2000*
- *Government Management Reform Act of 1994*
- *Government Performance and Results Act of 1993*
- *Chief Financial Officers Act of 1990*
- *Federal Managers' Financial Act of 1982*
- *Section 2308 of the Museum's authorizing legislation (36 USC 2302)*

The Museum received an unmodified opinion on its financial statements for Fiscal Year 2022. These statements fully account for both the federal appropriated and nonappropriated funds.

In the past year, we continued efforts to refine and improve the Museum's financial system with the goal of providing Museum managers, Council members, federal oversight officials, and the general public with timely, accurate, and useful financial information.

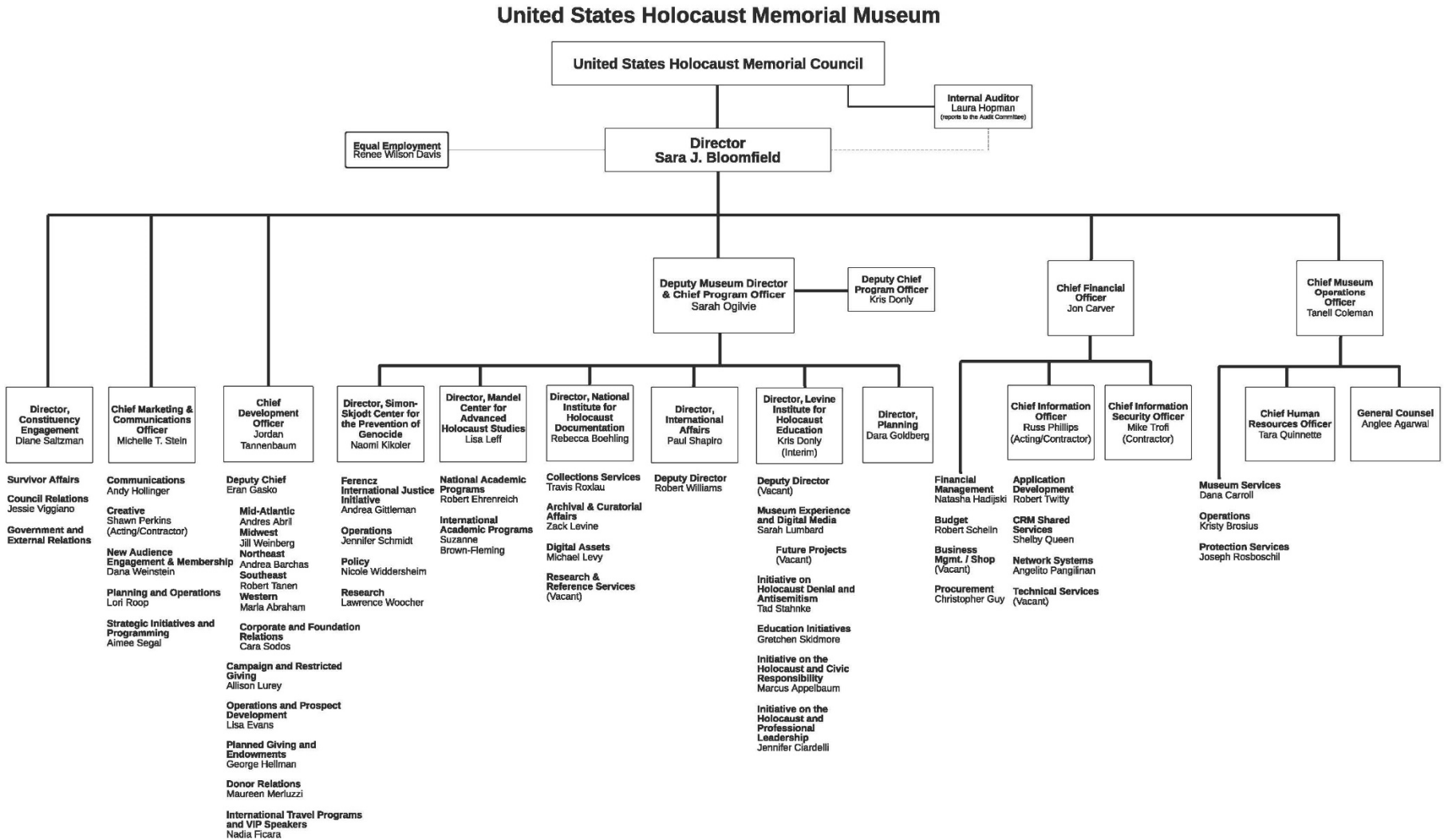
We remain committed to providing the Museum with the highest levels of financial management services and ensuring the efficiency, economy, and effectiveness of the Museum programs and activities. Fiscal Year 2022 was a very challenging year for the Museum which had to contend with, an unprecedented increase in cyber-attacks on our systems, the return to in-person programming and the implementation of our new financial management tool. Individually or as a group, these events could have damaged the Museum's financial stability and long-term prospects. I am pleased to announce that the Museum's financial position was not negatively impacted.



Jon Carver  
Chief Financial Officer  
United States Holocaust Memorial Museum

# United States Holocaust Memorial Museum

## Museum Organization Chart







Tel: 301-354-2500  
Fax: 301-354-2501  
www.bdo.com

12505 Park Potomac Ave, Suite 700  
Potomac, MD 20854

## Independent Auditor's Report

To the Council Members  
**United States Holocaust Memorial Museum**  
Washington, D.C.

### Report on the Audit of the Financial Statements

#### *Opinion*

We have audited the financial statements of the United States Holocaust Memorial Museum (the Museum), which comprise the statement of financial position as of September 30, 2022, and the related statements of activities, functional expenses and cash flows for the year 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 United States Holocaust Memorial Museum as of September 30, 2022, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### *Basis for Opinion*

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS), the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) Bulletin No. 22-01, *Audit Requirements for Federal Financial Statements*. Our responsibilities under those standards and OMB Bulletin No. 22-01 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 audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *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.

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 within one year after the date that the financial statements are issued or available to be issued.

BDO USA, LLP, a BDO USA, LLP, a Delaware limited liability partnership, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms.



### ***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 and *Government Auditing Standards* 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 and *Government Auditing Standards*, 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.

### ***Other Matters***

#### ***Other Information***

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary Schedule of Budgetary Resources - Appropriated Funds, Schedule of Net Cost - Appropriated Funds, Schedule of Changes in Net Position - Appropriated Funds, and Schedule Reconciling Net Cost of Operations to Budget - Appropriated Funds for the years ended September 30, 2022 and 2021, and Schedule of Claims Conference Payments for the year ended September 30, 2022, as required by OMB Bulletin No. 22-01, are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such



information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects, in relation to the financial statements as a whole.

The information in the Management's Discussion and Analysis has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and, accordingly, we do not express an opinion or provide any assurance on it.

*Report on Summarized Comparative Information*

We have previously audited the Museum's 2021 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated November 15, 2021. In our opinion, the summarized comparative information presented herein as of and for the year ended September 30, 2021 is consistent, in all material respects, with the audited financial statements from which it has been derived.

**Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our reports dated November 15, 2022 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 the Museum's internal control over financial reporting or on compliance. Those reports are 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.

BDO USA, LLP

November 15, 2022

## Financial Statements

---

**United States Holocaust Memorial Museum**  
**Statement of Financial Position**  
**As of September 30, 2022**  
**(with summarized information as of September 30, 2021)**

	Nonappropriated Funds	Appropriated Funds	2022 Total	2021 Total
<b>Assets:</b>				
Cash and fund balance with Treasury	\$ 15,536,928	\$ 43,185,080	\$ 58,722,008	\$ 57,258,924
Short-term investments	153	-	153	153
Contributions receivable, net	60,321,258	-	60,321,258	54,706,588
Other assets	1,929,313	-	1,929,313	2,126,159
Interest rate swap	117,514	-	117,514	-
Long-term investments	585,258,196	-	585,258,196	643,542,507
Property and equipment, net	81,795,002	14,052,708	95,847,710	100,609,372
Collections	-	-	-	-
<b>Total assets</b>	<b>\$ 744,958,364</b>	<b>\$ 57,237,788</b>	<b>\$ 802,196,152</b>	<b>\$ 858,243,703</b>
<b>Liabilities and net assets</b>				
<b>Liabilities:</b>				
Accounts payable and accrued expenses	\$ 8,704,572	\$ 5,826,293	\$ 14,530,865	\$ 14,974,230
Charitable gift annuity liability	18,575,162	-	18,575,162	17,516,065
Unexpended appropriations	-	39,657,704	39,657,704	39,514,848
Interest rate swap	-	-	-	530,414
Term loan	32,570,556	-	32,570,556	33,857,886
<b>Total liabilities</b>	<b>59,850,290</b>	<b>45,483,997</b>	<b>105,334,287</b>	<b>106,393,443</b>
<b>Commitments and contingencies</b>				
<b>Net assets:</b>				
Without donor restrictions	173,289,157	11,753,791	185,042,948	213,853,828
With donor restrictions	511,818,917	-	511,818,917	537,996,432
<b>Total net assets</b>	<b>685,108,074</b>	<b>11,753,791</b>	<b>696,861,865</b>	<b>751,850,260</b>
<b>Total liabilities and net assets</b>	<b>\$ 744,958,364</b>	<b>\$ 57,237,788</b>	<b>\$ 802,196,152</b>	<b>\$ 858,243,703</b>

*See accompanying notes to financial statements.*

**United States Holocaust Memorial Museum**  
**Statement of Activities**  
**Year Ended September 30, 2022**  
(with summarized information for the year ended September 30, 2021)

	Nonappropriated Funds	Appropriated Funds	Total Without Donor Restrictions	With Donor Restrictions	Total 2022	Total 2021
<b>Support and revenues:</b>						
Federal appropriation revenue	\$ -	\$ 62,267,044	\$ 62,267,044	\$ -	\$ 62,267,044	\$ 59,572,524
Contributions	16,455,368	-	16,455,368	52,643,927	69,099,295	63,253,359
Membership revenue	13,364,889	-	13,364,889	-	13,364,889	13,819,603
Stein Museum Shop	1,042,005	-	1,042,005	-	1,042,005	312,525
Investment return, net	(15,798,519)	-	(15,798,519)	(44,157,098)	(59,955,617)	105,935,666
Imputed financing source	-	1,081,143	1,081,143	-	1,081,143	1,116,790
Others	-	-	-	-	-	263,631
Net assets released from restrictions	34,664,344	-	34,664,344	(34,664,344)	-	-
<b>Total support and revenues</b>	<b>49,728,087</b>	<b>63,348,187</b>	<b>113,076,274</b>	<b>(26,177,515)</b>	<b>86,898,759</b>	<b>244,274,098</b>
<b>Operating expenses:</b>						
Program services						
Museum operations	5,837,649	29,888,931	35,726,580	-	35,726,580	39,069,246
Mandel Center for Advanced Holocaust Studies	6,054,614	2,820,312	8,874,926	-	8,874,926	6,856,157
Levine Institute for Holocaust Education	13,335,037	7,927,148	21,262,185	-	21,262,185	17,694,047
David M. Rubenstein National Institute for Holocaust Documentation	7,369,387	11,389,581	18,758,968	-	18,758,968	19,394,938
Simon-Skjoldt Center for the Prevention of Genocide	2,660,521	-	2,660,521	-	2,660,521	2,240,012
Education and outreach	8,181,637	892,205	9,073,842	-	9,073,842	9,201,081
Stein Museum Shop	1,553,004	-	1,553,004	-	1,553,004	1,342,514
Other outreach and public programs	4,753,177	2,265,822	7,018,999	-	7,018,999	6,943,594
<b>Total program services</b>	<b>49,745,026</b>	<b>55,183,999</b>	<b>104,929,025</b>	<b>-</b>	<b>104,929,025</b>	<b>102,741,589</b>
Supporting services						
Management and general	10,540,860	7,819,237	18,360,097	-	18,360,097	15,560,410
Membership development	6,863,222	-	6,863,222	-	6,863,222	6,007,701
Fundraising	12,382,738	-	12,382,738	-	12,382,738	11,492,008
<b>Total supporting services</b>	<b>29,786,820</b>	<b>7,819,237</b>	<b>37,606,057</b>	<b>-</b>	<b>37,606,057</b>	<b>33,060,119</b>
<b>Total operating expenses</b>	<b>79,531,846</b>	<b>63,003,236</b>	<b>142,535,082</b>	<b>-</b>	<b>142,535,082</b>	<b>135,801,708</b>
<b>Non-operating activity</b>						
Change in value of interest rate swap	647,928	-	647,928	-	647,928	419,647
Change in net assets	(29,155,831)	344,951	(28,810,880)	(26,177,515)	(54,988,395)	108,892,037
<b>Net assets - beginning of year</b>	<b>202,444,988</b>	<b>11,408,840</b>	<b>213,853,828</b>	<b>537,996,432</b>	<b>751,850,260</b>	<b>642,958,223</b>
<b>Net assets - end of year</b>	<b>\$ 173,289,157</b>	<b>\$ 11,753,791</b>	<b>\$ 185,042,948</b>	<b>\$ 511,818,917</b>	<b>\$ 696,861,865</b>	<b>\$ 751,850,260</b>

*See accompanying notes to financial statements.*

**United States Holocaust Memorial Museum**  
**Statement of Functional Expenses**  
**Year Ended September 30, 2022**  
**(with summarized information for the year ended September 30, 2021)**

	Program Services									Support Services				2022 Total	2021 Total
	Museum Operations	Mandel Center for Advanced Holocaust Studies	Levine Institute for Holocaust Education	David M. Rubenstein National Institute for Holocaust Documentation	Simon-Skjoldt Center for the Prevention of Genocide	Education and Outreach	Stein Museum Shop	Other Outreach and Public Programs	Total Program Services	Management and General	Membership Development	Fundraising	Total Supporting Services		
Staff salary	\$ 4,931,142	\$ 4,281,366	\$ 9,286,245	\$ 8,605,226	\$ 1,395,438	\$ 5,030,548	\$ 645,517	\$ 2,938,690	\$ 37,114,172	\$ 6,988,254	\$ 834,384	\$ 6,318,617	\$ 14,141,255	\$ 51,255,427	\$ 50,272,597
Fringe benefits	2,096,754	1,549,105	2,873,337	3,257,699	379,631	1,398,177	213,229	1,006,678	12,774,610	2,335,801	240,403	1,724,558	4,300,762	17,075,372	16,257,156
<i>Personnel subtotal</i>	<i>7,027,896</i>	<i>5,830,471</i>	<i>12,159,582</i>	<i>11,862,925</i>	<i>1,775,069</i>	<i>6,428,725</i>	<i>858,746</i>	<i>3,945,368</i>	<i>49,888,782</i>	<i>9,324,055</i>	<i>1,074,787</i>	<i>8,043,175</i>	<i>18,442,017</i>	<i>68,330,799</i>	<i>66,529,753</i>
Services	2,157,951	2,317,474	5,472,788	3,489,461	808,441	1,951,851	71,933	1,877,194	18,147,093	5,196,630	4,232,898	2,006,030	11,435,558	29,582,651	26,125,202
Occupancy and security	18,590,443	279,060	548,748	1,187,597	(1,573)	26,149	(207)	347,751	20,977,968	373,666	53,136	466,937	893,739	21,871,707	22,630,313
Depreciation and amortization	5,418,741	38,618	1,784,068	169,734	3,819	15,458	1,767	30,922	7,463,127	744,765	2,284	17,295	764,344	8,227,471	8,932,215
Supplies, non-capital equipment and others	2,302,110	254,185	1,066,726	1,832,589	34,412	619,771	62,805	348,503	6,521,101	2,620,333	1,499,723	1,339,076	5,459,132	11,980,233	11,118,868
Travel	229,439	155,118	193,675	216,662	40,353	31,888	867	469,261	1,337,263	100,648	394	510,225	611,267	1,948,530	299,480
Cost of goods sold	-	-	36,598	-	-	-	557,093	-	593,691	-	-	-	-	593,691	165,877
<b>Total</b>	<b>\$ 35,726,580</b>	<b>\$ 8,874,926</b>	<b>\$ 21,262,185</b>	<b>\$ 18,758,968</b>	<b>\$ 2,660,521</b>	<b>\$ 9,073,842</b>	<b>\$ 1,553,004</b>	<b>\$ 7,018,999</b>	<b>\$ 104,929,025</b>	<b>\$ 18,360,097</b>	<b>\$ 6,863,222</b>	<b>\$ 12,382,738</b>	<b>\$ 37,606,057</b>	<b>\$ 142,535,082</b>	<b>\$ 135,801,708</b>

*See accompanying notes to financial statements.*

**United States Holocaust Memorial Museum**  
**Statement of Cash Flows**  
**Year Ended September 30, 2022**  
**(with summarized information for the year ended September 30, 2021)**

	Nonappropriated Funds	Appropriated Funds	2022 Total	2021 Total
<b>Reconciliation of change in net assets to net cash provided by operating activities:</b>				
Change in net assets	\$ (55,333,346)	\$ 344,951	\$ (54,988,395)	\$ 108,892,037
Adjustments to reconcile change in net assets to net cash provided by operating activities:				
Depreciation and amortization	5,304,906	2,922,565	8,227,471	8,932,215
Realized/unrealized loss (gains) on investments	71,925,362	-	71,925,362	(97,009,921)
Provision for uncollectible accounts	498,062	-	498,062	124,490
Change in discount to present value of contributions receivable	3,527,307	-	3,527,307	(666,443)
Proceeds from donated stocks	7,333,055	-	7,333,055	6,794,040
Donated stocks	(7,333,055)	-	(7,333,055)	(6,794,040)
Contributions of net assets with donor restrictions received as endowment	11,067,077	-	11,067,077	(15,211,862)
Change in value of interest rate swap	(647,928)	-	(647,928)	(419,647)
Changes in assets and liabilities:				
Decrease (increase) in:				
Contributions receivable	(9,640,039)	-	(9,640,039)	(1,508,109)
Other assets	188,077	8,769	196,846	26,992
Increase (decrease) in:				
Accounts payable and accrued expenses	(44,326)	(399,039)	(443,365)	3,528,001
Charitable gift annuity liability	1,059,097	-	1,059,097	179,528
Unexpended appropriations	-	142,856	142,856	1,565,783
<b>Net cash provided by operating activities</b>	<b>27,904,249</b>	<b>3,020,102</b>	<b>30,924,351</b>	<b>8,433,064</b>
<b>Cash flows from investing activities:</b>				
Capital expenditures	(105,659)	(3,360,150)	(3,465,809)	(1,459,216)
Purchases of investments	(97,170,339)	-	(97,170,339)	(101,366,346)
Proceeds from sale of investments	83,529,288	-	83,529,288	85,900,487
<b>Net cash used in investing activities</b>	<b>(13,746,710)</b>	<b>(3,360,150)</b>	<b>(17,106,860)</b>	<b>(16,925,075)</b>
<b>Cash flows from financing activities:</b>				
Repayment of term loan	(1,287,330)	-	(1,287,330)	(1,287,330)
Contributions of net assets with donor restrictions received as endowment	(11,067,077)	-	(11,067,077)	15,211,862
<b>Net cash (used in) provided by financing activities</b>	<b>(12,354,407)</b>	<b>-</b>	<b>(12,354,407)</b>	<b>13,924,532</b>
<b>Net increase (decrease) in cash and fund balance with Treasury</b>	<b>1,803,132</b>	<b>(340,048)</b>	<b>1,463,084</b>	<b>5,432,521</b>
<b>Cash and fund balance with Treasury - beginning of year</b>	<b>13,733,796</b>	<b>43,525,128</b>	<b>57,258,924</b>	<b>51,826,403</b>
<b>Cash and fund balance with Treasury - end of year</b>	<b>\$ 15,536,928</b>	<b>\$ 43,185,080</b>	<b>\$ 58,722,008</b>	<b>\$ 57,258,924</b>
<b>Supplemental data:</b>				
Cash paid for interest	\$ 735,296	\$ -	\$ 735,296	\$ 679,133

*See accompanying notes to financial statements.*



**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

## **1. Organization and Purpose**

### ***Organization and Governance***

The United States Holocaust Memorial Council was created as an independent Federal establishment by Public Law 96-388 on October 7, 1980, for the purposes of providing appropriate ways for the nation to commemorate the Days of Remembrance; planning, constructing, and overseeing the operation of a permanent memorial museum for the victims of the Holocaust; and developing a plan for carrying out the recommendations made in the Report to the President of the United States by the President's Commission on the Holocaust, dated September 27, 1979. The U.S. Congress changed the name from "Council" to "Museum" and permanently authorized the United States Holocaust Memorial Museum (the Museum) by Public Law 106-292 (36 U.S.C. 2301, et. seq.) on October 12, 2000, designating the Museum as an independent establishment of the United States Government.

The Museum is governed by 65 voting members and three nonvoting *ex officio* members (the Members). Fifty-five voting Members are appointed by the President of the United States, five are appointed by the Speaker of the U.S. House of Representatives from among Members of the U.S. House of Representatives, and five are appointed by the President Pro Tempore of the U.S. Senate, upon the recommendation of the majority and minority leaders, from among Members of the U.S. Senate. One nonvoting Member is appointed by each of the Secretaries of the Interior, State, and Education departments. Members serve a term of five years or, in the case of Members of Congress, until the end of their term in Congress.

The Museum receives an annual Federal appropriation (see Appropriated Funds - note 10) and was authorized by statute (36 U.S.C. Section 2307) to raise private funds (the nonappropriated funds) to aid or facilitate the operation and maintenance of the Museum. These financial statements present the financial position, activities, and cash flows of both the appropriated funds and the nonappropriated funds of the Museum.

### ***Tax-Exempt Status***

The Museum is exempt from income taxation, except for its unrelated business income, under the provisions of Section 501(c)(3) of the Internal Revenue Code. The Museum recognizes the effect of income tax positions only if those positions are more likely than not to be sustained.

Under Financial Accounting Standards Board (FASB), *Accounting for Uncertainty in Income Taxes* Accounting Standards Codification (ASC) 740-10, an organization must recognize the tax benefit associated with tax positions taken for tax return purposes when it is more-likely-than-not that the position will be sustained. The Museum does not believe there are any material uncertain tax positions, and accordingly, it will not recognize any liability for unrecognized tax benefits. The Museum has filed for and received income tax exemptions in the jurisdictions where it is required to do so. Additionally, the Museum has filed Internal Revenue Service (IRS) Form 990 and Form 990-T tax returns as required and all other applicable returns in those jurisdictions where it is required. The Museum believes that it is no longer subject to U.S. federal income tax examinations by tax authorities for years before 2019. For the years ended September 30, 2022 and 2021, there were no interest or penalties recorded or included in the statement of activities related to uncertain tax positions.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

## **2. Summary of Significant Accounting Policies**

The financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP). The Museum's financial statements are presented in accordance with FASB ASC 958-205, *Not-For-Profit Presentation of Financial Statements*.

The statement of activities includes certain prior year summarized comparative information in total, but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with U.S. GAAP. Accordingly, such information should be read in conjunction with the Museum's financial statements for the year ended September 30, 2021, from which the summarized information was derived.

The financial statements are presented by funding source and use and are reported as either "appropriated" or "nonappropriated" funds. Appropriated funds include activities supported by the annual appropriation by Congress. These are used for certain Museum expenditures, as determined by the Museum and implemented by management, in conformity with the Museum's congressional mandate. The nonappropriated funds reflect the expenditures related to activities for which support comes from private sources, primarily donations and investment returns.

### ***Significant Accounting Policies***

Significant accounting policies followed are summarized below:

#### ***(a) Cash and Fund Balance with Treasury***

Cash for nonappropriated funds consists of amounts held in financial institutions for day-to-day operations. The Museum maintains cash balances with federally insured institutions, which are insured by the Federal Deposit Insurance Corporation up to \$250,000 on interest-bearing accounts per bank at September 30, 2022 and 2021. The Museum has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk on these cash balances.

Fund balance with Treasury is the amounts held by the U.S. Department of the Treasury as a result of annual appropriations and use of those appropriations. The Museum has not experienced any losses in these accounts and believes it is not exposed to any credit risk on these balances.

#### ***(b) Investments***

Investments are reported at fair value, with gains and losses included in the statement of activities. Short-term and long-term investments represent donated securities and the investment of endowment funds.

Short-term investments include money market funds and government securities with maturities of less than one year, consistent with the cash management policy of the Museum. Certain liquid investments are considered noncurrent assets, as they are restricted or intended to be held for long-term purposes.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

The whole endowment, consisting of the board-designated and donor-restricted endowments, is pooled for investment purposes. The endowment pays out an amount for annual support of operations and an amount allowed to be spent for specific purposes based on the trailing 12-quarter fair value averages as calculated using data through June 30th of the preceding year.

*(c) Financial Instruments and Credit Risk*

Financial instruments which potentially subject the Museum to a concentration of credit risk consist principally of investments held by creditworthy financial institutions. By policy, these investments are kept within limits designed to prevent risk caused by concentration.

Approximately 48% and 43% of the Museum's gross contributions receivable as of September 30, 2022 and 2021, respectively, are due from three grantors. The Museum believes the credit risk is mitigated based on a long history with the grantors and management's ongoing considerations around collectability of its receivables. The credit risk with respect to the remaining contributions receivable is considered limited due to the large donor base.

*(d) Split-Interest Agreements - Charitable Gift Annuities and Interests in Perpetual Trusts*

For gifts that establish charitable gift annuities, the contributed assets are recognized at fair value at the date of the annuity agreements. An annuity liability is recognized for the present value of future cash flows expected to be paid to the donor or the donor's designee and contribution revenues are recognized equal to the difference between the assets and the annuity liability. Liabilities are adjusted during the term of the annuities for payments, accretion of discounts and changes in life expectancies. The Museum uses the historical IRS discount rates and tables compiled from the Office of the Actuary of the Social Security Administration for life expectancies.

The interests in perpetual trusts are included in contributions receivable at the present value of the estimated future benefits to be received when the trusts' assets are distributed. Contribution revenue is recognized when the Museum is first made aware of its irrevocable interest in a perpetual trust. The receivable is adjusted during the term of the trust for the accretion of discounts, revaluation of the present value of the estimated future payments, and changes in life expectancies. These changes are reported as contribution revenue.

*(e) Contributions Receivable*

Unconditional promises to give that are 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 discounted to their present value. Conditional promises to give are not recognized in the accompanying financial statements until the conditions have been met.

An allowance for uncollectible contributions is provided based on management's evaluation of potential uncollectible contributions receivable at year-end. The allowance is based on historical data and is applied as a percentage of receivables. Changes in the allowance for uncollectible contributions are recorded as bad debt expense.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

*(f) Other Assets*

Other assets consist primarily of prepayments and inventory from the Museum bookstore (the Stein Museum Shop). The Stein Museum Shop sells Holocaust-related educational materials, such as books and DVDs, to the public. The Stein Museum Shop's inventory was \$376,236 and \$672,881 as of September 30, 2022 and 2021, respectively, and is valued at the lower of cost or net realizable value using the first-in, first-out inventory valuation method.

*(g) Property and Equipment*

The Museum opened to the public on April 26, 1993. All costs associated with the construction of the Museum, including payments to construction contractors, architect's fees, excavation costs, direct materials and labor, Museum construction management, and interest were capitalized. All interest incurred on borrowed funds through April 26, 1993 was capitalized because the funds were specifically borrowed for the construction of the Museum. On April 26, 1993, depreciation on the Museum commenced and is computed on the straight-line basis over 40 years.

The land on which the Museum has been constructed, as well as an administrative building were transferred to the administrative jurisdiction of the Holocaust Memorial Council, without consideration, and remain titled in the name of the U.S. Government and are not reflected in the accompanying financial statements. The Museum reserves administrative jurisdiction over the property for as long as it is used to carry out the mission of the Museum. The Museum has use of this land and administrative building to fulfill Public Law 96-388 in perpetuity.

In April 2017, the Museum opened the David and Fela Shapell Family Collections, Conservation and Research Center (the Shapell Center) to serve as the repository for the collections and future site of scholarly activities. All costs associated with this Phase 1 construction of the Shapell Center, including payments to construction contractors, architect's fees, excavation costs, direct materials and labor, and construction management were capitalized. On May 1, 2017, depreciation on the Shapell Center commenced and is computed on the straight-line basis using the estimated useful life based on the asset type.

Renovations and improvements are recorded, and depreciated and/or amortized, on a straight-line basis over 10 years or if for a leased space over the lesser of 10 years or the remaining lease term.

Museum exhibitions include the cost to design and construct. The permanent exhibition is being amortized on the straight-line basis over 30 or 40 years and temporary exhibitions are amortized on a straight-line basis over the life of the specific exhibition.

Furniture, technology and equipment are stated at cost. The Museum capitalizes these if there is a useful life of one year or more and an acquisition cost of \$5,000 or more per unit. Depreciation is computed using the straight-line method. Estimated useful lives are three years for computer equipment and five years for furniture and other equipment.

*(h) Impairment of Long-Lived Assets*

The Museum reviews asset carrying amounts whenever events or circumstances indicate that such carrying amounts may not be recoverable. When considered impaired, the carrying amount of the asset is reduced to its current fair value by a charge to the statement of activities.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

*(i) Collections*

The Museum acquires its collections, which include works of art, artifacts, archives, film and video, oral histories, and historical treasures, by purchase or by donation. All collections are held for public exhibition, education, or research. The Museum's collection policy includes guidance on the preservation, care, and maintenance of the collections and procedures related to the accession/deaccession of collections items.

In conformity with the practice generally followed by museums, no value is assigned to the collections in the statement of financial position. Purchases of collection items are recognized as reductions in net assets without donor restrictions in the period of acquisition. Proceeds from deaccessions of collection items are designated for future collection acquisitions.

*(j) Accrued Vacation*

The Museum records an expense and related liability for vacation earned and unpaid at the end of the year for appropriated and nonappropriated employees. This liability is reflected in accounts payable and accrued expenses in the accompanying statement of financial position.

*(k) Net Assets*

The Museum classifies net assets into two categories: without donor restrictions and with donor restrictions. Appropriated activity is part of net assets without donor restrictions even though the use requires compliance with Federal regulations. All contributions are considered to be available for general use unless specifically restricted by the donor or by time.

*(l) Revenue Recognition*

The Museum's significant revenue recognition policies are summarized in the following paragraphs.

Federal appropriation revenue - Amounts received under the federal appropriation, which is considered a nonreciprocal transaction primarily available for specific Museum operations, are recognized as revenue when qualifying reimbursable expenses have been incurred and conditions under the agreements are met. The Museum has elected the simultaneous release policy available under Accounting Standards Update (ASU) 2018-08, *Not-For-Profit Entities (Topic 958), Clarifying the Scope and Accounting Guidance for Contributions Received and Contributions Made*, for donor-restricted contributions that were initially conditional contributions, which allows a not-for-profit organization to recognize a restricted contribution directly in net assets without donor restrictions if the restriction is met in the same period that the revenue is recognized. At September 30, 2022 and 2021, conditional contributions relating to the federal appropriation, which are reported as unexpended appropriations, totaled \$39,657,704 and \$39,514,848 respectively, and are conditioned on incurring allowable expenditures in conformity with the Museum's congressional mandate.

Contributions - Contributions without donor restrictions are recorded as support without donor restrictions in the period received. Contributions without donor restrictions with payments due in future periods are initially recorded as support with donor restrictions due to inherent time restrictions. Once the contribution becomes due, the net assets with donor restrictions are reclassified to net assets without donor restrictions and are included in net assets released from restrictions in the accompanying statement of activities.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

Contributions that are restricted for certain programs are initially recorded as net assets with donor restrictions support when received. When donor restrictions are met, the net assets with donor restrictions are reclassified to net assets without donor restrictions and are included in net assets released from restrictions in the accompanying statement of activities. Contributions received during the year for which the restrictions are met during the same year are recorded as both under net assets with donor restrictions and net assets released from restrictions in the accompanying statement of activities.

Contributions restricted by donors for the Museum's donor-restricted endowment that neither expire by the passage of time nor can be fulfilled or otherwise removed by action of the Museum, are recorded as support restricted in perpetuity within net assets with donor restrictions in the year received in the accompanying statement of activities.

Membership revenue - Memberships are considered nonreciprocal, contribution transactions and are recognized as revenue without donor restrictions in the period received.

Stein Museum Shop - Retail sales in the Stein Museum shop are recognized when goods or services are sold at a point in time. The Museum collects cash at point of sale or credit card receipts within a few days of sale.

Contributed services - In-kind contributions of goods and services are recognized as revenue based on the amount reported by the independent third-party providers in the period received or rendered.

Imputed financing source - The Museum recognizes the costs of pension and Federal retirement benefits for its Federal employees during their active years of service, even though these costs will ultimately be paid by the Office of Personnel Management. An imputed financing source is recognized in support and revenue equal to this imputed cost in the statement of activities.

Others - Other revenue and support includes royalties and miscellaneous revenues, received and recognized when the goods and services are rendered, and typically occur in the same fiscal year.

*(m) Expenses*

Expenses are recognized by the Museum during the period in which they are incurred. Expenses paid in advance and not yet incurred are deferred to the applicable period.

The costs of providing various programs and supporting services have been summarized on a functional basis in the accompanying statement of activities. The statement of functional expenses presents expenses by function and natural classification. Expenses directly attributable to specific functions of the Museum are reported as expenses of these functional areas.

The financial statements report certain categories of expenses that are attributable to one or more program or supporting functions of the Museum. Accordingly, certain costs have been allocated among the programs and supporting services benefited. The expenses that are allocated include occupancy and security, depreciation and amortization, and information technology and information security. Allocation is based on headcount.

Program services refer to activities that further the Museum's mission.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

Supporting services refer to management and general, membership development and fundraising expenses of operating the Museum.

*(n) Use of Estimates*

The preparation of financial statements in conformity with U.S. 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.

*(o) Fair Value of Financial Instruments*

The Museum's financial instruments consist of cash, contributions receivable, investments, accounts payable, and accrued liabilities. The carrying amount of the cash, accounts payable, and accrued liabilities approximates their fair values. The value of contributions receivable is estimated as the present value of discounted cash flows using a current risk free rate. The values of publicly traded fixed income and equity securities are based on quoted market prices and exchange rates.

The Museum applies fair value measurements of financial assets and financial liabilities and fair value measurements of nonfinancial items that are recognized or disclosed at fair value in the financial statements on a recurring basis. The fair value of a financial instrument is the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date assuming the transaction occurs in the entity's principal (or most advantageous) market.

The Museum's investments include a significant number of investment funds whose fair market values are reported using the net asset value (NAV) methodology. These funds calculate NAV and operate in all material respects in conformance with the American Institute of Certified Public Accountants (AICPA) applicable guidelines for investment companies.

For those investments which are valued based on manager reported net asset values, the Museum applies methods and procedures to assess valuation including reviewing pricing techniques utilized by the individual managers, comparing fund performance to relevant market indexes, and evaluating the pricing methods and models utilized by the fund manager. In addition, the members of the Museum's Investment Committee are independent experts in the investment field who provide oversight in the selection and ongoing monitoring of investments.

For the interest rate swap, management reviews and relies on the counterparty valuation method.

***Recent Accounting Pronouncements Adopted***

In September 2021, the FASB issued ASU 2020-07, *Presentation and Disclosures by Not-For-Profit Entities for Contributed Nonfinancial Assets (Topic 958)*. The standard requires certain information be disclosed related to contributed nonfinancial assets, including disaggregation by category on the statement of activities by type of contributed nonfinancial asset, qualitative information about whether the contributed nonfinancial asset was monetized or utilized during the reporting period, the nonprofit's policy about monetizing rather than utilizing contributed nonfinancial assets, a description of any donor restrictions associated with the contributed nonfinancial assets, and the

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

valuation techniques and inputs used to arrive at fair value measurement. The amendments in the ASU should be applied on a retrospective basis and are effective for annual reporting periods beginning after June 15, 2021. Adoption of this ASU did not have a significant impact on the financial statements.

***Accounting Pronouncements Issued but Not Adopted***

In February 2016, the FASB issued ASU 2016-02, *Leases (Topic 842)*. The new standard establishes a right-of-use (ROU) model that requires a lessee to record a ROU asset and a lease liability on the statement of financial position for all leases with terms longer than 12 months. Leases will be classified as either finance or operating, with classification affecting the pattern of expense recognition in the statement of activities. ASU 2020-05 deferred the effective date of the guidance until the fiscal year beginning after December 15, 2022. A modified retrospective transition approach is required for lessees for capital and operating leases existing at, or entered into after, the beginning of the earliest comparative period presented in the financial statements, with certain practical expedients available. Management of the Museum is currently assessing the impact the adoption of this ASU will have on the financial statements.

In March 2020, the FASB issued ASU No. 2020-04, *Reference Rate Reform (Topic 848): Facilitation of the Effects of Reference Rate Reform on Financial Reporting*, which established FASB ASC Topic 848, Reference Rate Reform. FASB ASC Topic 848 contains optional expedients and exceptions for applying U.S. GAAP to contracts, hedging relationships, and other transactions affected by reference rate reform upon the transition away from the use of the London Interbank Offer Rate (LIBOR). The amendments in this Update are effective for all entities as of March 12, 2020 through December 31, 2022, and the expedients and exceptions of FASB ASC Topic 848 will no longer be available after December 31, 2022. Management of the Museum has not adopted any of the optional expedients or exceptions contained in FASB ASC Topic 848 and is currently assessing the need to adopt and the impact such adoption of this ASU may have on the financial statements.

***Reclassifications***

Certain prior year amounts have been reclassified to conform to the current year presentation.

**3. Liquidity and Availability**

The following reflects the Museum's financial assets as of September 30, 2022 and 2021, respectively, reduced by amounts not available for general use within one year of the statement of financial position date due to donor-imposed restrictions. Amounts not available also include what has been set aside for long-term investing in the Board-designated endowment that could be drawn upon with the approval of the Council.

The Council approved an endowment spending policy that provides an annual endowment payout, and has also authorized one-time withdrawals from the Board-designated endowment for specific purposes. Amounts appropriated from either the donor-restricted endowment or Board-designated endowment for general expenditure in fiscal year 2022 and 2021, respectively, are shown as reducing the amount available for appropriation.



**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

	2022	2021
Financial assets at September 30	\$ 704,301,615	\$ 755,508,172
Less:		
Contributions receivable due after one year, net of discount and allowance	(45,880,983)	(38,759,200)
Board-designated endowment, for long-term investing	(76,145,548)	(83,892,221)
Total funds invested as endowment with donor restrictions	(399,355,023)	(439,174,234)
Funds functioning as endowment, payout allocated for following year	12,187,720	11,180,581
Board-designated endowment funds, payout allocated for following year	3,908,059	3,544,669
Charitable gift annuity assets	(39,434,473)	(44,446,774)
Financial assets available to meet cash needs for general expenditures within one year	\$ 159,581,367	\$ 163,960,993

Sufficient financial assets are expected to be available as general expenditures, liabilities, and other obligations come due. The composition of financial assets available for general expenditure within one year of September 30 are as follows:

	2022	2021
Cash and fund balance with Treasury	\$ 58,722,008	\$ 57,258,924
Short-term investments	153	153
Contributions receivable due within one year	14,440,275	15,947,388
Reserve account	486,187	310,144
Calculated endowment payout (Board-designated and general) for the following year	16,095,779	14,725,250
Long-term investments - available for operations	69,836,965	75,719,134
Components of available financial resources at September 30	\$ 159,581,367	\$ 163,960,993

Appropriated federal funds generally become available when enacted or authorized in a continuing resolution.

The Museum receives substantial support from contributions with donor restrictions and maintains sufficient resources to meet those commitments to its donors. Fluctuations in operating cash balances increase and decrease the amount in the reserve account. The Council may designate a portion of any operating surplus to the Board-designated endowment.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

**4. Cash and Fund Balance with Treasury**

Cash and fund balance with Treasury represent nonappropriated and appropriated funds, respectively.

Appropriated fund balance with Treasury at September 30 consists of the following:

	2022	2021
Status of fund balance with Treasury:		
Unobligated balance:		
Available	\$ 16,428,411	\$ 17,958,174
Unavailable	2,654,153	700,956
Obligated not yet disbursed	24,102,516	24,865,998
<b>Total appropriated fund balance with Treasury</b>	<b>\$ 43,185,080</b>	<b>\$ 43,525,128</b>

**5. Investments and Fair Value Measurements**

Investments are professionally managed by outside investment organizations subject to direction and oversight by the Investment Committee of the Museum. The Museum has established investment policies and guidelines that provide for asset allocation and performance objectives.

Net investment return for the years ended September 30 is summarized below:

	2022	2021
Interest and dividends	\$ 14,282,462	\$ 10,885,818
Net realized and unrealized (losses) gains	(71,925,362)	97,009,921
Investment management expenses	(2,312,717)	(1,960,073)
<b>Net investment return</b>	<b>\$ (59,955,617)</b>	<b>\$ 105,935,666</b>

***Fair Value Measurements***

As described in note 2, the Museum applies the fair value hierarchy which 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 measurements involving significant unobservable inputs (Level 3 measurements).

The three levels of the fair value hierarchy are as follows:

- Level 1: Quoted prices in active markets for identical assets or liabilities. This level generally includes cash, certain U.S. large cap equities, U.S. small to mid cap equities, fixed income mutual funds, multi-strategy mutual funds, high yield corporate bond funds, and State of Israel bonds that are traded in an active exchange market.
- Level 2: Observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

of the assets or liabilities. This category generally includes holdings which cannot be liquidated daily including certain U.S. large cap equities, international markets equities, emerging markets equities, and domestic equities and fixed income.

- Level 3: Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities. This level includes financial instruments whose value is determined using pricing models, discounted cash flow methodologies, or similar techniques, as well as instruments for which the determination of fair value requires significant management judgment or estimation.

The level in the fair value hierarchy within which a fair measurement in its entirety falls is based on the lowest level input that is significant to the fair value measurement in its entirety.

Investments for which fair value is measured using the NAV per share, or its equivalent, as a practical expedient are not required to be categorized within the fair value hierarchy but are presented to reconcile to the statement of financial position.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

*Financial instruments measured at fair value on a recurring basis*

Investments

The following table presents investments that are measured at fair value on a recurring basis at September 30, 2022:

	Level 1	Level 2	Level 3	NAV	Total
Short-term investments:					
Donated stocks	\$ 153	\$ -	\$ -	\$ -	\$ 153
Short-term investments subtotal	153	-	-	-	153
Long-term investments:					
Portfolio cash equivalents	20,959,456	-	-	-	20,959,456
U.S. large cap equities	104,397,560	-	-	-	104,397,560
U.S. small to mid-cap equities	23,907,622	-	-	-	23,907,622
International markets equities	17,695,320	-	-	37,025,474	54,720,794
Emerging markets equities	11,830,424	-	-	11,642,678	23,473,102
Fixed income mutual funds	39,010,465	-	-	7,469,063	46,479,528
Multi-strategy mutual funds	11,354,932	-	-	-	11,354,932
High yield corporate bond funds	13,685,194	-	-	-	13,685,194
Bank loan fund	-	-	-	15,619,363	15,619,363
Equity long/short hedge funds	-	-	-	54,392,340	54,392,340
Private equity	-	-	-	48,845,849	48,845,849
Event driven hedge funds	-	-	-	27,517,984	27,517,984
Multi-strategy hedge funds	-	-	-	100,444,505	100,444,505
State of Israel bonds	25,494	-	-	-	25,494
Gift annuity program investments:					
Portfolio cash equivalents	841,910	-	-	-	841,910
Domestic equities and fixed income	-	38,592,563	-	-	38,592,563
Long-term investments subtotal	243,708,377	38,592,563	-	302,957,256	585,258,196
Total	\$243,708,530	\$ 38,592,563	\$ -	302,957,256	\$ 585,258,349

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

The following table presents investments that are measured at fair value on a recurring basis at September 30, 2021:

	Level 1	Level 2	Level 3	NAV	Total
Short-term investments:					
Donated stocks	\$ 153	\$ -	\$ -	\$ -	\$ 153
Short-term investments subtotal	153	-	-	-	153
Long-term investments:					
Portfolio cash equivalents	26,407,901	-	-	-	26,407,901
U.S. large cap equities	166,192,478	-	-	-	166,192,478
U.S. small to mid-cap equities	40,350,513	-	-	-	40,350,513
International markets equities	11,735,669	-	-	49,389,690	61,125,359
Emerging markets equities	15,664,538	-	-	13,347,110	29,011,648
Fixed income mutual funds	49,908,220	-	-	9,174,474	59,082,694
Multi-strategy mutual funds	12,594,501	-	-	-	12,594,501
High yield corporate bond funds	14,885,589	-	-	-	14,885,589
Bank loan fund	-	-	-	15,863,241	15,863,241
Equity long/short hedge funds	-	-	-	49,220,577	49,220,577
Private equity	-	-	-	39,038,140	39,038,140
Event driven hedge funds	-	-	-	25,005,021	25,005,021
Multi-strategy hedge funds	-	-	-	60,226,294	60,226,294
State of Israel bonds	91,777	-	-	-	91,777
Gift annuity program investments:					
Portfolio cash equivalents	324,724	-	-	-	324,724
Domestic equities and fixed income	-	44,122,050	-	-	44,122,050
Long-term investments subtotal	338,155,910	44,122,050	-	261,264,547	643,542,507
Total	\$ 338,156,063	\$ 44,122,050	\$ -	\$ 261,264,547	\$ 643,542,660

### Interest in Charitable Trusts

Interest in charitable trusts (included in contributions receivable) amounts to \$581,430 and \$680,640 as of September 30, 2022 and 2021, respectively, and is considered as Level 3 under the fair value hierarchy.

Management recorded \$(122,102) and 121,231 in unrealized (losses) gains in fiscal years 2022 and 2021, respectively, on the interest in charitable trusts.

### *Quantitative Information*

As of September 30, 2022 and 2021, with respect to assets measured and carried at fair value on a recurring basis with the use of significant unobservable inputs (Level 3), the principal valuation techniques used in valuing the interest in charitable trusts is income approach; and unobservable inputs include discount rates, life expectancies, trust payouts and allocation percentages.

*Level 3 Sensitivity of Fair Value Measurements and Changes in Significant Observable Inputs*

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

The significant unobservable inputs used in the fair value measurement of the Museum's interest in charitable trusts are subject to risks resulting from changes in appropriate discount rates due to general economic fluctuations and differences in life expectancies and actualities.

Other financial instruments measured at fair value on a recurring basis

Other financial instruments measured at fair value on a recurring basis include the interest rate swap amounting to \$117,514 and (\$530,414) as of September 30, 2022 and 2021, respectively, which is considered as Level 2 under the fair value hierarchy.

***Net Asset Value (NAV) Per Share***

In accordance with U.S. GAAP, the Museum expanded disclosures to include the category, fair value, redemption frequency, and redemption notice period for those assets whose fair value is estimated using the net asset value per share or its equivalent for which fair value is not readily determinable.

The following table presents the nature and risk of assets with fair values estimated using NAV as a practical expedient held at September 30, 2022:

	Fair Value	Unfunded commitments	Redemption Frequency	Redemption notice period
International markets equities	\$ 37,025,474	\$ -	daily to monthly	none to 6 days
Emerging markets equities	11,642,678	-	daily to quarterly	none to 10 days
Fixed income mutual funds	7,469,063	-	daily	none to 6 days
Bank loan fund	15,619,363	-	quarterly	90 days
Equity long/short hedge funds	54,392,340	-	quarterly	45 days
Private equity	48,845,849	26,167,895	N/A	N/A
Event driven hedge funds	27,517,984	-	quarterly to at maturity	none to 90 days
Multi-strategy hedge funds	100,444,505	533,000	annually	N/A
<b>Total</b>	<b>\$ 302,957,256</b>	<b>\$ 26,700,895</b>		

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

The following table presents the nature and risk of assets with fair values estimated using NAV as a practical expedient held at September 30, 2021:

	Fair Value	Unfunded commitments	Redemption Frequency	Redemption notice period
International markets equities	\$ 49,389,690	\$ -	daily to monthly	none to 6 days
Emerging markets equities	13,347,110		daily to quarterly	none to 10 days
Fixed income mutual funds	9,174,474	-	daily	none to 6 days
Bank loan fund	15,863,241	-	quarterly	90 days
Equity long/short hedge funds	49,220,577	-	quarterly	45 days
Private equity	39,038,140	22,873,724	N/A	N/A
Event driven hedge funds	25,005,021	1,600,000	quarterly to at maturity	none to 90 days
Multi-strategy hedge funds	60,226,294	37,511,744	annually	N/A
<b>Total</b>	<b>\$ 261,264,547</b>	<b>\$ 61,985,468</b>		

For funds where the NAV is used as a basis for reporting/estimating fair value, some investments are not validated by active markets. Thus, the Museum obtains independent audited statements as of the funds' year-end and reconciles the audited balance to the Museum's reported balance as of that same reporting period, and performs other procedures to estimate fair value for the Museum's year-end.

The Museum invests in one fixed income funds that utilize NAV for reporting purposes. The fund focuses on high yield corporate bond opportunities.

Bank loan fund is composed of one investment, a limited partnership that invests in senior loans and other senior debt instruments including bridge loans for high yield bond commitments. The fair value of the investments in this category is estimated using the NAV per share. The Museum obtains independent audited statements for this partnership which is reconciled to the Museum's reported balances.

The Museum's investments in hedge funds include four investment in equity long/short hedge funds, three investments in event driven funds, and five investments in multi-strategy hedge funds. The fair values in these categories are estimated using the NAV per share. The Museum obtains independent audited statements for these investments, which are reconciled to the Museum's reported balances. The remaining hedge fund investments provide for quarterly redemption.

The Museum is invested in four private equity funds in the private equity secondary markets. These funds are invested in established private equity fund interests with investments in various sectors including leveraged buyouts, venture capital, and mezzanine and growth equity. Of the remaining five funds, one fund focuses on infrastructure opportunities, two funds focus on distressed credit opportunities and another fund focuses on opportunities in the bio-tech field. The fifth fund focuses on providing capital with guidance to early and growth stage companies. Redemptions do not apply to these partnerships since they are closed vehicles and withdrawals will be generally upon the termination and liquidation of the partnerships.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

The Museum is also invested in international market equities and emerging markets equities. International markets equities include investments in two funds. For the year ended September 30, 2022, one of these investments estimates fair value using the NAV per share on a monthly basis and the other investment is a mutual fund with a manager reported NAV based on daily closing market values. Emerging markets equities include investments in a limited partnership with reported values based on closing market prices.

## 6. Split-Interest Agreements

Split-interest agreements include charitable gift annuities and interests in charitable trusts. The charitable gift annuities are valued at \$39,434,473 and \$44,446,774 as of September 30, 2022 and 2021, respectively. These investments are recognized at fair value using quoted market prices. An annuity liability for \$18,575,162 and \$17,516,065 as of September 30, 2022 and 2021, respectively, is reported as charitable gift annuity liability and represents the present value of future cash flows expected to be paid to the donor or the donor's designee. The revenue and change in value of split-interest agreements recognized for charitable gift annuities was \$1,615,271 and (\$899,771), respectively, in 2022 and \$664,137 and \$941,237, respectively, in 2021 and are included in contributions revenue.

## 7. Contributions Receivable

Contributions receivable as of September 30 included the following unconditional promises to give:

	2022	2021
Amounts due in:		
Less than one year	\$ 14,440,275	\$ 15,947,388
One to five years	35,878,334	31,710,893
More than five years	21,375,939	14,545,565
<b>Subtotal</b>	<b>71,694,548</b>	<b>62,203,846</b>
Less:		
Allowance for doubtful accounts	(2,425,007)	(2,076,282)
Discount to present value (2.3% - 6.1%)	(8,948,283)	(5,420,976)
<b>Total</b>	<b>\$ 60,321,258</b>	<b>\$ 54,706,588</b>

Write-off of contributions and other receivables amounted to \$149,337 and \$239,978 during fiscal year 2022 and 2021, respectively.



**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

**8. Property and Equipment**

At September 30, 2022, property and equipment consisted of the following:

	Nonappropriated funds	Appropriated funds	Total
Land	\$ 4,647,930	\$ -	\$ 4,647,930
Buildings and capital improvements	160,691,154	17,722,614	178,413,768
Furniture, equipment and software	2,740,584	14,211,780	16,952,364
Exhibitions	28,695,484	11,220,582	39,916,066
Leasehold improvements	124,798	-	124,798
<b>Total property and equipment</b>	<b>196,899,950</b>	<b>43,154,976</b>	<b>240,054,926</b>
Less accumulated depreciation and amortization	(115,104,948)	(29,102,268)	(144,207,216)
<b>Total property and equipment, net</b>	<b>\$ 81,795,002</b>	<b>\$ 14,052,708</b>	<b>\$ 95,847,710</b>

At September 30, 2021, property and equipment consisted of the following:

	Nonappropriated funds	Appropriated funds	Total
Land	\$ 4,647,930	\$ -	\$ 4,647,930
Buildings and capital improvements	160,691,154	15,041,895	175,733,049
Furniture, equipment and software	2,634,925	13,532,349	16,167,274
Exhibitions	28,695,484	11,220,582	39,916,066
Leasehold improvements	124,798	-	124,798
<b>Total property and equipment</b>	<b>196,794,291</b>	<b>39,794,826</b>	<b>236,589,117</b>
Less accumulated depreciation and amortization	(109,800,042)	(26,179,703)	(135,979,745)
<b>Total property and equipment, net</b>	<b>\$ 86,994,249</b>	<b>\$ 13,615,123</b>	<b>\$ 100,609,372</b>

Depreciation and amortization expense for the years ended September 30, 2022 and 2021 was \$8,227,471 and \$8,932,215, respectively. The Museum did not write off fully depreciated assets during the years ended September 30, 2022 and 2021, respectively.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

**9. Debt**

*Term Loan*

On August 13, 2014, the Museum entered into a drawdown term loan agreement in the principal amount of up to \$50 million to finance the purchase of land and construction of the new David and Fela Shapell Family Collections, Conservation and Research Center. As of September 30, 2022 and 2021, respectively, the Museum has an outstanding principal balance of \$32,570,556 and \$33,857,886 on this loan.

Interest on the outstanding principal balance of the term loan is due and payable monthly, in arrears, on the 1st day of each month until the unpaid principal balance of the term loan has been paid in full. Beginning July 1, 2021 and on the same day of each year thereafter, annual principal payments on the term loan are due equal to the lesser of \$1.5 million per year or an annual principal payment determined on July 1, 2021 as that amount of principal which, if paid on an annual basis, will be sufficient to amortize on a level debt service basis the principal balance of the term loan over a period of 25 years at an annual interest rate equal to the adjusted LIBOR rate on such date. The entire outstanding principal balance and all accrued unpaid interest under the term loan are due and payable in full on January 1, 2027, or such earlier date as may be required.

At September 30, 2022, principal maturities on the term loan are as follows:

Years ending September 30,

2023	\$ 1,287,330
2024	1,287,330
2025	1,287,330
2026	1,287,330
2027	27,421,236
<b>Total</b>	<b>\$ 32,570,556</b>

The Museum is subject to certain financial covenants under the loan agreement. All covenants have been met by the Museum in fiscal years 2022 and 2021.

*Interest Rate Swap*

On January 27, 2015, the Museum entered into an interest rate swap agreement with a bank, with an effective date of February 1, 2017 and a termination date of February 1, 2023. The Museum pays the fixed rate of 2.13%, while the bank pays the floating rate based on USD-LIBOR-BBA-Bloomberg, with a reset date on the 1st day of each floating rate calculation period. Initial payment commenced on March 1, 2017. Thereafter, payments are on the 1st day of each month.

The swap is recognized on the statement of financial position at fair value and is recorded as interest rate swap. Changes in the fair value of the swap are recorded under the Museum's non-operating activity in the statement of activities.

The interest rate swap asset and liability, respectively, as of September 30, 2022 and 2021 was \$117,514 and \$530,414, respectively, and the gain on interest rate swap during fiscal years 2022 and 2021 amounted to \$647,928 and \$419,647, respectively.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

**10. Appropriated Funds**

The fiscal year 2022 and 2021 Federal appropriations totaled \$62,616,000 and \$61,388,000, respectively, which includes appropriations of \$1,264,000 in both years, for the outreach initiatives program; and \$3,000,000 in both years, for building repair and rehabilitation; to be used by the Museum until fully expended. The Federal appropriations also include additional funding for a three year appropriation in the amount of \$715,000 in both years to be used for equipment replacement.

Below is a reconciliation of the fiscal year 2022 and 2021 Federal appropriations received to Federal appropriations expended and recognized as revenue:

	2022	2021
Federal appropriation received	\$ 62,616,000	\$ 61,388,000
Unexpended appropriation - current year	(16,150,764)	(15,354,018)
Amounts obligated in previous years - expended in current year	15,801,808	13,538,542
<b>Federal appropriation revenue</b>	<b>\$ 62,267,044</b>	<b>\$ 59,572,524</b>

Below is a reconciliation of the spending of the fiscal year 2022 and 2021 Federal appropriations:

	2022	2021
Total expenses	\$ 63,003,236	\$ 63,436,366
Depreciation and amortization	(2,922,565)	(3,451,567)
Unpaid vacation and other unfunded expenses	(1,165,008)	(1,582,572)
Prepayments and others	(8,769)	(238,919)
Unexpended appropriation - current year	16,150,764	15,354,018
Amounts obligated in previous years - expended in current year	(15,801,808)	(13,538,542)
Capital expenditures	3,360,150	1,409,216
<b>Federal appropriation</b>	<b>\$ 62,616,000</b>	<b>\$ 61,388,000</b>

**11. Commitments and Contingencies**

The Museum has leases for regional offices, a warehouse, and additional office space. These leases expire at various dates through 2028. Annual minimum lease payments due under operating leases in effect at September 30, 2022, by year and in the aggregate, are summarized as follows:

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

Years ending September 30,

2023	\$ 2,602,569
2024	2,599,728
2025	2,381,982
2026	2,223,237
2027	2,255,386
Thereafter	709,292
<b>Total</b>	<b>\$ 12,772,194</b>

Rent expense for the years ended September 30, 2022 and 2021 was \$2,266,015 and \$2,478,058, respectively. This amount was composed of appropriated funds and nonappropriated funds of \$1,715,527 and \$550,488, and \$2,020,762 and \$457,296 in 2022 and 2021, respectively.

## 12. Retirement Plans

Although the Museum funds a portion of the pension benefits for its appropriated fund employees under the Civil Service Retirement System and the Federal Employees Retirement System (the Systems) and makes the necessary payroll withholdings, the Museum is not required to disclose the Systems' assets or the actuarial data with respect to accumulated plan benefits or the unfunded pension liability relative to its employees. Reporting such amounts is the direct responsibility of the United States Office of Personnel Management (OPM). The Museum's expense for these appropriated plans in fiscal year 2022 and 2021 was \$3,330,784 and \$3,172,240, respectively.

The Museum recognizes the cost of pensions and other retirement benefits during its employees' active years of service. OPM determines pension cost factors by calculating the value of pension benefits expected to be paid in the future, and communicates these factors to the Museum for current period expense reporting. OPM also provides cost factors regarding the full cost of health and life insurance benefits. In fiscal year 2022 and 2021, the Museum, utilizing OPM's cost factors, recognized \$69,432 and \$181,892, respectively, of pension expenses, \$1,009,125 and \$964,560, respectively, of postretirement health benefits expenses, \$2,586 and \$2,538, respectively, of postretirement life insurance expenses, beyond amounts actually paid. The Museum recognized offsetting revenue of \$1,081,143 and \$1,116,790 in 2022 and 2021, respectively, as an imputed financing source to the extent these intergovernmental expenses will be paid by OPM.

The Museum sponsors a defined contribution salary deferral 403(b) plan for its nonappropriated fund employees. Starting January 1, 2007, the Museum contributes 8% of annual pay for each eligible employee. In addition, the Museum matches 100% of the participant contributions up to 3% and 50% of contributions for the next 2% of annual pay. The Museum's expense for the 403(b) plan in 2022 and 2021 was \$4,188,996 and \$4,080,391, respectively.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

### **13. Federal Employees' Compensation Act Actuarial Liability**

The Department of Labor (DOL) provided the Museum with the calculation model and ratios to determine this liability as of September 30, 2022 and 2021. The Museum recognizes the actuarial cost of future Federal Employees' Compensation Act (FECA) benefits. The estimated FECA actuarial liability represents the expected liability of benefits to be paid for death, disability, medical, and miscellaneous costs for approved compensation cases beyond the current fiscal year plus a component for incurred but not reported claims. The estimated future costs are regarded as a liability because neither the costs nor the reimbursements have been recognized by DOL.

The actuarial calculation takes the amount of Museum benefit payments over the last 12 quarters, and calculates the annual average of payments for medical expenses and compensation. This average is then multiplied by the liability-to-benefits-paid ratios for the Government-wide FECA program for fiscal year 2022 and 2021. The fiscal year 2022 and 2021 appropriated actuarial liability is \$1,750 and the fiscal year 2022 and 2021 nonappropriated actuarial liability is \$385.

The FECA actuarial liability, included in the accounts payable and accrued expenses in the statement of financial position, is recorded for financial reporting purposes only. This liability constitutes an extended future estimate of cost which will not be obligated against budgetary resources until the fiscal year in which DOL actually bills the cost to the Museum. The cost associated with this liability cannot be met by the Museum without further appropriation action.

An unfunded liability is recorded for future payments to be made for workers' compensation pursuant to FECA. The liability consists of the un-reimbursed cost paid by DOL for compensation paid to recipients under FECA. The costs incurred are reflected as a liability because the Museum will reimburse DOL two years after the payment of expenses by DOL. Future Museum appropriated and nonappropriated funds will be used to reimburse DOL for appropriate payments. The fiscal year unfunded (credit) liability for the Museum's appropriated employees is (\$953) and (\$1,135) in 2022 and 2021, respectively. The fiscal year unfunded liability (credit) for the Museum's nonappropriated employees is (\$2,472) in both years. Unfunded (credit) liabilities are recorded in accounts payable and accrued expenses in the statement of financial position.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

**14. Net Assets With Donor Restrictions**

Net assets with donor restrictions are available for the following purposes as of September 30:

	2022	2021
<b>Subject to expenditure for specified purpose:</b>		
Museum Operations	\$ 17,271,425	\$ 16,053,748
Mandel Center for Advanced Holocaust Studies	17,223,382	11,451,868
Levine Institute for Holocaust Education	16,355,933	16,489,164
David M. Rubenstein National Institute for Holocaust Documentation	4,236,241	3,020,365
Simon-Skjodt Center for the Prevention of Genocide	3,627,281	4,107,326
Other outreach and public programs	2,360,230	1,430,311
Other Museum offices	5,383,935	8,227,679
Education and outreach	457,634	534,606
<b>Subject to passage of time:</b>		
Assets held under split-interest agreements	581,430	680,640
Promises to give, the proceeds from which have no donor restriction yet are unavailable for expenditure until due	15,853,595	6,776,749
<b>Total subject to expenditure for specified purpose and passage of time</b>	<b>83,351,086</b>	<b>68,772,456</b>
<b>Subject to the Museum's spending policy and appropriation</b> (Including original gift amounts of \$306,545,496 and \$295,403,709, respectively, in investments; and \$36,222,120 and \$22,478,637, respectively, in outstanding pledges receivable.)		
<b>Endowment in perpetuity in nature, including amounts above the original gift amount, which once appropriated is expendable to support:</b>		
Museum Endowment	243,835,913	273,019,575
Levine Institute for Holocaust Education	70,637,749	75,121,256
Mandel Center for Advanced Holocaust Studies	46,418,242	54,824,727
Simon-Skjodt Center for the Prevention of Genocide	24,067,336	26,087,008
David M. Rubenstein National Institute for Holocaust Documentation	14,219,576	2,958,108
Other outreach and public programs	6,016,249	7,277,215
Museum operations	2,413,455	2,858,884
<b>Total subject to Museum's spending policy and appropriation</b>	<b>407,608,520</b>	<b>442,146,773</b>
<b>Perpetual in nature, not subject to spending policy</b>		
Assets, net held under split-interest agreements	20,859,311	27,077,203
<b>Total perpetual in nature</b>	<b>428,467,831</b>	<b>469,223,976</b>
<b>Total net assets with donor restrictions</b>	<b>\$ 511,818,917</b>	<b>\$ 537,996,432</b>

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

**15. Contributed Services**

In-kind contributions of goods and services totaling \$77,646 and \$105,849 were received by the Museum during the fiscal years ended September 30, 2022 and 2021, respectively. This amount has been recognized as revenue and expense in the accompanying statement of activities based on the amount reported by the independent third-party providers. In addition to the contributed services recognized in the financial statements, the Museum had more than 294 and 349 volunteers, including 50 and 60 Holocaust survivors, donating approximately 14,168 hours and 8,575 hours during fiscal years ended September 30, 2022 and 2021, respectively. The value of these contributions cannot be objectively measured and do not meet the criteria for recognition of in-kind contributions, and accordingly, are not recognized in the financial statements.

**16. Endowment**

On January 23, 2008, the District of Columbia adopted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) which defines a robust set of guidelines about what constitutes prudent spending of endowment funds. The Museum, as an independent establishment of the United States Government, has constitutional immunity from regulation by states as conferred by the Supremacy Clause of the Constitution and as such is not subject to and has not adopted the provisions of UPMIFA.

The Museum's endowment consists of 89 individual funds established for a variety of purposes including donor-restricted endowment funds. Net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions. In accordance with U.S. GAAP, the Museum discloses the activities related to the donor-restricted and board-designated endowment funds, and reports on other funds invested as endowment as set aside by management.

Funds functioning as endowment consist of the following at September 30, 2022:

	Without donor restrictions	With donor restrictions	Total
Donor-restricted endowment funds	\$ -	\$ 306,545,496	\$ 306,545,496
Accumulated investment gains on donor-restricted endowment funds	-	88,779,238	88,779,238
Board-designated endowment funds	76,145,548	-	76,145,548
Total endowment	76,145,548	395,324,734	471,470,282
Other funds invested as endowment	69,836,965	4,030,289	73,867,254
Total funds invested as endowment	\$ 145,982,513	\$ 399,355,023	\$ 545,337,536

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

Funds functioning as endowment consist of the following at September 30, 2021:

	Without donor restrictions	With donor restrictions	Total
Donor-restricted endowment funds	\$ -	\$ 295,403,709	\$ 295,403,709
Accumulated investment gains on donor-restricted endowment funds	-	143,770,525	143,770,525
Board-designated endowment funds	83,892,221	-	83,892,221
Total endowment	83,892,221	439,174,234	523,066,455
Other funds invested as endowment	75,719,134	-	75,719,134
Total funds invested as endowment	\$ 159,611,355	\$ 439,174,234	\$ 598,785,589

Endowment funds consist of donor-restricted endowment funds and funds designated by the board as endowments. Income from donor-restricted endowments is restricted for specific purposes, with the exception of the amounts available for general use. Donor-restricted endowment funds are not available for general expenditure. Board-designated endowment funds and other funds invested as endowment are used to support the mission of the Museum and are subject to similar spending releases as donor-restricted endowment funds.

Changes in funds functioning as endowment for the year ended September 30, 2022 are as follows:

	Without donor restrictions - Board- designated endowment funds	With donor restrictions	Without donor restrictions - Other funds invested as endowment	Total funds invested as endowment
Balance, September 30, 2021	\$ 83,892,221	\$ 439,174,234	\$ 75,719,134	\$ 598,785,589
Investment return	(7,155,492)	(37,577,515)	(7,782,123)	(52,515,130)
Contributions	-	11,067,077	-	11,067,077
Payout of endowment assets for expenditures	(591,181)	(17,339,062)	(12,000,000)	(29,930,243)
Additional funds functioning as endowment	-	4,030,289	13,899,954	17,930,243
Balance, September 30, 2022	\$ 76,145,548	\$ 399,355,023	\$ 69,836,965	\$ 545,337,536



**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

Changes in funds functioning as endowment for the year ended September 30, 2021 are as follows:

	Without donor restrictions - Board- designated endowment funds	With donor restrictions	Without donor restrictions - Other funds invested as endowment	Total endowment
Balance, September 30, 2020	\$ 74,353,214	\$ 365,205,445	\$ 56,361,239	\$ 495,919,898
Investment return	14,445,365	71,688,484	10,807,309	96,941,158
Contributions	-	15,211,862	-	15,211,862
Payout of endowment assets for expenditures	(4,906,358)	(12,931,557)	(8,000,000)	(25,837,915)
Additions to funds functioning as endowment	-	-	16,550,586	16,550,586
Balance, September 30, 2021	\$ 83,892,221	\$ 439,174,234	\$ 75,719,134	\$ 598,785,589

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or U.S. GAAP requires the Museum to retain as a fund of perpetual duration. These deficiencies would result from unfavorable market fluctuations that occur after the investment of new endowments restricted in perpetuity and continued appropriation for certain programs that was deemed prudent by the Museum's Council. As a result of this interpretation, when reviewing its donor-restricted endowment funds, the Museum considers a fund to be underwater if its fair value is less than the sum of the (a) original value of initial and subsequent gift amounts, (b) any accumulations to the fund from net investment return, and (c) appropriations from the funds. Temporary deficiencies are reported under net assets with donor restrictions. Future investment gains restore the balance to their required levels as stipulated by the donors or UPMIFA. For the year ended September 30, 2022, there were four funds with deficiencies amounting to \$225,708. There were no funds with a deficiency for the year ended September 30, 2021.

The Museum has adopted investment and spending policies that provide a predictable stream of funding to programs while maintaining the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the Museum must hold in perpetuity or for a donor-specified period. Under these policies, as approved by the Museum's Council, endowment assets are invested in a manner to attain an average annual real return (net of management fees) of at least 5%, with adjustments for inflation (as measured by the CPI-U index), over a period of five years. It is recognized that the real return objective may be difficult to attain in every five-year period, but should be attainable over a series of five-year periods.

To satisfy its long-term rate-of-return objectives, the Museum relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Museum targets a diversified asset allocation that places emphasis on investments in equities, fixed income, alternative investment and multi-asset class funds in a 50%, 25%, 15% and 10% ratio to achieve its long-term return objectives within prudent risk constraints.

**United States Holocaust Memorial Museum**  
**Notes to Financial Statements**  
**As of and for the Year Ended September 30, 2022**  
**(with comparative information for the year ended September 30, 2021)**

---

The Museum has a policy of distributing each year 5% of its endowment funds' average fair value using the prior 12 quarters through June 30th preceding the fiscal year in which the distribution is planned. In establishing these policies, the Museum considered the expected return on its endowment. Accordingly, the Museum expects the current spending policy to allow its endowment to maintain its purchasing power by growing at a rate equal to planned payouts. Additional real growth will be provided through new gifts and any excess investment return.

### **17. Risks and Uncertainties**

The Museum invests in various investment securities that may be exposed to various risks such as interest rate, market, and credit risks. 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 and the statement of activities.

In the normal course of business, the Museum is from time to time a party to various claims and lawsuits. If management determines, based on the underlying facts and circumstances, that it is probable a loss will result from a litigation contingency and the amount of the loss can be reasonably estimated, the estimated loss is accrued for. Management does not expect any adverse financial impact from open litigation matters occurring in the normal course of business as of September 30, 2022.

### **18. Subsequent Events**

Management has performed an evaluation of subsequent events through November 15, 2022, which is the date that the financial statements were available to be issued, noting no events which affect the financial statements as of September 30, 2022.

## Supplementary Schedules

---

**United States Holocaust Memorial Museum**  
**Schedule of Budgetary Resources - Appropriated Funds**  
**Years Ended September 30, 2022 and 2021**

<i>For the years ended September 30,</i>	<b>2022</b>	<b>2021</b>
<b>Budgetary resources:</b>		
Unobligated balance, brought forward, October 1	\$ 18,045,246	\$ 17,942,446
Recoveries of prior year unpaid obligations	6,061,477	13,298,770
Budgetary authority appropriations received	62,616,000	61,388,000
Spending authority from offsetting collections	-	-
Canceled appropriation - permanently not available	(206,100)	(249,693)
Others	-	-
<b>Total budgetary resources</b>	<b>\$ 86,516,623</b>	<b>\$ 92,379,523</b>
<b>Status of budgetary resources:</b>		
Obligations incurred, net	\$ 67,434,059	\$ 73,720,393
Unobligated balance - available apportioned	16,428,411	17,958,174
Unobligated balance not available	2,654,153	700,956
<b>Status of budgetary resources</b>	<b>\$ 86,516,623</b>	<b>\$ 92,379,463</b>
<b>Change in obligation balance:</b>		
<b>Obligated balances, net:</b>		
Unpaid obligations, brought forward, October 1	\$ 24,865,998	\$ 23,168,328
Obligations incurred, net	67,434,059	73,720,393
Less: gross outlays	(62,136,064)	(58,723,953)
Less: recoveries of prior year unpaid obligations, actual	(6,061,477)	(13,298,770)
<b>Obligated balances, net, end of year</b>	<b>\$ 24,102,516</b>	<b>\$ 24,865,998</b>
<b>Outlays:</b>		
Gross outlays	\$ 62,136,064	\$ 58,723,953
Less: offsetting collections	-	-
<b>Net outlays</b>	<b>\$ 62,136,064</b>	<b>\$ 58,723,953</b>

# United States Holocaust Memorial Museum

## Schedule of Net Cost - Appropriated Funds Years Ended September 30, 2022 and 2021

	For the year ended September 30, 2022		
	Intra- government	Public	Total
Museum operations	\$ 4,311,389	\$ 25,577,542	\$ 29,888,931
Mandel Center for Advanced Holocaust Studies	434,629	2,385,683	2,820,312
Levine Institute for Holocaust Education	650,304	7,276,844	7,927,148
David M. Rubenstein National Institute for Holocaust Documentation	1,701,685	9,687,896	11,389,581
Education and outreach	45,486	846,719	892,205
Stein Museum shop	-	-	-
Simon-Skjodt Center for the Prevention of Genocide and other outreach and public programs	349,842	1,915,980	2,265,822
Supporting services	1,097,423	6,721,814	7,819,237
<b>Net cost of operations</b>	<b>\$ 8,590,758</b>	<b>\$ 54,412,478</b>	<b>\$ 63,003,236</b>
	For the year ended September 30, 2021		
	Intra- government	Public	Total
Museum operations	\$ 4,685,377	\$ 27,567,732	\$ 32,253,109
Mandel Center for Advanced Holocaust Studies	443,989	2,211,807	2,655,796
Levine Institute for Holocaust Education	562,237	4,791,368	5,353,605
David M. Rubenstein National Institute for Holocaust Documentation	1,586,433	11,299,378	12,885,811
Education and outreach	240,637	882,057	1,122,694
Stein Museum shop	-	-	-
Simon-Skjodt Center for the Prevention of Genocide and other outreach and public programs	43,609	1,960,929	2,004,538
Supporting services	1,144,216	6,016,597	7,160,813
<b>Net cost of operations</b>	<b>\$ 8,706,498</b>	<b>\$ 54,729,868</b>	<b>\$ 63,436,366</b>

# United States Holocaust Memorial Museum

## Schedule of Changes in Net Position - Appropriated Funds Years Ended September 30, 2022 and 2021

<i>For the years ended September 30,</i>	<b>2022</b>		<b>2021</b>	
	Cumulative results of operations	Unexpended appropriations	Cumulative results of operations	Unexpended appropriations
Beginning balances	\$ 11,408,840	\$ 39,514,848	\$ 14,155,892	\$ 37,949,065
Budgetary financing sources:				
Appropriations received (current period)	-	62,616,000	-	61,388,000
Canceled or expired appropriations	-	(206,100)	-	(249,693)
Appropriations used	62,267,044	(62,267,044)	59,572,524	(59,572,524)
Other financing resources:				
Imputed financing from costs absorbed by others	1,081,143	-	1,116,790	-
<b>Total financing sources</b>	<b>63,348,187</b>	<b>142,856</b>	<b>60,689,314</b>	<b>1,565,783</b>
<b>Total</b>	<b>74,757,027</b>	<b>39,657,704</b>	<b>74,845,206</b>	<b>39,514,848</b>
Net cost of operations	(63,003,236)	-	(63,436,366)	-
<b>Ending balances</b>	<b>\$ 11,753,791</b>	<b>\$ 39,657,704</b>	<b>\$ 11,408,840</b>	<b>\$ 39,514,848</b>

## United States Holocaust Memorial Museum

### Schedule Reconciling Net Cost of Operations to Budget - Appropriated Funds Years Ended September 30, 2022 and 2021

<i>For the year ended September 30,</i>	<b>2022</b>	<b>2021</b>
<b>Total resources used to finance activities:</b>		
Obligations, offsetting receipts, imputed financing sources	\$ 63,972,927	\$ 68,235,050
Change in budgetary resources obligated for goods and services	(7,262)	(7,757,891)
Resources that finance the acquisition of capital assets	(3,360,150)	(1,409,216)
	<b>60,605,515</b>	<b>59,067,943</b>
<b>Components requiring or generating resources in future periods:</b>		
Annual leave liability increase	(533,795)	676,426
Unfunded FECA, NonBudgetary Receivables, Actuarial FECA	8,951	240,430
<b>Components not requiring or generating resources in current period:</b>		
Depreciation and amortization	2,922,565	3,451,567
<b>Total components of the net cost of operations that will not require or generate resources</b>	<b>2,397,721</b>	<b>4,368,423</b>
<b>Net cost of operations</b>	<b>\$ 63,003,236</b>	<b>\$ 63,436,366</b>

# United States Holocaust Memorial Museum

## Schedule of Claims Conference Payments Year Ended September 30, 2022

---

<b>Grant Award</b>		<b>2022</b>
Fund S047/App. 17184	\$	50,058
Fund S049/App. 17684		41,638
Fund S053/App. 19622		150,000

---

Fiscal year 2022 grant payments to United States Holocaust Memorial Museum	\$	241,696
---	----	---------

---



**Independent Auditor's Reports Required by  
*Government Auditing Standards***

---



## **Independent Auditor's Report on Internal Control Over Financial Reporting Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards**

To the Council Members  
**United States Holocaust Memorial Museum**  
Washington, D.C.

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and Office of Management and Budget (OMB) Bulletin No. 22-01, *Audit Requirements for Federal Financial Statements*, the financial statements of the United States Holocaust Memorial Museum (the Museum), which comprise the statement of financial position as of September 30, 2022, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated November 15, 2022.

### **Report on Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Museum's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Museum's internal control. Accordingly, we do not express an opinion on the effectiveness of the Museum's internal control. Further, we did not test all internal controls relevant to operating objectives as broadly defined by the *Federal Managers' Financial Integrity Act of 1982*.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.



### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control. Accordingly, this communication is not suitable for any other purpose.

This report is intended solely for the information and use of the Museum's management, Council Members, OMB, the U.S. Government Accountability Office, and the U.S. Congress and is not intended to be and should not be used by anyone other than these specified parties.

BDO USA, LLP

November 15, 2022



## **Independent Auditor's Report on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With *Government Auditing Standards***

To the Council Members  
**United States Holocaust Memorial Museum**  
Washington, D.C.

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and Office of Management and Budget (OMB) Bulletin No. 22-01, *Audit Requirements for Federal Financial Statements*, the financial statements of the United States Holocaust Memorial Museum (the Museum), which comprise the statement of financial position as of September 30, 2022, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated November 15, 2022.

### **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Museum's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements, and certain provisions of other laws and regulations specified in OMB Bulletin No. 22-01. We limited tests of compliance to the provisions described in the preceding sentence, and we did not test compliance with all laws, regulations, contracts and grant agreements applicable to the Museum. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion.

The results of our tests described in the preceding paragraph of this report disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards* or OMB Bulletin No. 22-01.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of compliance and the results of that testing, and not to provide an opinion on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Museum's compliance. Accordingly, this communication is not suitable for any other purpose.

This report is intended solely for the information and use of the Museum's management, Council Members, OMB, the U.S. Government Accountability Office, and the U.S. Congress and is not intended to be and should not be used by anyone other than these specified parties.

BDO USA, LLP

November 15, 2022