



**NEW JERSEY PERFORMING ARTS CENTER CORPORATION**

Consolidated Financial Statements and Schedule

June 30, 2015 and 2014

(With Independent Auditors' Report Thereon)



**KPMG LLP**  
New Jersey Headquarters  
51 John F. Kennedy Parkway  
Short Hills, NJ 07078-2702

## **Independent Auditors' Report**

The Board of Directors  
New Jersey Performing Arts Center Corporation:

We have audited the accompanying consolidated financial statements of New Jersey Performing Arts Center Corporation (NJPAC), which comprise the consolidated balance sheets as of June 30, 2015 and 2014, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the consolidated financial statements.

### **Management's Responsibility for the Consolidated Financial Statements**

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

### **Auditors' Responsibility**

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

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

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

### **Opinion**

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of New Jersey Performing Arts Center Corporation as of June 30, 2015 and 2014, and the changes in its net assets and its cash flows for the years then ended in accordance with U.S. generally accepted accounting principles.



**Other Matter**

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary information included in Schedule 1 (the Schedule) is presented for purposes of additional analysis and is not a required part of the consolidated 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 consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated 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 consolidated financial statements as a whole.

*KPMG LLP*

November 2, 2015

**NEW JERSEY PERFORMING ARTS CENTER CORPORATION**

Consolidated Balance Sheets

June 30, 2015 and 2014

<b>Assets</b>	<b>2015</b>	<b>2014</b>
	<u>                    </u>	<u>                    </u>
Cash and cash equivalents	\$ 875,806	539,723
Accounts receivable, net of allowance for doubtful accounts of \$85,700 in 2015 and \$53,500 in 2014, respectively	1,440,444	1,325,877
Contributions and grants receivable, net (notes 4 and 6)	9,647,861	10,072,374
Prepaid expenses and other assets (note 6)	982,064	917,814
Investments (note 3)	72,143,051	70,534,041
Property and equipment, net (note 5)	<u>119,785,440</u>	<u>121,199,357</u>
Total assets	<u>\$ 204,874,666</u>	<u>204,589,186</u>
<b>Liabilities and Net Assets</b>		
Liabilities:		
Accounts payable and accrued expenses	\$ 3,266,845	2,402,200
Advance ticket sales and other deferred revenue	3,124,732	2,352,247
Loans payable (note 6)	8,691,931	5,504,795
Other liabilities (notes 2 and 7)	<u>490,112</u>	<u>853,776</u>
Total liabilities	<u>15,573,620</u>	<u>11,113,018</u>
Commitments and contingencies (notes 3 and 7)		
Net assets:		
Unrestricted:		
Designated for special purposes, including net investment in property and equipment	109,520,348	112,548,222
Operations	<u>(773,967)</u>	<u>(773,967)</u>
Total unrestricted	108,746,381	111,774,255
Temporarily restricted (note 8)	17,255,405	18,412,541
Permanently restricted – endowment (note 8)	<u>63,299,260</u>	<u>63,289,372</u>
Total net assets	<u>189,301,046</u>	<u>193,476,168</u>
Total liabilities and net assets	<u>\$ 204,874,666</u>	<u>204,589,186</u>

See accompanying notes to consolidated financial statements.

**NEW JERSEY PERFORMING ARTS CENTER CORPORATION**

Consolidated Statement of Activities

Year ended June 30, 2015

	Unrestricted			Temporarily restricted	Permanently restricted – endowment	Total
	Operations	Designated for special purposes	Total			
Operating expenses:						
Performance and performance related	\$ 16,131,107	1,363,252	17,494,359	—	—	17,494,359
Arts education	2,984,975	500,081	3,485,056	—	—	3,485,056
Theater operations	5,890,189	2,108,392	7,998,581	—	—	7,998,581
Marketing and public affairs	1,844,836	217,385	2,062,221	—	—	2,062,221
Real estate	—	701,701	701,701	—	—	701,701
General and administrative	3,957,700	151,809	4,109,509	—	—	4,109,509
Development	2,443,480	110,896	2,554,376	—	—	2,554,376
	<u>33,252,287</u>	<u>5,153,516</u>	<u>38,405,803</u>	<u>—</u>	<u>—</u>	<u>38,405,803</u>
Operating revenue and other support:						
Earned revenue and gains:						
Performance and performance related	17,518,729	—	17,518,729	—	—	17,518,729
Arts education	675,599	—	675,599	—	—	675,599
Investment income, net (note 3)	3,150,560	(3,170)	3,147,390	(661,399)	(33,080)	2,452,911
Other business income, net (note 9)	1,293,102	—	1,293,102	—	—	1,293,102
Total earned revenue and gains	<u>22,637,990</u>	<u>(3,170)</u>	<u>22,634,820</u>	<u>(661,399)</u>	<u>(33,080)</u>	<u>21,940,341</u>
Net contributed revenue:						
Contributions, net (notes 4 and 6)	6,707,874	250,000	6,957,874	2,819,746	42,968	9,820,588
Special events, net (note 9)	1,410,548	—	1,410,548	—	—	1,410,548
Government grants (note 4)	1,065,433	—	1,065,433	—	—	1,065,433
Net assets released from restrictions	2,792,483	523,000	3,315,483	(3,315,483)	—	—
Total net contributed revenue	<u>11,976,338</u>	<u>773,000</u>	<u>12,749,338</u>	<u>(495,737)</u>	<u>42,968</u>	<u>12,296,569</u>
	<u>34,614,328</u>	<u>769,830</u>	<u>35,384,158</u>	<u>(1,157,136)</u>	<u>9,888</u>	<u>34,236,910</u>
Nonoperating activities:						
Transfers to cover certain property and equipment activity	(1,773,290)	1,773,290	—	—	—	—
Transfer from nonoperating funds	411,249	(411,249)	—	—	—	—
Change in fair value of interest rate swap (note 6)	—	(6,229)	(6,229)	—	—	(6,229)
Total nonoperating activities	<u>(1,362,041)</u>	<u>1,355,812</u>	<u>(6,229)</u>	<u>—</u>	<u>—</u>	<u>(6,229)</u>
Increase (decrease) in net assets	—	(3,027,874)	(3,027,874)	(1,157,136)	9,888	(4,175,122)
Net (deficit) assets at beginning of year	<u>(773,967)</u>	<u>112,548,222</u>	<u>111,774,255</u>	<u>18,412,541</u>	<u>63,289,372</u>	<u>193,476,168</u>
Net (deficit) assets at end of year	\$ <u><u>(773,967)</u></u>	<u><u>109,520,348</u></u>	<u><u>108,746,381</u></u>	<u><u>17,255,405</u></u>	<u><u>63,299,260</u></u>	<u><u>189,301,046</u></u>

See accompanying notes to consolidated financial statements.

**NEW JERSEY PERFORMING ARTS CENTER CORPORATION**

Consolidated Statement of Activities

Year ended June 30, 2014

	<b>Unrestricted</b>			<b>Temporarily restricted</b>	<b>Permanently restricted – endowment</b>	<b>Total</b>
	<b>Operations</b>	<b>Designated for special purposes</b>	<b>Total</b>			
Operating expenses:						
Performance and performance related	\$ 13,549,971	1,218,208	14,768,179	—	—	14,768,179
Arts education	2,709,132	537,849	3,246,981	—	—	3,246,981
Theater operations	5,489,412	1,998,367	7,487,779	—	—	7,487,779
Marketing and public affairs	1,811,932	233,321	2,045,253	—	—	2,045,253
Real estate	—	794,827	794,827	—	—	794,827
General and administrative	3,592,852	164,632	3,757,484	—	—	3,757,484
Development	2,424,740	117,251	2,541,991	—	—	2,541,991
	<u>29,578,039</u>	<u>5,064,455</u>	<u>34,642,494</u>	<u>—</u>	<u>—</u>	<u>34,642,494</u>
Operating revenue and other support:						
Earned revenue and gains:						
Performance and performance related	13,571,069	—	13,571,069	—	—	13,571,069
Arts education	831,951	—	831,951	—	—	831,951
Investment income, net (note 3)	3,022,521	631,038	3,653,559	6,404,590	323,399	10,381,548
Other business income, net (note 9)	1,370,088	—	1,370,088	—	—	1,370,088
Total earned revenue and gains	<u>18,795,629</u>	<u>631,038</u>	<u>19,426,667</u>	<u>6,404,590</u>	<u>323,399</u>	<u>26,154,656</u>
Net contributed revenue:						
Contributions, net (notes 4 and 6)	6,204,882	—	6,204,882	2,251,406	42,592	8,498,880
Special events, net (note 9)	1,254,553	—	1,254,553	—	—	1,254,553
Government grants (note 4)	1,065,433	—	1,065,433	—	—	1,065,433
Net assets released from restrictions	2,879,316	718,000	3,597,316	(3,597,316)	—	—
Total net contributed revenue	<u>11,404,184</u>	<u>718,000</u>	<u>12,122,184</u>	<u>(1,345,910)</u>	<u>42,592</u>	<u>10,818,866</u>
	<u>30,199,813</u>	<u>1,349,038</u>	<u>31,548,851</u>	<u>5,058,680</u>	<u>365,991</u>	<u>36,973,522</u>
Nonoperating activities:						
Transfers to cover certain property and equipment activity	(1,041,427)	1,041,427	—	—	—	—
Transfer from nonoperating funds	419,653	(419,653)	—	—	—	—
Change in fair value of interest rate swap (note 6)	—	(5,211)	(5,211)	—	—	(5,211)
Total nonoperating activities	<u>(621,774)</u>	<u>616,563</u>	<u>(5,211)</u>	<u>—</u>	<u>—</u>	<u>(5,211)</u>
Increase (decrease) in net assets	—	(3,098,854)	(3,098,854)	5,058,680	365,991	2,325,817
Net (deficit) assets at beginning of year	<u>(773,967)</u>	<u>115,647,076</u>	<u>114,873,109</u>	<u>13,353,861</u>	<u>62,923,381</u>	<u>191,150,351</u>
Net (deficit) assets at end of year	\$ <u><u>(773,967)</u></u>	<u><u>112,548,222</u></u>	<u><u>111,774,255</u></u>	<u><u>18,412,541</u></u>	<u><u>63,289,372</u></u>	<u><u>193,476,168</u></u>

See accompanying notes to consolidated financial statements.

**NEW JERSEY PERFORMING ARTS CENTER CORPORATION**

Consolidated Statements of Cash Flows

Years ended June 30, 2015 and 2014

	<u>2015</u>	<u>2014</u>
Cash flows from operating activities:		
(Decrease) increase in net assets	\$ (4,175,122)	2,325,817
Adjustments to reconcile (decrease) increase in net assets to net cash provided by (used in) operating activities:		
Depreciation	4,416,483	4,226,832
Provision for doubtful accounts	40,000	47,000
Accretion of asset retirement obligation	7,814	10,589
Gain on sale of property and equipment	—	(56,988)
Net realized and unrealized investment gains	(1,402,966)	(9,381,376)
Change in fair value of interest rate swap	6,229	5,211
Contributions and investment income for endowment	(9,888)	(365,991)
Contributions for capital	(13,500)	(15,000)
Changes in operating assets and liabilities:		
Accounts receivable	(144,567)	(190,620)
Contributions and grants receivable	335,414	909,867
Prepaid expenses and other assets	(70,479)	182,249
Accounts payable and accrued expenses	864,645	(1,380,062)
Advance ticket sales and other deferred revenue	772,485	(583)
Other liabilities	(326,628)	198,837
Net cash provided by (used in) operating activities	<u>299,920</u>	<u>(3,484,218)</u>
Cash flows from investing activities:		
Investment in property and equipment	(3,002,566)	(787,300)
Proceeds from sale of property and equipment	—	80,000
Proceeds from sales of investments	47,852,842	61,646,387
Purchases of investments	(48,058,886)	(56,771,467)
Net cash (used in) provided by investing activities	<u>(3,208,610)</u>	<u>4,167,620</u>
Cash flows from financing activities:		
Repayment of loans	(2,162,864)	(8,346,497)
Proceeds from loans	5,350,000	6,500,000
Repayment of capital lease	(44,850)	(38,959)
Cash received for endowment	88,987	41,061
Cash received for capital	13,500	15,000
Net cash provided by (used in) financing activities	<u>3,244,773</u>	<u>(1,829,395)</u>
Net increase (decrease) in cash and cash equivalents	336,083	(1,145,993)
Cash and cash equivalents at beginning of year	<u>539,723</u>	<u>1,685,716</u>
Cash and cash equivalents at end of year	\$ <u><u>875,806</u></u>	\$ <u><u>539,723</u></u>
Supplemental disclosure of cash flow information:		
Cash paid during the year for interest	\$ 221,570	174,960

See accompanying notes to consolidated financial statements.

## NEW JERSEY PERFORMING ARTS CENTER CORPORATION

### Notes to Consolidated Financial Statements

June 30, 2015 and 2014

#### (1) Organization

New Jersey Performing Arts Center Corporation (NJPAC) is a not-for-profit corporation organized under the laws of the State of New Jersey and is generally exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. NJPAC's mission is: The New Jersey Performing Arts Center, by celebrating diversity, shall be America's foremost presenter of arts and entertainment, a creative and effective leader in arts education for children, a convener of useful and enlightening civic engagement events, and catalyst in the economic development of its home city of Newark.

To achieve its mission, NJPAC performs the following programs:

*Performances* – NJPAC produces and presents a wide array of artistic programs, which include orchestra, recital, dance, jazz, spoken word and a variety of performances by local, national, and international artists targeted at a diverse audience base.

*Arts education* – NJPAC conducts in-school and community-based programs and performances dedicated to children, parents, and educators. Such programs include in-school residency training in dance, theater, and music; arts training; performances for schools and families; and professional development workshops.

*Theater operations* – NJPAC provides services for the management, operation, and maintenance of NJPAC, parking facilities, and Theater Square.

*Marketing and public affairs* – NJPAC keeps the public and the media fully informed about NJPAC's programs, events, and educational activities.

*Real estate activities* – NJPAC works with local and state entities, as well as with the real estate development community, to develop and implement plans to enliven and enhance downtown Newark.

Included in the accompanying consolidated financial statements of NJPAC are the financial statements of a separate but affiliated corporation, The Arts Education Endowment Fund in Honor of Raymond G. Chambers (the Fund). The Fund is also a not-for-profit and a Section 501(c)(3) tax-exempt corporation. The Fund's Board of Directors is identical to that of NJPAC. In accordance with the terms of the Fund, interest and investment income earned on the Fund's assets are to be transferred to NJPAC to partially support NJPAC's arts education programs.

NJPAC is the sole member of two limited liability companies named the Theater Square Development Company, LLC (TSDC) and Hip Hop Nutcracker Tour, LLC. (HHNT) As single-member LLCs, both companies are treated as disregarded entities for federal tax purposes. The purpose of TSDC is to provide services and support relating to the development and operation of real estate owned or leased by NJPAC in furtherance of NJPAC's charitable purposes. TSDC was formed in May 2011 and started operations in July 2011. The purpose of HHNT is to produce the touring production of Hip Hop Nutcracker. HHNC was formed in June 2015 and started operations in July 2015.



# NEW JERSEY PERFORMING ARTS CENTER CORPORATION

## Notes to Consolidated Financial Statements

June 30, 2015 and 2014

### (2) Summary of Significant Accounting Policies

#### (a) *Financial Statement Presentation*

These consolidated financial statements are presented on the accrual basis of accounting. Net assets and revenues, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of NJPAC and changes therein are classified and reported as follows:

*Unrestricted net assets* – net assets that are not subject to donor-imposed stipulations.

*Temporarily restricted net assets* – net assets that are subject to donor-imposed stipulations that require the passage of time or the occurrence of a specific event. Restricted contributions that are received and released from restriction in the same fiscal year are recorded as unrestricted revenue.

*Permanently restricted* – endowment net assets – net assets that are subject to donor-imposed stipulations that they be maintained permanently while permitting NJPAC to use or expend part or all of the income derived from the donated assets for general or specific purposes in accordance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA).

Accordingly, NJPAC records gifts of cash and other assets as temporarily restricted contributions if they are received with donor stipulations that limit their use. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the consolidated statements of activities as net assets released from restrictions. Expenses are recorded as decreases in unrestricted net assets.

The consolidated statements of activities distinguish between operating and special purpose activities. Special purpose activities are the building-related activities that include depreciation, interest, other expenses, change in fair value of interest rate swap and support related to capital projects, the Innovation fund (see note 4), deficiencies of certain underwater endowment funds (see note 8), the Vision Fund (see note 4), the President's Fund for Community Engagement (see note 4) and Theater Square Development Company, LLC.

#### (b) *Cash and Cash Equivalents*

NJPAC considers all highly liquid investments purchased with original maturities of three months or less that are to be used for operating purposes to be cash equivalents. Cash equivalents may consist of certificates of deposits, money market funds and investments in obligations of the U.S. Government and its agencies.

#### (c) *Investments*

NJPAC's investments in fixed income securities, equity funds, and equity securities are reported at fair value based on quoted market prices. Purchases and sales of securities are recorded on a trade-date basis. Interest income is recorded on the accrual basis. Dividends are recorded on the ex-dividend date. Alternative investments consist of shares or units in investment funds as opposed to direct interests in

# NEW JERSEY PERFORMING ARTS CENTER CORPORATION

## Notes to Consolidated Financial Statements

June 30, 2015 and 2014

the funds' underlying holdings, which may be marketable. NJPAC's investments in alternative investments are stated, as a practical expedient, at the net asset value as provided by the investment manager and evaluated for reasonableness by NJPAC's management.

**(d) Capital Acquisitions and Depreciation**

Expenditures for property and equipment are capitalized at cost, when purchased or constructed, and are capitalized at fair value when contributed. Depreciation is computed using the straight-line method over the shorter of estimated useful lives or the term of the lease of the related assets.

Land	98 years
Theater building	50 years
Parking garage	50 years
Other building	30 years
Furniture, fixtures, and improvements	5 to 10 years

**(e) Conditional Asset Retirement Obligations**

Conditional asset retirement obligations are to be recognized if a legal obligation exists to perform asset retirement activities and a reasonable estimate of the fair value of the obligation can be made. Remediation took place during the years ended June 30, 2015 and 2014 in the amount of \$74,685 and \$28,408, respectively. The conditional asset retirement obligation included in other liabilities is \$268,284 and \$335,155 at June 30, 2015 and 2014, respectively, which has been adjusted for the accretion of the discount.

**(f) Advance Ticket Sales and Other Deferred Revenue**

Amounts received for advance ticket sales, space rentals, and fees for future programs are recognized as revenue when the related performances are presented and rental events are held.

**(g) Derivative Instruments**

Derivative financial instruments are employed to manage risks. NJPAC entered into an interest rate swap agreement to manage its exposure to interest rate changes. NJPAC recognizes all derivative instruments in the consolidated balance sheets at fair value. Fair value is estimated based on pricing models that utilize significant observable inputs, such as relevant interest rates, that reflect assumptions market participants would use in pricing the instruments. These inputs fall within Level 2 of the fair value hierarchy. Changes in the fair value of derivatives are recognized within changes in unrestricted net assets in the consolidated statements of activities.

**(h) Contributions**

Unconditional promises to give are recognized initially at fair value as contributions revenue in the period such promises are made by donors. Fair value is estimated giving consideration to anticipated future cash receipts (after allowance is made for uncollectible contributions) and discounting such amounts at a risk-adjusted rate commensurate with the duration of the donor's payment plan. These inputs to the fair value estimate are considered Level 3 in the fair value hierarchy. In subsequent periods, the discount rate is unchanged and the allowance for uncollectible contributions is reassessed

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and adjusted if necessary. Amortization of the discounts is recorded as additional contributions revenue. The discount rate used for contributions received during the years ended June 30, 2015 and 2014 was 1.15% and 0.92%, respectively. Amortization of the discount is included in contributions revenue.

**(i) *Contributed Goods and Services***

Volunteers and other companies and organizations have donated significant amounts of their time and services in support of NJPAC's operations. Only those amounts for which an objective basis is available to measure the value of such services and which meet certain criteria are reflected in the accompanying consolidated financial statements. Contributed goods and services, which include broadcast equipment, advertising, piano rental, airfare and legal services in the amount of \$926,075 and \$281,544 for the years ended June 30, 2015 and 2014, respectively, are recorded as contributions revenue and asset or expense in the accompanying consolidated financial statements.

**(j) *Other Business Income***

Other business income consists of merchandise sales commission, food services commission, reimbursement of special event costs and nonperformance parking and facilities rentals.

**(k) *Fair Value of Financial Instruments and Fair Value Hierarchy***

Investments are carried at fair value. Contributions and grants receivable are presented in the accompanying consolidated balance sheets at their discounted net realizable value, which approximates fair value. The carrying value of NJPAC's other financial instruments approximates fair value.

Fair value is defined as the exchange price that would be received to sell an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date.

The fair value hierarchy requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The standard describes three levels of inputs that may be used to measure fair value:

Level 1: Quoted prices in active markets for identical assets or liabilities.

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 of the assets or liabilities.

Level 3: Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the asset or liabilities.

Fair value estimates are made at a specific point in time, based on available market information and judgments about the financial asset, including estimates of timing, amount of expected future cash flows and the credit standing of the issuer. In some cases, the fair value estimates cannot be

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substantiated by comparison to independent markets. In addition, the disclosed fair value may not be realized in the immediate settlement of the financial asset. Potential taxes and other expenses that would be incurred in an actual sale or settlement are not reflected in amounts disclosed.

Because of the inherent uncertainties of valuation, which may be based on historical cost, appraisals or other estimates that require varying degrees of judgment, these estimated fair values may differ significantly from values that would have been used had a ready market existed, and the differences could be material. Such valuations are determined by fund managers and generally consider variables such as operating results, comparable earnings multiples, projected cash flows, recent sales prices, and other pertinent information, and may reflect discounts for the illiquid nature of certain investments held. Moreover, the fair values of NJPAC's interests in shares or units of these funds, because of liquidity and capital commitment terms that vary depending on the specific fund or partnership agreement, may differ from the fair value of the funds' underlying net assets.

**(l) Use of Estimates**

The preparation of financial statements in conformity with U.S. generally accepted accounting principles (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.

**(m) Tax Status**

NJPAC is exempt from federal income taxes pursuant to Section 501(c)(3) of the Internal Revenue Code (the Code). NJPAC has been classified as a public charity under Section 509(a) of the Code.

There are certain transactions that could be deemed unrelated business income and would result in a tax liability. Management reviews such transactions to estimate potential tax liabilities using a threshold of more likely than not. It is management's estimation that there are no material tax liabilities that need to be recorded at June 30, 2015 or 2014.

**(n) Reclassifications**

Certain reclassifications of 2014 amounts have been made to conform to the 2015 presentation.

**(o) New Authoritative Accounting Pronouncement**

In fiscal year 2015, NJPAC early adopted the provisions of Accounting Standards Update No. 2015-07, *Disclosures for Investments in Certain Entities That Calculate Net Asset Value Per Share (or Its Equivalent)*, which removes the requirement to categorize within the fair value hierarchy all investments for which fair value is measured using the net asset value per share as a practical expedient and removes the requirement to make certain disclosures for all investments that are eligible to be measured at fair value using the net asset value per share as a practical expedient. NJPAC applied the provisions of the update retrospectively to fiscal year 2014.

**NEW JERSEY PERFORMING ARTS CENTER CORPORATION**

Notes to Consolidated Financial Statements

June 30, 2015 and 2014

**(3) Investments**

*Overall Investment Objective*

The overall investment objective of NJPAC is to invest its assets in a prudent manner that will achieve a long-term rate of return sufficient to fund a portion of its annual operating activities and increase investment value after inflation. NJPAC diversifies its investments among various asset classes incorporating multiple strategies and managers. Investment decisions are authorized by the Board's Investment Committee, which oversees NJPAC's investment program in accordance with established guidelines.

NJPAC invests in a diversified portfolio with limits on the amount of credit exposure to any one entity.

The following tables summarize NJPAC's investments and other assets by major category in the fair value hierarchy as of June 30, 2015 and 2014:

	<b>June 30, 2015</b>			
	<b>Total</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
Investments:				
Receivable from securities sold	\$ 4,776,052	—	4,776,052	—
Cash and cash equivalents	7,313,262	7,313,262	—	—
Fixed income:				
U.S. corporate debt	7,981,548	7,981,548	—	—
Total	7,981,548	7,981,548	—	—
Mutual funds and stocks:				
Preferred stocks	1,000,441	1,000,441	—	—
Traditional domestic equity funds	16,398,008	16,398,008	—	—
Traditional international equity funds	9,781,750	9,781,750	—	—
Commodities	735,125	735,125	—	—
Large cap growth funds	9,996,202	9,996,202	—	—
Small-mid cap funds	6,037,174	6,037,174	—	—
Total	64,019,562	59,243,510	4,776,052	—
Alternative investment funds:				
Hedged strategies (a)	4,051,052			
Private equity (b)	4,072,437			
Total	8,123,489			
Total investments	\$ 72,143,051			

**NEW JERSEY PERFORMING ARTS CENTER CORPORATION**

Notes to Consolidated Financial Statements

June 30, 2015 and 2014

	<b>June 30, 2014</b>			
	<u><b>Total</b></u>	<u><b>Level 1</b></u>	<u><b>Level 2</b></u>	<u><b>Level 3</b></u>
Investments:				
Cash and cash equivalents	\$ 1,125,144	1,125,144	—	—
Fixed income:				
U.S. corporate debt	16,894,834	16,894,834	—	—
Total	<u>16,894,834</u>	<u>16,894,834</u>	—	—
Mutual funds and stocks:				
Preferred stocks	1,019,341	1,019,341	—	—
Traditional domestic equity funds	6,536,121	6,536,121	—	—
Traditional international equity funds	9,974,129	9,974,129	—	—
Commodities	837,638	837,638	—	—
Large cap growth funds	19,209,632	19,209,632	—	—
Small-mid cap funds	3,090,794	3,090,794	—	—
Total	<u>40,667,655</u>	<u>40,667,655</u>	<u>—</u>	<u>—</u>
Alternative investment funds:				
Hedged strategies (a)	8,104,915			
Private equity (b)	3,741,493			
Total	<u>11,846,408</u>			
Total investments	<u>\$ 70,534,041</u>			

- (a) At June 30, 2015, NJPAC's alternative investments in two hedged strategies funds amounted to \$4,051,052. This includes \$529,357 which was invested in special situation accounts. Special situation accounts generally are not available for redemption until the respective investments are liquidated. Also included is \$3,521,695 which is subject to a 2-year lock-up period. At the end of the lock-up period on February 4, 2017, this investment may be redeemed quarterly with 30 day notice. At June 30, 2014, NJPAC's alternative investments in two hedged strategies funds amounted to \$8,104,915. Redemptions of these funds, except for \$560,300 in special situation accounts, are not restricted and may be made with 45 days written notice prior to the end of each quarter for one fund or end of year for the other. A partial redemption of \$3,075,056 was made from one of the funds in December 2013. Hedged strategies involve funds whose managers have the authority to invest in various asset classes at their discretion, including the ability to invest long and short. Funds with hedged strategies generally hold securities or other financial instruments for which a ready market exists and may include stocks, bonds, put or call options, swaps, currency hedges and other instruments, and are valued accordingly.
- (b) NJPAC's alternative investment funds in private equity of \$4,072,437 and \$3,741,493, at June 30, 2015 and 2014, respectively, were made through two limited partnerships. The partnerships have limited existence and provide for annual extensions for the purpose of disposing portfolio positions and returning capital to investors. However, depending on market conditions or other factors,

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managers may extend the terms of the partnerships beyond their originally anticipated existence or may wind it down prematurely. NJPAC cannot anticipate such changes because they generally arise from unforeseeable events, but should they occur they could reduce liquidity or originally anticipated investment returns. Accordingly, the timing and amount of future capital or income distributions in any particular future year are uncertain. Private equity funds employ buyout and venture capital strategies and focus on investments in turn-around situations. Other strategies may require the estimation of fair values by the fund managers in the absence of readily determinable market values.

NJPAC had a future capital call commitment of \$237,548 to one of the private equity funds as of June 30, 2015.

The following summarizes investment income components for the years ended June 30, 2015 and 2014:

	<u>2015</u>	<u>2014</u>
Investment income, net:		
Interest and dividends	\$ 1,049,945	1,000,172
Net realized gains	5,382,642	3,038,376
Net unrealized gains in fair value of investments	<u>(3,979,676)</u>	<u>6,343,000</u>
Investment income	<u>\$ 2,452,911</u>	<u>10,381,548</u>

Investment expenses of approximately \$157,000 and \$50,000 were netted against investment income for the years ended June 30, 2015 and 2014, respectively.

**(4) Contributions and Grants Receivable**

Contributions and grants receivable at June 30, 2015 and 2014 are scheduled to be collected as follows:

	<u>2015</u>	<u>2014</u>
Amounts due in:		
One year	\$ 6,146,333	5,671,727
One to five years	2,558,710	3,342,280
More than five years	<u>1,423,811</u>	<u>1,597,798</u>
Total contributions and grants receivable	10,128,854	10,611,805
Less allowance for uncollectible contributions and grants receivable	58,500	48,500
Less adjustment to reflect contributions and grants receivable at discounted value (.63% to 3.41%)	<u>422,493</u>	<u>490,931</u>
Contributions and grants receivable, net	<u>\$ 9,647,861</u>	<u>10,072,374</u>

The New Jersey State Council on the Arts awarded NJPAC grants of \$1,065,433 for each of fiscal years 2015 and 2014 for general operating support. Grant receivables of \$266,358 for these awards are included in contributions and grants receivable in the accompanying consolidated balance sheets at June 30, 2015 and 2014.

## NEW JERSEY PERFORMING ARTS CENTER CORPORATION

### Notes to Consolidated Financial Statements

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The New Jersey Cultural Trust (The Trust) was created in July 2000 to provide funding to qualified organizations for certain purposes. In January 2002, NJPAC was designated a qualified organization by The Trust, making NJPAC eligible for The Trust's 20% match of certain endowment gifts. The Trust awarded a total matching gift of \$3,915,000 to NJPAC. At June 30, 2015 and 2014, contributions receivable from The Trust were \$1,598,811 and \$1,677,798, respectively. Management anticipates that the contributions receivable will be paid in the future, and therefore, it is reflected in the consolidated financial statements at discounted present value. The matching gifts from The Trust were based on certified private donations to NJPAC's endowment. These certified donations totaling \$19,575,000, as well as The Trust's matching amounts of \$2,237,202 are held and managed by NJPAC and recorded as permanently restricted net assets.

NJPAC maintains a Vision Fund to account for unrestricted contributions that may only be used for extraordinary operational needs as recommended by management and approved by the executive committee of the Board of Directors. As of June 30, 2015 and 2014, the Vision Fund balance was \$1,446,077 and \$1,264,326, respectively. NJPAC established the President's Fund for Community Engagement in honor of Lawrence P. Goldman with the specified objectives to support activation and expansion of Arts Education programs in Newark, to sustain community access to NJPAC performances through the ticket subsidy fund and to ensure the continuation of free community events. As of June 30, 2015 and 2014, the President's Fund balance was \$878,950 and \$948,950, respectively. Contributions to the Vision Fund and President's Fund are reported as special purpose activity in the consolidated statements of activities.

In fiscal year 2015, NJPAC established the Innovation Fund to account for unrestricted and restricted contributions with the purpose of providing seed funding for new innovative initiatives with the potential of creating ongoing revenue. The Innovation Fund balance as of June 30, 2015 was \$1,000,000, of which \$250,000 is reported as special purpose activity and \$750,000 as temporarily restricted in the consolidated statements of activities.

Concentrations of credit risk with respect to the contributions and grants receivable are limited due to the nature of the donors. No more than 13% of contributions and grants receivable at June 30, 2015 and 2014 is due from any one donor.

#### (5) Property and Equipment

Property and equipment consist of the following at June 30, 2015 and 2014:

	<b>2015</b>	<b>2014</b>
Land	\$ 22,092,866	22,092,866
Theater building	137,469,251	137,469,251
Parking garage	9,873,823	9,873,823
Other building	4,708,360	4,708,360
Furniture, fixtures, and improvements	16,884,195	13,881,629
	191,028,495	188,025,929
Less accumulated depreciation	71,243,055	66,826,572
Property and equipment, net	\$ 119,785,440	121,199,357



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Notes to Consolidated Financial Statements

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**(6) Loans Payable**

Loans payable at June 30, 2015 and 2014 consist of the following:

	<u>2015</u>	<u>2014</u>
TD Bank:		
Term loan with a due date of March 29, 2020. Loan is payable in specified monthly installments. Interest at June 30, 2015 is 2.19% (LIBOR plus 2%). (a)	\$ 1,511,931	1,801,246
Borrowings under a working capital line of credit of up to \$4,000,000 through December 31, 2015. Interest at June 30, 2015 is 2.19% (LIBOR plus 2%). (a) (b)	4,000,000	2,500,000
Prudential Foundation:		
Term loan with a due date of August 15, 2024. Loan is payable in equal monthly installments of \$13,333 plus interest at 3.5%. (c)	1,480,000	—
Borrowings under an unsecured line of credit of up to \$1,000,000 through March 29, 2016. Interest at June 30, 2015 is 3.19% (LIBOR plus 3.00%).	1,000,000	500,000
The City of Newark Office of the Urban Enterprise Zone:		
Borrowings under a loan agreement to finance certain real estate predevelopment costs. \$350,000 is due at the date of closing of construction financing on the project which has not yet taken place. The remaining \$350,000 is payable in quarterly installments of \$21,875 beginning on the one year anniversary of the closing of construction financing plus interest at 5%.	700,000	700,000
Other loans	—	3,549
<b>Total</b>	<b>\$ <u>8,691,931</u></b>	<b><u>5,504,795</u></b>

- (a) Collateral for this loan and line of credit consist of certain revenues and unrestricted contributions and grants receivable. The loan agreement contains various covenants, including, among other things, limitations and restrictions on additional indebtedness and the achievement of certain financial results.
- (b) Payments on the line of credit in the amount of \$3,000,000 were made in July through September 2015.
- (c) Collateral for this loan consists of the Broadcast Center equipment and any amounts payable to NJPAC in connection with Broadcast Center services. The loan agreement contains various covenants, including, among other things, limitations and restrictions on additional indebtedness and the achievement of certain financial results.

Interest expense for the years ended June 30, 2015 and 2014 was \$213,517 and \$175,325, respectively.

# NEW JERSEY PERFORMING ARTS CENTER CORPORATION

## Notes to Consolidated Financial Statements

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Required principal payments for the aforementioned loans at June 30, 2015 are as follows:

	<u>Amount</u>
Year ending June 30:	
2016	\$ 5,808,867
2017	512,738
2018	566,825
2019	577,507
2020	502,224
Later years	723,770
	<u>\$ 8,691,931</u>

Effective March 29, 2013, NJPAC entered into an interest rate swap agreement (the Agreement) with TD Bank with the intention of fixing its effective interest rate on the variable rate term loan of \$1,511,931. Under the terms of the agreement, NJPAC pays interest at a fixed rate of 3.25% and receives a variable rate of LIBOR plus 2% (2.19% at June 30, 2015). The term of this interest swap is seven years.

NJPAC has recorded the change in the fair value of interest rate swaps of (\$6,229) and (\$5,211) in the consolidated statements of activities for the years ended June 30, 2015 and 2014, respectively, as a change in unrestricted net assets in the nonoperating section. The fair value of the interest rate swap of (\$4,745) and \$1,484 has been recorded in prepaid expenses and other assets in the consolidated balance sheets as of June 30, 2015 and 2014.

### (7) Commitments and Contingencies

#### (a) *Property Lease*

In August 1996, NJPAC entered into a superseding 99-year sublease, as amended, with the State of New Jersey for properties on NJPAC's site. The New Jersey Economic Development Authority (NJEDA) issued \$44,000,000 in bonds in July 1996 to assist in the completion of the portion of the Center designated as the Bond Project: the theater building, public plaza, and surface parking areas. The terms of the sublease, as amended, mandate compliance with certain bond covenants and certain operating objectives, which are consistent with NJPAC's mission.

Prior to 1996, the NJEDA acquired titles to the properties and then leased them to the State of New Jersey for a period of 20 years. In the year 2016, title to the property reverts to the State of New Jersey.

Rent is payable to the State of New Jersey by NJPAC annually in the amount of any operating surplus, as defined, remaining after \$500,000 is transferred annually to a board-designated endowment. The maximum cumulative rent payment due is \$44,000,000, with a maximum annual rent of \$1,700,000. Once such board-designated endowment reaches a balance of \$10,000,000, the Board of Directors shall in good faith allocate any operating surplus between the annual rent and the endowment.

On June 30, 2014, NJPAC, through its subsidiary, the Theater Square Development Company, LLC entered into a ground lease agreement with a third party developer for a portion of the property. The

**NEW JERSEY PERFORMING ARTS CENTER CORPORATION**

Notes to Consolidated Financial Statements

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ground lease is not effective and the term will not begin until certain conditions are met. These conditions have not been met as of November 2, 2015.

**(b) Parking Garage Lease**

In 1997, NJPAC entered into a 50-year sublease, as amended, for the Military Park Garage in Newark from the Parking Authority of the City of Newark (the Authority). In accordance with the sublease, as amended, NJPAC remitted operating proceeds in the amounts of \$431,619 in 2015 and \$428,032 in 2014 to offset the debt service on a \$5 million bond issued by the City of Newark to fund one half of the cost of renovating the facility. Of the remaining proceeds, NJPAC paid 45% to the Authority, which amounted to \$406,673 and \$249,603 in 2015 and 2014, respectively. The lease is a net sublease, and all expenses of operation and repair are paid by NJPAC.

**(c) Capital Lease**

NJPAC leases certain office equipment under a capital lease agreement that expires in fiscal year 2018. The value of the leased equipment of \$248,300 is included in property and equipment while the present value of net minimum lease payments is included in other liabilities.

The following is a schedule by years of future minimum lease payments under the capital lease together with the present value of the net minimum lease payments as of June 30, 2015:

	<u>Amount</u>
Year ending June 30:	
2016	\$ 82,788
2017	82,788
2018	<u>48,293</u>
Total minimum lease payments	213,869
Less amounts representing maintenance fees	<u>(34,100)</u>
Net minimum lease payments	179,769
Less amounts representing interest	<u>(29,960)</u>
Present value of net minimum lease	<u>\$ 149,809</u>

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Notes to Consolidated Financial Statements

June 30, 2015 and 2014

**(d) Operating Leases**

NJPAC leases stage equipment under various operating leases. The following is a schedule by years of future minimum noncancelable rental payments as of June 30, 2015:

	<b>Amount</b>
Year ending June 30:	
2016	\$ 137,663
2017	110,609
2018	83,555
2019	7,931
2020	1,322
Total minimum lease payments	\$ 341,080

Rent expense for these operating leases amounted to \$153,309 and \$131,381 for the years ended June 30, 2015 and 2014, respectively.

**(8) Temporarily Restricted and Permanently Restricted – Endowment Net Assets**

Temporarily restricted and permanently restricted – endowment net assets at June 30, 2015 and 2014 consist of the following:

	<b>2015</b>	<b>2014</b>
Temporarily restricted:		
Future operations	\$ 12,635,013	14,381,555
Programming	1,394,472	2,276,809
Arts education	1,484,461	1,553,270
Other programs	1,741,459	200,907
Total temporarily restricted net assets	\$ 17,255,405	18,412,541
Permanently restricted – endowment:		
Income to be used for:		
Unrestricted	\$ 33,067,428	33,024,460
Programming	9,318,340	9,351,420
Arts education	11,880,480	11,880,480
Other programs	9,033,012	9,033,012
Total permanently restricted – endowment net assets	\$ 63,299,260	63,289,372

NJPAC's endowment consists of seventy-three funds that have been established to support general operations and certain programs. These funds are invested by NJPAC. As required by GAAP, net assets

## NEW JERSEY PERFORMING ARTS CENTER CORPORATION

### Notes to Consolidated Financial Statements

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associated with endowment funds are classified and reported based upon the existence or absence of donor-imposed restrictions.

**(a) Funds with Deficiencies**

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor requires NJPAC to retain as a fund of perpetual duration. In accordance with GAAP, deficiencies of this nature are to be reported in unrestricted net assets as of year-end. These deficiencies resulted from unfavorable market fluctuations that occurred shortly after the investment of new permanently restricted contributions and continued appropriation for certain programs that was deemed prudent by the Board of Directors. The deficiency as of June 30, 2015 and 2014 amounted to approximately \$6,400 and \$3,200, respectively.

**(b) Interpretation of Relevant Law**

The Board of Directors of NJPAC has interpreted the State of New Jersey Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring a prudent spending policy (referenced below) that contributes to the preservation of capital in donor-restricted endowment funds. Absent specific donor stipulations to the contrary, the act allows for spending below the fair value of the original gift, consistent with a prudent spending policy. NJPAC classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The investment income earned on the accumulations to the permanently restricted endowment funds is classified as temporarily restricted net assets until the donor-imposed restrictions have been met.

**(c) Spending Policy**

NJPAC's endowment spending policy is based on 5% of the trailing 12 quarterly average fair value as of March 31 of the preceding fiscal year. Certain permanently restricted gifts require earnings in excess of the spending rate to be held for long-term investment.

The appropriation for endowment spending for fiscal year 2016 is \$3,340,000.

**(d) Return Objectives and Risk Parameters**

NJPAC has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of income and growth, while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that NJPAC must hold in perpetuity. Under this policy, as approved by NJPAC's Board of Directors, the endowment assets are invested in a manner that is intended to produce moderate to high rates of return while assuming a moderate to low level of investment risk.

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NJPAC has no board-designated endowment funds. The following represents the net asset classes of NJPAC's donor-restricted endowment funds at June 30, 2015 and 2014:

		<b>June 30, 2015</b>			
		<b>Unrestricted</b>	<b>Temporarily restricted</b>	<b>Permanently restricted</b>	<b>Total</b>
Donor-restricted endowment funds	\$	(6,386)	10,406,985	63,299,260	73,699,859

  

		<b>June 30, 2014</b>			
		<b>Unrestricted</b>	<b>Temporarily restricted</b>	<b>Permanently restricted</b>	<b>Total</b>
Donor-restricted endowment funds	\$	(3,216)	11,068,384	63,289,372	74,354,540

The following table presents changes in endowments for the years ended June 30, 2015 and 2014:

		<b>Unrestricted</b>	<b>Temporarily restricted</b>	<b>Permanently restricted</b>	<b>Total</b>
Endowment net assets at June 30, 2013	\$	(634,254)	4,663,829	62,923,381	66,952,956
Investment income		350,239	615,560	31,083	996,882
Net realized and unrealized gains		3,293,799	5,788,995	292,316	9,375,110
Contributions, net		—	—	42,592	42,592
Appropriation for expenditure		(3,013,000)	—	—	(3,013,000)
Endowment net assets at June 30, 2014		(3,216)	11,068,384	63,289,372	74,354,540
Investment income		1,342,368	(282,138)	(14,111)	1,046,119
Net realized and unrealized gains		1,804,462	(379,261)	(18,969)	1,406,232
Contributions, net		—	—	42,968	42,968
Appropriation for expenditure		(3,150,000)	—	—	(3,150,000)
Endowment net assets at June 30, 2015	\$	(6,386)	10,406,985	63,299,260	73,699,859

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**(9) Expenses**

NJPAC reports other business income and special events revenue, net of related expenses in the accompanying consolidated statements of activities. The following presents the gross revenue and expense amounts:

	<u>2015</u>	<u>2014</u>
Other business income	\$ 4,340,035	4,121,316
Less expenses	<u>3,046,933</u>	<u>2,751,228</u>
Other business income, net	<u>\$ 1,293,102</u>	<u>1,370,088</u>
Special events revenue	\$ 2,213,978	2,112,183
Less expenses	<u>803,430</u>	<u>857,630</u>
Special events revenue, net	<u>\$ 1,410,548</u>	<u>1,254,553</u>

Advertising expenses amounted to approximately \$2,017,000 and \$1,471,000 in 2015 and 2014, respectively.

**(10) Retirement Savings Plan**

NJPAC has a 401(k) retirement savings plan that covers substantially all regular salaried employees who have attained 21 years of age and completed three months of service. The plan provides for NJPAC matching contributions based on the amount of employees' contributions. Expenses related to this plan, including the match, amounted to approximately \$131,000 and \$135,000 for the years ended June 30, 2015 and 2014, respectively.

**(11) Subsequent Events**

NJPAC evaluated events subsequent to June 30, 2015 and through November 2, 2015, the date on which the consolidated financial statements were available to be issued. No additional events were identified that are required to be disclosed.

## NEW JERSEY PERFORMING ARTS CENTER CORPORATION

## Schedule of Functional Expenses

Year ended June 30, 2015  
(with comparative totals for 2014)

	Performance and performance related	Arts education	Theater operations	Marketing and public affairs	Real estate	General and administrative	Development	Total expenses	
								2015	2014
Salaries	\$ 2,297,443	1,307,974	2,159,361	1,161,446	128,702	2,453,984	1,201,449	10,710,359	10,139,867
Benefits	703,853	249,323	804,163	229,496	27,024	320,853	237,026	2,571,738	2,479,924
Fees	7,136,117	730,439	16,119	199,138	486,480	522,661	436,670	9,527,624	8,501,180
Promotion expenses	2,439,236	226,992	23,315	140,544	—	20,826	135,047	2,985,960	2,707,274
Utilities and maintenance	1,045,953	83,133	1,675,426	4,171	20,948	20,607	5,434	2,855,672	2,429,314
Travel, conferences, and publications	365,422	167,448	21,559	64,257	8,822	77,631	85,108	790,247	588,864
Printing and reproduction	6,619	362	1,249	13,736	427	32,023	69,528	123,944	182,285
Office and building supplies	6,519	43,395	179,072	12,093	22,108	32,971	5,447	301,605	263,606
Telecommunications	1,238	389	18,875	2,306	190	138,550	1,288	162,836	175,089
Insurance	67,421	6,046	422,738	—	—	—	—	496,205	452,839
Production expense	948,305	27,098	43,878	1,089	—	10,461	1,259	1,032,090	509,063
Credit card and ticket processing	282,824	1,301	481,771	—	—	—	33,740	799,636	575,385
Interest expense	43,041	—	24,737	—	7,000	111,221	—	185,999	143,118
Parking and lease-related expenses	696,931	—	—	—	—	—	—	696,931	654,383
Provision for doubtful accounts	—	—	—	—	—	—	40,000	40,000	47,000
Miscellaneous	90,185	141,075	17,926	16,560	—	215,912	191,484	673,142	523,675
	16,131,107	2,984,975	5,890,189	1,844,836	701,701	3,957,700	2,443,480	33,953,988	30,372,866
Special purpose activities:									
Depreciation	1,354,220	497,871	2,093,854	216,646	—	143,434	110,458	4,416,483	4,226,832
Interest expense	9,032	2,210	14,538	739	—	561	438	27,518	32,207
Miscellaneous costs	—	—	—	—	—	7,814	—	7,814	10,589
	\$ 17,494,359	3,485,056	7,998,581	2,062,221	701,701	4,109,509	2,554,376	38,405,803	34,642,494
Other business income expenses								3,046,933	2,751,228
Special events expenses								803,430	857,630
Total expenses								\$ 42,256,166	38,251,352

See accompanying independent auditors' report.