San Francisco Opera Association

Financial Statements
and Single Audit Reports and Schedules

For the Year Ended July 31, 2022
(With Summarized Comparative Financial
Information for 2021)

TABLE OF CONTENTS

INDEPENDENT AUDITOR'S REPORT

Board of Directors
San Francisco Opera Association
San Francisco, California

Opinion

We have audited the accompanying financial statements of the San Francisco Opera Association (the "Association"), which comprise the statement of financial position as of July 31, 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 financial statements referred to above present fairly, in all material respects, the financial position of the San Francisco Opera Association as of July 31, 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 of Opinion

We conducted our audit 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. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the San Francisco Opera Association 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.

Report on Summarized Comparative Information

We have previously audited the San Francisco Opera Association's 2021 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated December 14, 2021. In our opinion, the summarized comparative information presented herein as of and for the year ended July 31, 2021, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America, 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 San Francisco Opera Association's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards 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, including omissions, 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 generally accepted auditing standards 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 San Francisco Opera Association'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 San Francisco Opera Association'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.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The supplementary information on page 37 is presented for purposes of additional analysis and is not a required part of the financial statements. Additionally, the accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* is presented for purposes of additional analysis and is not a required part of the 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. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the 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.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 9, 2022, on our consideration of the Association'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 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 Association's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Association's internal control over financial reporting and compliance.

Armanino LLP

Armanino[LLP]
San Ramon, California

December 9, 2022

San Francisco Opera Association
Statement of Financial Position
July 31, 2022
(With Summarized Comparative Financial Information as of July 31, 2021)

ASSETS

	2022	2021
Current assets		
Cash and cash equivalents	$ 6,467,280	$ 17,695,871
Cash held for agencies in trust	87,479	105,503
Investments, current portion of endowment	15,360,431	15,990,941
Receivables		
Contributions, net, current portion	8,838,999	6,534,327
Employee Retention Tax Credit receivable	5,185,816	2,112,658
Grants	70,000	75,000
Other	544,846	1,704,277
Deferred production and promotion costs, current portion	8,796,081	3,192,313
Prepaid expenses and other	193,751	265,740
Total current assets	45,544,683	47,676,630
Net contributions receivable, long-term	1,003,513	926,913
Deferred production and promotion costs, long-term	467,477	759,662
Property and equipment, net	20,811,634	21,481,898
Contributions receivable held for endowment, net	3,530,842	6,010,860
Long-term investments, less current portion of endowment	265,263,759	290,365,188
Assets held in charitable remainder trusts	3,430,737	3,830,229
Assets of pooled income funds	680,526	845,392
Total assets	$ 340,733,171	$ 371,896,772

LIABILITIES AND NET ASSETS

	2022	2021
Current liabilities		
Accounts payable and accrued liabilities	$ 5,315,019	$ 3,984,960
Advance ticket sales	9,594,197	4,509,647
Refundable advance, Shuttered Venue Operators Grant	-	7,041,638
Advance tickets payable	-	1,805,534
Capital lease obligations, short-term	116,361	-
Line of credit	3,000,000	5,500,000
Deferred compensation and other, short-term	561,634	183,878
Total current liabilities	18,587,211	23,025,657
Long-term liabilities		
Deferred revenue from pooled income funds	234,922	118,689
Capital lease obligations, long-term	212,452	-
Deferred compensation and other, long-term	7,198,615	7,845,072
Total long-term liabilities	7,645,989	7,963,761
Total liabilities	26,233,200	30,989,418
Net assets		
Without donor restrictions	30,060,084	30,097,396
With donor restrictions	284,439,887	310,809,958
Total net assets	314,499,971	340,907,354
Total liabilities and net assets	$ 340,733,171	$ 371,896,772

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

San Francisco Opera Association
Statement of Activities
For the Year Ended July 31, 2022
(With Summarized Comparative Financial Information for the Year Ended July 31, 2021)

	2022			
	Without Donor Restrictions	With Donor Restrictions	Total	2021
Operating revenues, gains and support				
Ticket sales	$ 8,022,919	$ -	$ 8,022,919	$ 490,918
San Francisco Opera Center fees	1,916,205	-	1,916,205	1,262,947
Long-term investment return transfer	1,735,590	12,574,251	14,309,841	11,281,858
Investment gains on donated securities	42,418	-	42,418	38,981
Scenery, costume rentals, and other income	865,965	-	865,965	734,233
Subtotal	12,583,097	12,574,251	25,157,348	13,808,937
Net assets released from restrictions	18,395,335	(18,395,335)	-	-
Total operating revenues, gains (losses) and support	30,978,432	(5,821,084)	25,157,348	13,808,937
Operating expenses				
Production, music and artistic	47,716,104	-	47,716,104	35,192,420
San Francisco Opera Center	3,177,459	-	3,177,459	2,339,952
Marketing and box office	5,447,607	-	5,447,607	3,527,472
Administrative and general operations				
Administrative departments	4,836,860	-	4,836,860	4,551,268
Facilities and support costs	4,029,271	-	4,029,271	2,893,639
Total operating expenses	65,207,301	-	65,207,301	48,504,751
Operating revenues, gains and support less operating expenses	(34,228,869)	(5,821,084)	(40,049,953)	(34,695,814)
Contributed income				
Individuals	17,533,919	20,197,768	37,731,687	21,573,254
Corporation and foundations	8,812,327	4,605,004	13,417,331	26,605,180
Government grants	8,450,000	70,000	8,520,000	4,133,791
Bequests	2,011,480	25,484	2,036,964	1,973,034
Contributed property, services, and other contributions	391,541	34,650	426,191	504,157
Total contributed income	37,199,267	24,932,906	62,132,173	54,789,416
Less: fund-raising expenses	(4,298,795)	-	(4,298,795)	(3,314,995)
Contributed income, net	32,900,472	24,932,906	57,833,378	51,474,421
Operating income (loss) before ASU 2016-14 depreciation adjustment	(1,328,397)	19,111,822	17,783,425	16,778,607
Depreciation relating to ASU 2016-14	1,247,798	-	1,247,798	1,430,596
Operating income (loss)	(80,599)	19,111,822	19,031,223	18,209,203
Non-operating income (loss)				
Investment income and gains (losses), net	(102,292)	(32,280,524)	(32,382,816)	61,637,457
Change in value of interests in split-interest agreements	1,534	(610,829)	(609,295)	650,833
Split-interest agreements released from restriction	16,289	(16,289)	-	-
Less: long-term investment return transfer	(1,735,590)	(12,574,251)	(14,309,841)	(11,281,858)
Less: investment gains on donated securities	(42,418)	-	(42,418)	(38,981)
Less: depreciation relating to ASU 2016-14	(1,247,798)	-	(1,247,798)	(1,430,596)
Contributions designated for board endowment	450,000	-	450,000	355,000
Bequests designated for board endowment	1,922,188	-	1,922,188	3,850,133
Prior years' retirement expense	516,282	-	516,282	(261,819)
Non-operating income (loss)	(221,805)	(45,481,893)	(45,703,698)	53,480,169
Change in post-retirement benefit liabilities	265,092	-	265,092	(104,448)
Change in net assets	(37,312)	(26,370,071)	(26,407,383)	71,584,924
Net assets, beginning of year	30,097,396	310,809,958	340,907,354	269,322,430
Net assets, end of year	$ 30,060,084	$ 284,439,887	$ 314,499,971	$ 340,907,354

San Francisco Opera Association
Statement of Functional Expenses
For the Year Ended July 31, 2022
(With Summarized Comparative Financial Information for the Year Ended July 31, 2021)

	2022				2021
	Program Services	Management and General	Fundraising	Total	Total
Salaries and benefits	$ 42,950,402	$ 6,330,744	$ 2,602,680	$ 51,883,826	$ 36,374,269
Professional fees	56,884	776,568	182,398	1,015,850	1,205,538
Marketing and promotion	466,967	1,383,932	757,028	2,607,927	4,820,214
Per diem, travel, and accommodations	1,166,466	17,982	23,399	1,207,847	252,879
Interest, depreciation and amortization	1,088,233	1,696,822	-	2,785,055	2,899,058
Rents and royalties	1,944,476	1,118,401	181,029	3,243,906	2,288,395
Production materials and equipment	2,236,866	126,690	-	2,363,556	1,142,666
General expenses	305,902	686,809	193,554	1,186,265	580,561
Equipment and software maintenance	23,826	1,121,689	-	1,145,515	742,691
Miscellaneous	880,115	827,527	358,707	2,066,349	1,513,475
Total expenses	$ 51,120,137	$ 14,087,164	$ 4,298,795	$ 69,506,096	$ 51,819,746

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

San Francisco Opera Association
Statement of Cash Flows
For the Year Ended July 31, 2022
(With Summarized Comparative Financial Information for the Year Ended July 31, 2021)

	2022	2021
Cash flows from operating activities		
Change in net assets	$ (26,407,383)	$ 71,584,924
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation and amortization	2,771,003	2,832,765
Bad debt expense	101,982	88,705
Change in discount on contributions receivable	(493,146)	536,917
Change in value of split-interest agreements	490,927	(707,698)
Contributions restricted for long-term investment	(12,225,921)	(103,910)
Donated investment securities	(19,000,884)	(20,095,990)
Net realized and unrealized losses (gains) on investments	39,660,580	(57,128,565)
Investment income restricted for long-term purposes	(6,681,851)	(4,196,970)
Change in post retirement benefit liabilities	(265,092)	104,448
Changes in assets and liabilities		
Contributions and grants receivable, net	(1,995,421)	(1,756,298)
Other receivable, net	(1,895,821)	(3,124,630)
Deferred production and promotion costs	(5,311,583)	(1,851,931)
Prepaid expenses and other	71,989	(107,677)
Accounts payable and accrued liabilities	1,330,059	987,524
Advance ticket sales	5,084,550	2,111,770
Advanced ticket payable	(1,805,534)	(1,562,646)
Gain on forgiveness of Paycheck Protection Program loan	-	(1,433,791)
Deferred revenue, Shuttered Venue Operators Grant	(7,041,638)	7,041,638
Deferred compensation and other	112,625	(291,201)
Net cash used in operating activities	(33,500,559)	(7,072,616)
Cash flows from investing activities		
Purchase of property and equipment	(1,743,391)	(2,735,459)
Proceeds from sales of investments	8,416,457	10,899,397
Proceeds from charitable remainder trusts and pooled income funds	73,431	15,973
Purchase of investments	(3,344,214)	(4,215,167)
Net cash provided by investing activities	3,402,283	3,964,744
Cash flows from financing activities		
Proceeds from investment income restricted for long-term purposes	6,681,851	4,196,970
Proceeds from contributions restricted for long-term investment	14,216,370	3,903,910
Proceeds from contributions restricted for purchase of property and equipment	500,000	381,875
Net borrowings (repayments) on line of credit	(2,500,000)	5,500,000
Payments on capital lease obligations	(28,536)	(104,374)
Net cash provided by financing activities	18,869,685	13,878,381
Net change in cash and cash equivalents	(11,228,591)	10,770,509
Cash and cash equivalents, beginning of year	17,695,871	6,925,362
Cash and cash equivalents, end of year	$ 6,467,280	$ 17,695,871
Additional cash flow information		
Interest paid	$ 14,052	$ 63,823
Non-cash investing and financing activities		
Property and equipment acquired with capital lease financing	$ 357,349	$ -

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

1. Organization and Significant Accounting Policies

Organization

The San Francisco Opera Association (the "Association") is a nonprofit arts organization dedicated to perpetuating and enriching the operatic art form. The Association's operations include international grand opera, educational and community activities, and training for young artists through its San Francisco Opera Center programs. The Association's public support is generated by many sources, including individual, corporate and foundation donations, contributed property and services, and government grants. Earned revenues are primarily generated from the Association's opera performance season subscription and single ticket sales, the San Francisco Opera Center, and other sources such as scenery and costume rentals.

Due to the ongoing effects of COVID-19, the Association reduced its number of mainstage productions to five (as compared with a regular season of eight), resulting in 31 performances (as compared with a regular season of 53).

Approximately 80 percent of the Association's employees are covered by collective bargaining agreements.

Nature of activities

The following programs and supporting services are included in the accompanying financial statements:

Production, Music and Artistic - Expenses directly related to the presentation of operatic performances; including artists, music staff, orchestra, chorus, dancers; technical and production, including costume, wardrobe, wig and makeup, as well as artistic, music and technical and production administration; education; and electronic media activities, which include LobbyVision, radio broadcasts and simulcasts.

San Francisco Opera Center - Expenses related to the training programs for young artists sponsored by the Association, including Adler and Merola programs.

Marketing and Box Office - Expenses related to marketing activities including advertising, publicity, and the promotion of the Association's activities through various media outlets. Also included are expenses related to communications and public relations, archives, as well as in-house box office and front of house.

Administrative and General Operations - Expenses related to finance, human resources, information systems, general administration, and facilities.

Fund-Raising - Expenses related to fund-raising activities for annual and endowment giving.

1. Organization and Significant Accounting Policies (continued)

Basis of presentation

The financial statements of the Association have been prepared in accordance with accounting principles generally accepted in the United States of America, which require the Association to report information regarding its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions - Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Association; and resources with donor restrictions that become available for use by the Association in accordance with the intentions of donors.

Net assets with donor restrictions - Net assets subject to stipulations imposed by donors. Some donor restrictions are temporary in nature and those restrictions will be met by actions of the Association or by the passage of time. Generally, if a restriction is fulfilled in the same fiscal year in which the contribution, investment income, or gain is earned, the Association classifies the income as without donor restrictions. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be held as investments in perpetuity. In accordance with standards governing endowment accounting, earnings on restricted net assets are considered donor restricted until appropriated for expenditure, unless otherwise specified by the donor.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statement of activities.

Cash and cash equivalents

The Association considers all highly liquid investments purchased with an original maturity of three months or less to be cash equivalents, with the exception of endowment cash. Additionally, certain grantors of the Association require that their grant funds be maintained in a separate account.

Cash held for agencies in trust and other committed cash

Cash collected on behalf of and due to other agencies was $87,479 as of July 31, 2022, which is included in the statement of financial position under deferred compensation and other, short-term liabilities.

1. Organization and Significant Accounting Policies (continued)

Contributions and grants receivable

Contributions and grants receivable consist of unconditional promises to give. Unconditional promises to give that are expected to be collected in excess of one year are recorded at the present value of their estimated future cash flows. The discounts on these amounts are computed using risk-free rates applicable to the number of years the contribution is expected to remain outstanding (the discount rates used at July 31, 2022, range between .32% and 3.16%). An additional discount is added to the present value of contributions, which represents an additional factor in the fair value measurements. The discounts vary between 0% and 5% and are based on management's estimates. Amortization of the discount is included in contributed income. Conditional promises to give are not recorded as revenue until the conditions are substantially met.

Other receivables

Other accounts receivable are recorded at the value of the revenue earned and require payment within thirty days of the due date. Account balances with charges over thirty days old are considered delinquent and management begins collection efforts at that time. Delinquent accounts do not accrue interest. The Association did not record any allowances for doubtful accounts for other receivables at July 31, 2022.

Allowance for doubtful accounts and uncollectible contributions

The Association continually monitors donors' and customers' credit worthiness and recognizes allowances for estimated bad debts on donor and customer accounts that are no longer estimated to be collectible. The Association adjusts any allowance for subsequent collections upon final determination that an account or contribution receivable is no longer collectible.

Property and equipment

The Association capitalizes all property and equipment with a cost or value in excess of $5,000. Purchased property and equipment are recorded at cost. Donated property and equipment is recorded at fair value on the date of the donation. Equipment, furniture, and capital improvements are depreciated using the straight-line method based on estimated useful lives, which range from 3 to 20 years. Leasehold improvements are depreciated over the lesser of the useful life or the term of the lease. Depreciation begins in the year the asset is placed in service, using the mid-year convention for equipment and furniture and the mid-month convention for capital or leasehold improvements. Maintenance and repairs are charged to expense as incurred.

Contributed property is recorded as net assets with donor restrictions and reclassified to net assets without donor restrictions in the year in which the property is placed into service. The property is recorded at estimated fair value as of the donation date and depreciated over its useful life.

1. Organization and Significant Accounting Policies (continued)

Long-lived assets

The carrying amount of all property and equipment is evaluated at least annually to determine if adjustments to the carrying amount or the useful lives are warranted. No such adjustments were recorded for the year ended July 31, 2022.

Investments

Investments include cash, debt and equity securities, and alternative investments. Cash designated for the endowment is invested in short-term money market accounts. Debt and equity securities with readily determinable fair values are carried at estimated fair value, based on quoted market prices. The Association invests in limited partnerships that may not have readily determinable fair values. Accordingly, these values are based on guidelines established by the general partners of the limited partnerships. In addition to relying on the partnerships' financial reports, the Association uses alternate methods to confirm values and supplement the valuation process such as reviewing partnerships' audited financial statements, comparing investment manager statements with reports received from the Association's investment consultant, reviewing the investment manager valuation policies on a regular basis to ensure they are reasonable and consistent with industry practices, monitoring news reported in the public domain in connection to any investment manager valuation or operational issues and scheduling conference calls and meetings with investment managers as needed. Management believes these methods provide a reasonable estimate of fair value. The financial statements include investments valued at $32,855,802 (approximately 10% of net assets) as of July 31, 2022, whose fair values have been estimated by management in the absence of readily determinable fair values. These values may differ significantly from values that would have been used had a readily available market existed for such investments and the differences could be material to the change in net assets of the Association.

Endowment investments with net realized and unrealized gains or losses are reflected as increases or decreases to net assets with donor restrictions until spent and appropriated unless their use is otherwise restricted by the donor. Gains and losses that result from market fluctuations are recognized in the period such fluctuations occur. Realized gains or losses are calculated on an adjusted cost basis. Adjusted cost is the estimated fair value of the security at the beginning of the year, or the cost if purchased during the year. Dividend and interest income are accrued when earned.

1. Organization and Significant Accounting Policies (continued)

Assets held in charitable remainder trusts

Assets held in charitable remainder trusts are recorded at estimated fair value. Charitable remainder trusts which name the Association as trustee are executed with a corresponding liability to beneficiaries of trust agreements. Such liability is calculated as the present value of the estimated future cash flows to be distributed to the income beneficiaries over their expected lives. The Association was not named the trustee of any charitable remainder trusts during the year ended July 31, 2022.

Pooled income funds

Assets of pooled income funds are stated at estimated fair value. The remainder interest in the assets received is recognized as contributions with donor restrictions in the period in which the assets are received from the donor and is measured at the fair value of the assets received, discounted for the estimated time period until the beneficiary's death using the Uninsured Pensioner Mortality Table (UP-1994 Table) and an average discount rate of 3.6%. The difference between the fair value of the assets received and the revenue recognized is recorded as deferred revenue from pooled income funds.

Fair value measurements

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability (i.e., the "exit price") in an orderly transaction between market participants at the measurement date.

In determining fair value, the Association uses various valuation approaches. A hierarchy has been established for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available. Observable inputs are inputs that market participants would use in pricing the asset or liability based on market data obtained from sources independent of the Association. Unobservable inputs are inputs that reflect the Association's assumptions about what market participants would use in pricing the asset or liability developed based on the best information available in the circumstances.

The hierarchy is categorized into three levels based on the observability of inputs as follows:

Level 1 - quoted prices in active markets for identical investments.

Level 2 - significant observable inputs (including quoted prices for similar investments, interest rates, prepayment speeds, credit risk, etc.).

Level 3 - significant unobservable inputs (including the Association's own assumptions in determining fair value investments).

1. Organization and Significant Accounting Policies (continued)

Fair value measurements (continued)

The categorization within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement.

Management has adopted, as a practical expedient, to measure the fair value of investments which (a) do not have a readily determinable fair value and (b) prepare their financial statements consistent with the measurement principles of an investment company or have the attributes of an investment company, on the basis of the net asset value ("NAV") per share of the investment (or its equivalent) if the NAV of the investment (or its equivalent) is calculated in a manner consistent with the measurement principles of accounting for investment companies as of the reporting entity's measurement date. The standard also requires disclosures by major category of investment about the attributes of investments. Management has elected to adopt the practical expedient for all of its investments in commingled funds, real-estate funds, private equity funds, and hedge funds.

Operating revenues

Effective August 1, 2020, the Association adopted Topic 606. The core principle of the guidance in Topic 606 is that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. To achieve this core principle, five basic criteria must be met before revenue can be recognized:

- Identification of the contract with the customer;
- Identification of the performance obligations in the contract;
- Determination of the transaction price;
- Allocation of the transaction price to the performance obligations in the contract; and
- Recognition of revenue when, or as, the Association satisfies a performance obligation.

Ticket sales are recorded as operating revenues on a specific performance basis. Advance ticket sales, representing the receipt of ticket sale payments for future opera performances, are initially deferred in the statement of financial position and are subsequently recognized as revenue when the related productions are presented. Opera Center revenues are recognized on a specific performance basis and over the contract term with the Merola Opera Program (see Note 14). Scenery, costume rentals, and other income are recognized once evidence of an arrangement exists, delivery has occurred, the price is fixed and determinable, and collection is probable. Operating revenues also consist of interest on cash and cash equivalent balances and realized gains (losses) on donated stock, net of fees. The long-term investment return transfer represents the portion on long-term investments that has been approved by the Board of Directors for use in the Association's operations during the fiscal year (see Note 11).

1. Organization and Significant Accounting Policies (continued)

Operating expenses

Costs of scenery, costumes and stage properties are recorded as expenses in the year the related production is first performed. Production costs relating to future opera performances are deferred until the production is presented.

Contributed income

Contributions are recognized as revenue when they are received or unconditionally promised. Conditional promises to give are not recognized until conditions have been substantially met and they become unconditional; that is when the related barrier has been overcome and right of release/right of return no longer exists. Further, the Association records split-interest agreements, such as charitable remainder trusts and pooled income funds, initially as contributed income at the time the gift becomes known, is determined to be irrevocable, and the value of the contribution can be established.

The Association may recognize revenue derived from cost-reimbursable federal grants which are conditioned upon certain performance requirements and/or the incurrence of allowable qualifying expenses. Amounts received are recognized as revenue when the Association has incurred expenditures in compliance with specific contract or grant provisions. The Association has elected a simultaneous release option to account for these grants and thus are recorded as revenue without donor restriction upon satisfaction of the barriers.

Contributed property and services

The Association recognizes contribution revenue for certain services received at the fair value of those services, if the services (a) create or enhance nonfinancial assets or (b) would need to be purchased if not donated, require specialized skills, and (c) are provided by individuals possessing those skills.

During the year ended July 31, 2022, contributed property and services were $418,191 and consisted primarily of professional services.

Advertising

Advertising costs are charged to expense as incurred. Advertising expenses for the year ended July 31, 2022, were $775,866.

1. Organization and Significant Accounting Policies (continued)

Income taxes

The Association is a nonprofit arts organization pursuant to Internal Revenue Code Section 501(c)(3) and the California equivalent legislation and, accordingly, is exempt from federal and state income taxes on income related to its tax exempt purposes.

Accounting guidance for accounting for uncertainties in income taxes prescribes the minimum recognition threshold a tax position is required to meet before being recognized in the financial statements. It also provides guidance on the recognition of income tax assets and liabilities, classification of current and deferred income tax assets and liabilities, accounting for interest and penalties associated with tax positions, accounting for income taxes in interim periods, and income tax disclosures. This standard also requires additional disclosure of the beginning and ending unrecognized tax benefits and details regarding the uncertainties that may cause the unrecognized benefits to increase or decrease within a twelve month period.

The Association's policy for evaluating uncertain tax positions is a two-step process. The first step is to evaluate the tax position for recognition by determining if the weight of available evidence indicates that it is more-likely-than-not that the position will be sustained upon audit, including resolution of related appeals or litigations processes, if any. The second step is to measure the tax benefit or liability as the largest amount that is more than 50% likely to be realized or incurred upon settlement. Based on an analysis prepared by the Association, it was determined that there is appropriate support for any tax positions taken, and as such, the Association does not have any uncertain tax positions that are material to the financial statements.

Functional expense allocation

The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Expenses, such as depreciation, applicable to more than one program or activity have been allocated among the programs and supporting services based on usage and management estimates.

Concentrations of credit risk

Financial instruments that potentially subject the Association to credit risk consist primarily of cash and cash equivalents, accounts receivable, unconditional promises to give, marketable securities, and investments. The Association maintains cash and cash equivalents with one major financial institution. As of July 31, 2022, the Association's cash and cash equivalents were in excess of the federal depository insurance limit of $250,000. However, given the financial stability and market capitalization of the financial institution, the Association believes the credit risk is acceptable.

1. Organization and Significant Accounting Policies (continued)

Concentrations of credit risk (continued)

The Association's credit risk is inherent principally in its investments. Adverse economic conditions either nationwide or internationally may result in a reduction of the investments' carrying amount. As of July 31, 2022, the Association held investments in excess of the Securities Investor Protection Corporation insurance limit of $500,000.

Cash equivalents, charitable remainder trusts, pooled income funds, marketable securities, and investments are exposed to various risks, such as interest rate, market and credit risks. In addition, certain charitable remainder trusts can be affected by the ultimate valuation of the trust as impacted by estate taxes. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the near-term could materially affect the amounts reported in the statement of financial position.

Fair value of financial instruments

The fair value of cash, accounts receivable, accounts payable and accrued expenses at July 31, 2022, approximates the carrying amount because of the relatively short-term maturities of these financial instruments.

Use of estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Comparative financial statements

The financial statements include 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 accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the organization's financial statements for the year ended July 31, 2021, from which the summarized information was derived.

Reclassification

Certain prior year amounts have been reclassified for consistency with the current year presentation. Total net assets and change in net assets are unchanged due to these reclassifications.

1. Organization and Significant Accounting Policies (continued)

Subsequent events

The Association has evaluated subsequent events through December 9, 2022, the date the financial statements were available to be issued. The Association continues to monitor the impact the global pandemic might have on its future operations.

During the period from August 1, 2022, through December 9, 2022, the Association did not have any subsequent events to report.

2. Contributions and Grants Receivable

Contributions and grants receivable at July 31, 2022, are due as follows:

Less than one year	$ 8,908,999
One to five years	574,240
Thereafter	5,250,000
	14,733,239
Less: discount on contributions receivable	(1,254,645)
Less: allowance for uncollectible contributions	(35,240)
Contributions and grants receivable, net	$13,443,354

Five individual donors accounted for 86% of total gross contributions and grants receivable at July 31, 2022.

3. Deferred Production and Promotion Costs

Deferred production and promotion costs as of July 31, 2022, relate to future opera performances in the following years:

Year Ending July 31,	
2023	$8,796,081
2024	467,477
Total	$9,263,558

4. Property and Equipment, net

Property and equipment at July 31, 2022, is comprised of the following:

Leasehold improvements	$25,131,407
Equipment and furniture	29,268,566
Work in progress	267,359
Total	54,667,332
Less: accumulated depreciation and amortization	(33,855,698)
Property and equipment, net	$20,811,634

Depreciation and amortization expense for the year ended July 31, 2022, was $2,771,003. The Association has elected to disclose separately in the statement of activities the component of depreciation related to the adoption of ASU 2016-14.

5. Investments

Investments consist of investments in perpetuity as directed by the donor and funds designated for long-term investment by the Association's Board of Directors. Current investments represent the amount to be transferred from the endowment in the next fiscal year, in accordance with the Association's spending policies.

Investments at July 31, 2022, comprised the following:

Cash and cash equivalents	$ 21,725,420
Mutual funds and ETFs	226,042,968
Alternative investments	32,855,802
	280,624,190
Less: current portion of endowment	(15,360,431)
Long-term investments	$265,263,759

The Alternative investment category comprises the following types of investments:

Commingled vehicles - real estate	$ 429,430
Commingled vehicles - inflation hedge	866,710
Commingled vehicles - private equity	31,559,662
Total	$ 32,855,802

Alternative investments include one real estate limited partnership which is valued using the cost approach, with a balance of $407,056 as of July 31, 2022.

5. Investments (continued)

The following schedule summarizes the total investment return for the year ended July 31, 2022:

Interest and dividend income	$ 7,846,541
Net realized and unrealized losses	(39,660,580)
Investment fees	(568,777)
Total return on investments, net	$(32,382,816)

Investments in general are exposed to various risks, such as interest rate, credit and overall market volatility. To address the risk of investments, the Association maintains a formal investment policy that sets out performance criteria, investment guidelines, asset allocation guidelines, and requires review of each investment manager's performance. Investments are managed by multiple investment managers who have responsibility for investing the funds in various asset classes. An investment advisor is utilized, and the investment process is actively overseen by an Investment Committee. All members of the Investment Committee are members of the Board of Directors.

6. Liquidity

As part of the Association's liquidity management process, it has established a policy to ensure financial assets are available to meet its general expenditures, liabilities, and other obligations as they come due.

The timing of the Association's sources and uses of cash are asynchronous due to the seasonal nature in which opera performances are scheduled, with more than two-thirds of the Associations' cash resources required in the first four months of the fiscal year. Although cash from most subscription ticket sales are received prior to the beginning of the performance season, and donor contributions are paid relatively evenly throughout the year, an influx of cash is required at the beginning of the fiscal year. To support these cash requirements, the Association makes its annual investment return transfer (see Note 11) at the beginning of the fiscal year. Should the investment transfer, as well as cash receipts from ongoing single ticket sales and contributions not be sufficient, the Association has access to an unsecured line of credit with a maximum borrowing capacity of $15 million (see Note 7). The Association believes that cash proceeds from the combination of the investment return transfer, ticket sales, donor contributions, access to a line of credit, as well as other miscellaneous cash sources, enables the Association to meet all organizational liquidity requirements. In the event that an unplanned use of cash is required, the Association has available unrestricted Board designated endowment funds in the amount of $28,686,476 (see Note 11) as of July 31, 2022.

6. Liquidity (continued)

The following is a quantitative disclosure which describes assets available within one year of July 31, 2022, to fund general expenditures and other obligations as they become due:

Financial Assets	
Cash and cash equivalents	$ 6,467,280
Receivables, current portion	14,639,661
Investments, current portion	15,360,431
	$36,467,372

7. Line, Letters of Credit and Notes Payable

During the year ended July 31, 2022, the Association renewed its unsecured line of credit Agreement at a borrowing capacity of $15 million. The Agreement bears interest at Prime Rate minus 0.5%, with an optional borrowing rate of LIBOR plus 2.25% (the Prime Rate was 5.5% and the LIBOR rate was 2.09% as of July 31, 2022). The Agreement expires on August 23, 2022, and the Association intends to renew the Agreement with similar terms. Interest expense incurred under the Agreement for the year ended July 31, 2022, was $11,372. The Agreement contains liquidity and zero balance covenants, both of which were met during the year.

A letter of credit in the amount of $24,000 was outstanding in connection with the Association's workers' compensation commitments as of July 31, 2022. Such letter of credit reduces the available funds under the line of credit Agreement and is not reflected in the statement of financial position until drawn upon.

The Association has agreed to guarantee certain instrument loans for its orchestra employees. The total amount of instrument loans guaranteed as of July 31, 2022, was $134,325.

8. Employee Retention Tax Credits

During the year ended July 31, 2022, the Association applied for and qualified for federal government assistance through Employee Retention Credit ("ERC") provisions for the Coronavirus Response and Relief Supplemental Appropriations ("CRRSA") Act. The purpose of the ERC is to encourage employers to keep employees on the payroll, even if they are not working during the covered period due to the effects of COVID-19. The Association determined it was eligible to apply for ERC and calculated a total of eligible wages for the year ended July 31, 2022 of $3,131,520 under the ERC program. The Association believes it has met the ERC program eligibility criteria and, therefore, has accrued the entire credit. The credit is classified as a short-term Receivable on the Statement of Financial Position.

9. Deferred Compensation and Other

The deferred compensation and other balances at July 31, 2022, comprised the following:

Accrued retirement compensation	$2,998,104
Orchestra post-retirement benefit plan	2,232,537
Facilities fees	1,948,739
Special events	450,020
Cash held for agencies in trust	87,479
Other	43,370
Total	$7,760,249

10. Net Assets

Net assets with donor restrictions as of July 31, 2022, and net assets with donor restrictions released from restriction for the year ended July 31, 2022, are as follows:

	Net Assets with Donor Restrictions	Net Assets Released from Restriction
Undesignated unappropriated endowment	$198,415,705	$10,065,317
Contributions for future seasons	9,189,303	3,078,967
Media suite	30,000	-
Charitable remainder trusts	3,363,612	-
Charitable gift annuities	67,126	-
Future productions	3,132,252	603,991
New productions	18,682,355	221,465
Opening Weekend	13,400	-
Pooled income funds	445,604	-
Adler program	924,419	491,462
Wattis Tickets Fund	2,176,997	218,723
Opera Center	16,443,060	698,655
Principal artists	2,665,403	180,185
Student subscriptions	3,657,072	229,065
Education	1,505,922	136,411
WMOH maintenance	2,137,009	131,373
Outreach	967,617	33,533
Supernumeraries	11,014	701
Other equipment and furniture	1,629	-
Sauerwald Disability Fund	179,060	3,400
Pre-1850 Operas	4,468,605	289,791
General Director's Chair	548,420	500,000
Audience Development	9,865,332	-
Other program restrictions	5,548,971	1,512,296
Total net assets with donor restrictions	$284,439,887	
Total net assets with donor restrictions released from restrictions		$18,395,335

11. Endowment

The Association is subject to the State of California's enacted version of the Uniform Prudent Management of Institutional Funds Act of 2006 (UPMIFA). Net asset classification of donor-restricted endowment funds for a nonprofit organization that is subject to an enacted version of UPMIFA has been accounted for appropriately in these financial statements. Additionally, accounting standards require disclosures about an organization's endowment funds (both donor-restricted endowment funds and board-designated endowment funds) whether or not the Association is subject to UPMIFA. These disclosures have been included in the financial statements for the year ended July 31, 2022.

The Board of Directors has interpreted California's enacted version of UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment fund, absent explicit donor stipulations to the contrary. As a result of this interpretation, the Association classifies as net assets with donor restrictions (1) the original value of gifts donated to the endowment, (2) the original value of subsequent gifts donated to the donor-restricted endowment, and (3) additions to the donor-restricted endowment in accordance with donor directions. The remaining portion of the donor-restricted endowment fund whose use is restricted until those amounts are appropriated by the Association in a manner consistent with the standard of prudence prescribed by UPMIFA.

To achieve preservation of value, the Association has adopted an investment policy that attempts to maximize total return consistent with an acceptable level of risk. Endowment assets are invested in a well-diversified asset mix, which includes equity and debt securities that is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to make an annual distribution of 5.0%, while growing the funds, if possible. Accordingly, the Association expects its endowment assets, over time, to produce an average rate of return of approximately 6.5% annually. Actual returns in any given year may vary from this amount. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk.

Spending policy

In accordance with the State of California's enacted version of UPMIFA, the Association considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

(1) The duration and preservation of the fund
(2) The purposes of the Association and the endowment funds
(3) General economic conditions
(4) The possible effect of inflation and deflation
(5) The expected total return from income and the appreciation of investments
(6) Other resources of the Association
(7) The investment policies of the Association

11. Endowment (continued)

Spending policy (continued)

The Board of Directors has established an investment return transfer policy whereby a 5.0% appropriation is calculated by averaging the long-term investment balance in each donor fund as of the prior 13 calendar quarter-ends through March 31 of the preceding fiscal year in which the transfer is made. For those donor funds in existence for fewer than 13 calendar quarter-ends, the average long-term investment balance of the donor fund is calculated over the period in which the donor fund has been in existence. In establishing the investment return transfer policy, the Association has considered the long-term expected return on its endowment.

During the year ended July 31, 2022, the Board of Directors authorized a supplemental transfer of $2,787,740 in excess of the 5% appropriation to support operations and $350,000 to offset endowment related expenses (primarily for management, investment, and fundraising activities). The Association considered the UPMIFA 7% prudency test in calculating the total long-term investment return transfer.

Investment policy, strategies, and objectives

The Association has adopted investment and spending policies for endowment assets that attempt to maximize total return consistent with an acceptable level of risk, and to provide a predictable stream of funding to programs supported by its endowment. Under this policy, as approved by the Board of Directors, the endowment assets are invested in a manner that is intended to produce results that exceed the price and yield results of an appropriately weighted benchmark while assuming a moderate level of investment risk.

To satisfy its long-term rate-of-return objectives, the Association relies on a total return strategy in which investment returns are achieved through capital appreciation and current yield. The Association targets a diversified asset allocation that provides exposures to a wide range of asset classes to achieve its long-term objectives within prudent risk constraints.

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 or UPMIFA requires the Association to retain as a fund of perpetual duration. The Association had funds of an original gift value of $92,145,408 that were underwater by $10,793,774. These deficiencies result from unfavorable market fluctuations and continued appropriation for certain programs that were deemed prudent by the Board of Directors.

Donor-restricted endowment funds are restricted to endowment investments and contributions. However, the earnings on endowment investments can be spent either on general operations, specific programs, or must be added to endowment principal, depending on donor restrictions.

11. Endowment (continued)

Endowment composition

The Association's endowment consists of thirteen individual funds established for a variety of purposes. The endowment includes both donor-restricted endowment funds and funds designated by the Board of Directors to function as endowments. Net assets associated with endowment funds, including funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

Endowment net asset composition by type of fund as of July 31, 2022, is as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted endowment funds	$ -	$252,557,586	$252,557,586
Board-designated endowment funds	28,686,476	-	28,686,476
Total funds	$28,686,476	$252,557,586	$281,244,062*

The following represents the changes in endowment net assets for the year ended July 31, 2022:

	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, beginning of year	$27,009,817	$285,045,961	$312,055,778
Contributions	-	11,761,837	11,761,837
Wilsey Center Loan (net)	3,895	-	3,895
Additions to board designated funds	2,991,802	-	2,991,802
Investment return			
Investment income	560,192	6,681,851	7,242,043
Net depreciation	(143,640)	(38,357,812)	(38,501,452)
Total investment return	416,552	(31,675,961)	(31,259,409)
Amounts appropriated for expenditure	(1,735,590)	(12,574,251)	(14,309,841)
Endowment net assets, end of year	$28,686,476	$252,557,586	$281,244,062*

*Amount includes Endowment Contributions Receivable, net, in the amount of $3,530,843.

12. Government Grants

The Association recorded the following government grants during the year ended July 31, 2022:

Net assets without donor restrictions	
Shuttered Venue Operator Grants	$8,000,000
City and County of San Francisco	450,000
Total government grants without donor restrictions	8,450,000
Net assets with donor restrictions	
National Endowment for the Arts	70,000
Total Government Grants	$8,520,000

13. Commitments and Contingencies

The Association leases facilities under non-cancelable operating leases that are subject to various escalation clauses expiring in fiscal years through 2026. The leases are recorded on a straight-line basis. Minimum future rental payments on the leases as of July 31, 2022, are as follows:

Year Ending July 31,	
2023	$1,045,462
2024	828,396
2025	853,243
2026	654,226
Total	$3,381,327

Rent expense was $2,018,264 for the year ended July 31, 2022.

In a prior year, the Association entered into a twenty-nine and a half year lease with the City and County of San Francisco (through the War Memorial and Performing Arts Center) with monthly payments of $40,199. The lease grants the Association a six month termination right and therefore payments are not included in the above tabulation. The leased facilities house the Association's Costume Studio, as well as a number of administrative departments.

13. Commitments and Contingencies (continued)

The Association enters into non-cancelable artistic and administrative agreements for future seasons. Payments required under these agreements as of July 31, 2022, are as follows:

Year Ending July 31,	
2023	$ 6,236,967
2024	3,290,464
2025	1,456,000
2026	865,000
Total	$11,848,431

Occasionally, the Association is involved in legal actions arising from normal business activities. Management, upon advice of legal counsel handling such actions, believes that the ultimate resolution of any such actions will not have a material adverse effect on the Association's financial position or change in net assets. As of July 31, 2022, the Association had no material outstanding legal actions.

14. Merola Opera Program

The San Francisco Opera Center manages certain programs for the Merola Opera Program, a separate entity that underwrites an eleven-week training program for young opera singers and apprentice coaches, for which the Association received $1,846,862 of compensation during the year ended July 31, 2022. This amount has been included as operating revenue in the accompanying statement of activities.

15. San Francisco Opera Guild

The Association receives support from the San Francisco Opera Guild (the "Guild"), a separate legal entity. Total support received from the Guild for the year ended July 31, 2022, was $8,000, which is recognized in "Contributed property, services, and other contributions" in the accompanying statement of activities. The purpose of the Guild is to develop and cultivate a wider public interest in opera and its allied arts, to further musical education and appreciation, and to support the Association through fund-raising events and volunteer activities such as *An Evening on the Stage honoring the Littlefield Family* and *2022 Carolina Herrera Fashion Show*.

16. Employee Retirement Benefits

Orchestra Retiree Health Benefit Plan

The Association sponsors a post-retirement benefit plan providing health benefits for certain orchestra retirees. The Association uses a July 31 measurement date for its post-retirement benefit plan obligation. The balance of the accrued benefit liabilities for the post-retirement benefit plan is a component of "Deferred compensation and other" on the accompanying statement of financial position. The benefit obligation, fair value and funded status for the post-retirement benefit plan as of July 31, 2022, are as follows:

Benefit obligation	$ 2,232,537
Fair value of plan assets	-
Unfunded status	$(2,232,537)
Benefit payments	$ (195,653)
Amounts recognized in the statement of financial position consist of	
Short-term compensation	$ -
Long-term compensation	(2,232,537)
Accumulated other loss	-
Net amount recognized at year-end	$(2,232,537)
Other loss attributable to change in additional minimum liability recognition	$ -

Change in benefit obligation:

Benefit obligation at beginning of year	$(2,513,440)
Interest cost	(55,053)
Amortization of net loss/prior service cost	(124,789)
Benefit payments	195,653
Additional benefit liability	265,092
Benefit obligation end of year	$(2,232,537)

Amounts recognized in unrestricted net assets for the year ended July 31, 2022, consist of:

Net loss	$1,078,526
Prior service cost	$ 203,296

16. Employee Retirement Benefits (continued)

Orchestra Retiree Health Benefit Plan (continued)

The following table provides components of the net periodic benefit cost for the plan for the year ended July 31, 2022:

Service cost	$ -
Interest cost	55,053
Amortization of net loss	84,129
Expected return on plan assets	-
Amortization of prior service cost	40,660
Recognized actuarial loss	-
Net periodic benefit cost	$179,842

Assumptions

The following assumptions were used to determine the benefit obligations as of July 31, 2022:

Discount rate	3.90%
Expected long-term return on plan assets	-
Rate of compensation increase	-

The following assumptions were used to determine the net periodic benefit cost for the year ended July 31, 2022:

Discount rate	2.28%
Expected long-term return on plan assets	-
Rate of compensation increase	-

A 5% annual rate of increase in the per capita cost of covered health care benefits was assumed for the year ended July 31, 2022.

16. Employee Retirement Benefits (continued)

Estimated future benefit payments

The Association anticipates future benefit payments, which reflect future service, to be paid from the plan as follows:

Fiscal Year Ending	
2023	$ 216,000
2024	192,000
2025	185,000
2026	177,000
2027	171,000
2028 through 2032	674,000
	$1,615,000

Retirement Plans - 401(a) and 403(b)

The Association sponsors a 401(a) defined contribution plan for eligible administrative (non-union) employees, with monthly funding of employer contributions only. The plan is age-graded with contribution percentages ranging from 5-7% of the employee's base compensation (5% for employees under 40 years of age; 6% for employees aged 40-54 years; and 7% for employees 55 years of age and older). The Association made contributions totaling $603,901 to the 401(a) plan for the year ended July 31, 2022.

The Association also sponsors a 403(b) defined contribution plan in which all employees are eligible to participate. The Association does make contributions to the 403(b) plan on behalf of certain employees who are members of American Federation of Musicians Local 6 pursuant to a collective bargaining agreement. No contributions were made for the year ended July 31, 2022.

Retirement Plans - Multiemployer

The Association has contracted to make payments to multiemployer retirement plans for employees covered by various collective bargaining agreements. Contributions to such plans range from 8% to 13.189% of the employee's compensation and totaled $2,529,736 for the year ended July 31, 2022.

16. Employee Retirement Benefits (continued)

Retirement Plans - Multiemployer (continued)

The Association is a participating employer in six separate trustee-managed multiemployer defined benefit pension plans for employees who participate in collective bargaining agreements. The plans generally provide retirement benefits to employees based on years of service to participating employers. The multiemployer pension plans are each managed by a board of trustees. Although the Association is not represented on any of the boards of trustees, other contributing employers are members of the boards. Contributions of $1,643,349 in the year ended July 31, 2022, and $1,090,049 in the year ended July 31, 2021, were charged to pension expense for ongoing participation in these plans.

The risks of participating in these multiemployer defined benefit pension plans are different from single-employer plans because: (a) assets contributed to the multiemployer plan by one employer may be used to provide benefits to employees of other participating employers, (b) if a participating employer stops contributing to the plan, the unfunded obligations of the plan may be required to be borne by the remaining participating employers, and (c) if the Association chooses to stop participating in one of its multiemployer plans, it may be required to pay a withdrawal liability to the plan. In connection with ongoing renegotiations of collective bargaining agreements, the Association may discuss and negotiate for the complete or partial withdrawal from one or more multiemployer pension plans. Depending on the number of employees withdrawn in any future period and the financial condition of the multiemployer plan at the time of withdrawal, the associated withdrawal liabilities could be material to the Association's consolidated change in net assets in the period of the withdrawal. The Association has no plans to withdraw from any the multiemployer pension plans at this time.

16. Employee Retirement Benefits (continued)

Retirement Plans - Multiemployer (continued)

The following schedule presents information about the Association's multiemployer pension plans as of July 31, 2022, and the years ended July 31, 2022 and 2021:

		Pension Protection Act Zone Status			Contributions for the Year Ended July 31			
Name of Pension Plan/Fund	EIN and Plan Number	Applicable Year	Applicable Year	FIP/RP Status	2022	2021	Surcharge Imposed	Expiration of Collective Bargaining Agreement
AFM Pension Fund	51-6120204 001	Critical/ Declining 3/31/2022	Critical/ Declining 3/31/2021	Imple-mented	$655,966	$467,986	10.0%	7/31/2023
IATSE Local 16 Pension Plan	94-6296420 001	Not Endangered 12/31/2021	Not Endangered 12/31/2020	Imple-mented	$800,335	$494,753	48.6%	12/31/2022
IATSE Local 16 Pension Plan, on behalf of Local B-18	94-6296420 001	Not Endangered 12/31/2021	Not Endangered 12/31/2020	Imple-mented	$78,682	$74,872	48.6%	7/31/2023
IATSE 784 Natl Pension Fund	13-1849172 001	Not Endangered 12/31/2021	Not Endangered 12/31/2020	N/A	$41,987	$ 16,856	N/A	7/31/2023
USA 829 Pension Fund	13-1982707 001	Not Endangered 12/31/2021	Not Endangered 12/31/2020	N/A	$43,771	$ 8,291	N/A	7/31/2024
IATSE Local 33 Pension Fund	95-6377503 001	Not Endangered 12/31/2021	Not Endangered 12/31/2020	N/A	$22,608	$ 27,291	N/A	6/30/2023

AFM Pension Fund - The Association makes contributions to the AFM Pension Fund on behalf of employees who are members of American Federation of Musicians Local 6. The Fund was certified "critical and declining" as of the most recent Fund reporting date. Due to minimum compensation guarantees to certain employees who participate in the Fund, the Association is obligated to contribute a minimum amount each fiscal year. For the year ended, July 31, 2022, the minimum obligation was $567,858. According to the most recently available Annual Funding Notice, as of the period ended March 31, 2022, the funded percentage was 49.9%; the Actuarial Value of Assets was $1,734,587,318; and the Actuarial Value of Liabilities was $3,478,404,517. The Association did not contribute more than 5% of total Fund contributions.

16. Employee Retirement Benefits (continued)

Retirement Plans - Multiemployer (continued)

IATSE Local 16 Pension Plan - The Association makes contributions to the Local 16 Pension Plan on behalf of employees who are members of IATSE (International Alliance of Theatrical and Stage Employees) Local 16 and Local B-18. The Plan was not in endangered, critical, or critical and declining status as of the most recent Plan reporting date. There are no minimum contributions to the Plan. The Association did contribute more than 5% of total Plan contributions to the Local 16 Pension Plan but did not contribute more than 5% of total Plan contributions to the Local B-18 Pension Plan.

I.A.T.S.E. National Pension Fund - The Association makes contributions to the IATSE National Pension Fund on behalf of employees who are members of Theatrical Wardrobe Union Local 784. The Fund was not in endangered, critical, or critical and declining status as of the most recent Fund reporting date. There are no minimum contributions to the Fund, and the Association did not contribute more than 5% of total Fund contributions.

United Scenic Artists Local 829 Pension Fund - The Association makes contributions to the USA Pension Fund on behalf of employees who are members of United Scenic Artists Local 829. The Fund was not in endangered, critical, or critical and declining status as of the most recent Fund reporting date. There are no minimum contributions to the Fund, and the Association did not contribute more than 5% of total Fund contributions.

IATSE Local 33 Pension Fund - The Association makes contributions to the IATSE Local 33 Pension Fund on behalf of employees who are members of IATSE Local 800. The Fund was not in endangered, critical, or critical and declining status as of the most recent Fund reporting date. There are no minimum contributions to the Fund, and the Association did not contribute more than 5% of total Fund contributions.

17. Related Party Transactions

During 2022, contributions from the Board of Directors totaled $16,715,292. Undiscounted contributions receivable from such related parties was $7,069,594 at July 31, 2022. Occasionally, the Association will also receive in-kind contributions from the Board of Directors.

18. Fair Value Measurements

The following table summarizes the valuation of the Association's assets and liabilities which are measured at fair value on a recurring basis at July 31, 2022:

	Quoted Prices In Active Markets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Total
Investments				
Cash in mutual funds	$ 21,725,420	$ -	$ -	$ 21,725,420
Mutual funds and ETFs	226,042,968	-	-	226,042,968
Total investments	247,768,388	-	-	247,768,388
Charitable remainder trusts	-	-	3,430,737	3,430,737
Pooled income funds	-	-	680,526	680,526
Total	$247,768,388	$ -	$4,111,263	251,879,651
Investments measured at net asset value*				32,448,746
Total				$284,328,397

*Investment balance excludes one real estate limited partnership which is valued at cost (not fair value) with a balance of $407,056.

The table below summarizes changes in investments measured at fair value for which the Association has used Level 3 inputs to determine fair value. The table reflects gains and losses for the full year for all financial assets and liabilities classified as Level 3.

	Charitable Remainder Trusts and Pooled Income Funds
Balance, beginning of year	$4,675,621
Proceeds from pooled income funds	(73,431)
Realized and unrealized losses, net	(490,927)
Balance, end of year	$4,111,263
Net change in unrealized gains relating to instruments still held at July 31, 2022	$ (611,703)

18. Fair Value Measurements (continued)

Fair values measured on recurring basis

The following table lists information related to investments measured at fair value on a recurring basis using NAV as the practical expedient by major category for the fiscal year ended July 31, 2022:

The Association uses the Net Asset Value (NAV) to determine the fair value of all the underlying investments which (a) do not have a readily determinable fair value and (b) prepare their financial statements consistent with the measurement principles of an investment company or have the attributes of an investment company. Per ASU 2009-12, the following table lists investments in other investment companies (in partnership format) by major category:

	Strategy	NAV in Funds	Number of Funds	Remaining Life	Unfunded Commitments	Timing to Drawdown Commitments	Redemption Notice Period	Redemption Restrictions
Assets:								
Real Estate	Partnerships that invest in real estate	$ 17,848,672	4	5 years	$ 2,042,815	4 years	N/A	N/A
Private Equity	Venture capital and buyout funds and fund of funds	14,600,074	12	1 to 12 years	12,588,134	1 to 4 years	N/A	N/A
Total investments		$ 32,448,746			$ 14,630,949			

Investment balances exclude one real estate limited partnership which is valued at cost with a balance of $407,056.

The Association uses the Net Asset Value (NAV) to determine the fair value of all underlying investments which (a) do not have a readily determinable fair value and (b) prepare their financial statements consistent with the measurement principles of an investment company or have the attributes of an investment company.

19. Shuttered Venue Operators Grant

On July 7, 2021, the Association was granted $7,041,638 under the original Shuttered Venue Operators Grant ("SVOG") program implemented by the Small Business Administration (SBA) under the Economic Aid to Hard-Hit Small Businesses, Nonprofits, and Venues Act, and later amended by the American Rescue Plan Act. On November 16, 2021, the Association was granted $958,362 under the SVOG supplemental program. The SVOG program was created to prevent widespread closures of venues that were devastated by the loss of revenue due to the COVID-19 pandemic. The SVOG program provides eligible applicants with grants equal to 45% of their gross earned revenue, up to a maximum of $10,000,000, reduced by borrowings under the second Paycheck Protection Program. Under the terms of the grant, the Association had until July 6, 2022, to use grant funds for allowable expenses of the program. The Association used the entire amount of the grant funds toward allowable expenses during the year ended July 31, 2022. The grant funds are classified as government grants on the Statement of Activities.

SUPPLEMENTAL SCHEDULE

San Francisco Opera Association
Supplemental Schedule of Production, Music and Artistic Expenses
For the Year Ended July 31, 2022

Production, music and artistic expenses		
Production, artistic administration and media	$ 8,428,852	17.7%
Singers, conductors, directors, and designers	4,544,331	9.5%
Orchestra	11,067,757	23.2%
Chorus and dancers	5,924,177	12.4%
Scenery, properties, stagehands, and production staff	13,581,755	28.5%
Costumes, wardrobe, wigs, and makeup	4,169,232	8.7%
	$ 47,716,104	100.0%

SINGLE AUDIT REPORTS AND SCHEDULES

armanino

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

Board of Directors
San Francisco Opera Association
San Francisco, California

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, the financial statements of the San Francisco Opera Association (the "Association"), which comprise the statement of financial position as of July 31, 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 December 9, 2022.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Association'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 Association's internal control. Accordingly, we do not express an opinion on the effectiveness of the Association's internal control.

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 or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Association's financial statements are free from 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. 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 disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

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

Armanino LLP

Armanino[LLP]
San Ramon, California

December 9, 2022

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

Board of Directors
San Francisco Opera Association
San Francisco, California

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited the San Francisco Opera Association (the "Association")'s compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of the Association's major federal programs for the year ended July 31, 2022. The Association's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Association complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended July 31, 2022.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Association and to meet our other ethical responsibilities, in accordance with 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 opinion on compliance for each major federal program. Our audit does not provide a legal determination of the Association's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Association's federal programs.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Association's compliance based on our audit. 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 generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Association's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, 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 Association's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Association's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control Over Compliance

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

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weakness or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Armanino LLP

Armanino LLP
San Ramon, California

December 9, 2022

San Francisco Opera Association
Schedule of Expenditures of Federal Awards
For the Year Ended July 31, 2022

Federal Grantor/Pass-Through Grantor/ Program or Cluster Title	Federal Assistance Listing Number	Pass-Through Entity Identifying Number	Total Federal Expenditures
Expenditures of Federal Awards			
U.S. Small Business Administration			
Shuttered Venue Operators Grant	59.075	N/A	$ 8,000,000
Total Expenditures of Federal Awards			$ 8,000,000

The accompanying notes to the Schedule of Expenditures of Federal Awards are an integral part of this schedule.

San Francisco Opera Association
Notes to Schedule of Expenditures of Federal Awards
July 31, 2022

1. BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal award activity of the San Francisco Opera Association (the "Association") under programs of the federal government for the year ended July 31, 2022. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements*, *Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the Association, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Association.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or limited as to reimbursement. Pass-through entity identifying numbers are presented where available and applicable.

3. INDIRECT COST RATE

The Association has elected not to use the 10 percent de minimis indirect cost rate allowed under Uniform Guidance.

San Francisco Opera Association
Schedule of Findings and Questioned Costs
For the Year Ended July 31, 2022

SECTION I - SUMMARY OF AUDITOR'S RESULTS

Financial Statements

Type of auditor's report issued:	Unmodified
Internal control over financial reporting:	
Material weakness(es) identified?	No
Significant deficiency(ies) identified that are not considered to be material weaknesses?	None reported
Noncompliance material to financial statements noted?	No

Federal Awards

Internal control over major programs:	
Material weakness(es) identified?	No
Significant deficiency(ies) identified that are not considered to be material weaknesses?	None reported
Type of auditor's report issued on compliance for major programs:	Unmodified
Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?	No

Identification of major programs:

Name of Federal Program or Cluster	Assistance Listing Number
Shuttered Venue Operators Grant Program	59.075

Dollar threshold used to distinguish between Type A and Type B programs	$750,000
Auditee qualified as low-risk auditee?	No

SECTION II - SUMMARY OF FINANCIAL STATEMENT FINDINGS

There are no financial statement findings to be reported.

SECTION III - SUMMARY OF FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

There are no federal award findings to be reported.

San Francisco Opera Association
Summary Schedule of Prior Audit Findings
For the Year Ended July 31, 2022

There were no prior year findings.