AUDUBON COMMISSION

Audits of Financial Statements

December 31, 2025 and 2024

Contents

MAULDIN & JENKINS
CPAs & ADVISORS

Independent Auditor's Report

To the Board of Directors of
Audubon Commission

Report on the Audits of the Financial Statements

Opinion
We have audited the financial statements of the business-type activities of the Audubon Commission (the Commission), as of and for the years ended December 31, 2025, and the related notes to the financial statements, which collectively comprise the Commission's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities of the Commission as of December 31, 2025, and the respective changes in financial position and cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion
We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards,* issued by the Comptroller General of the United States (*Government Auditing Standards*). 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 Commission, 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.

Prior Period Financial Statements
The financial statements of the Commission, as of and for the year ended December 31, 2024, were audited by other auditors, whose report, dated June 15, 2025, expressed an unmodified opinion on those statements.

Responsibilities of Management for the Financial Statements
Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

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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 Commission's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

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

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission'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 Commission'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.

MAULDIN & JENKINS

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, on pages 4 through 11, be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with GAAS, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the Commission's basic financial statements. The schedule of compensation, benefits, and other payments to agency head are presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with GAAS. In our opinion, the schedule of compensation, benefits, and other payments to agency head is fairly stated, in all material respects, in relation to the basic 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 June 6, 2026, on our consideration of the Commission's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Commission'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 Commission's internal control over financial reporting and compliance.

Mauldin & Jenkins, LLC

Metairie, LA
June 6, 2026

The discussion and analysis of the Audubon Commission's (the Commission) financial performance provide an overall review of the Commission's financial activities for the years ended December 31, 2025 and 2024. It should be read in conjunction with the financial statements in this report.

Overview of Financial Statements

This annual report consists of the following components - Management's Discussion and Analysis (this section), Independent Auditor's Report, Financial Statements, and Report on Internal Control Over Financial Reporting and on Compliance and Other Matters.

The *Financial Statements* of the Commission present the financial position of the Commission, the results of its operations and its cash flows. The *Financial Statements* are prepared on the accrual basis of accounting.

The *Statements of Net Position* include all of the Commission's assets and liabilities and provide information about the Commission's investments in resources (assets) and its obligations to creditors (liabilities). It also provides information on the capital structure, liquidity, and financial flexibility of the Commission.

The *Statements of Revenues, Expenses, and Changes in Net Position* reports on the current year's performance of the Commission's operations.

The *Statements of Cash Flows* provides information on the Commission's cash from operations and capital and related financing activities.

The *Notes to Financial Statements* provides information that is essential in order to gain a full understanding of the data in the basic financial statements.

The *Other Supplementary Information* section provides additional information that is not a required part of the financial statements, but is presented for the purposes of additional analysis.

Financial Highlights

Audubon Commission (the Commission) owns, controls, and manages the Audubon Facilities. The Audubon Nature Institute, Inc. (the Institute), a nonprofit organization incorporated exclusively for educational purposes, operates, and manages the Audubon Facilities pursuant to a Management and Cooperative Endeavor Agreement (Agreement) between the Institute and Commission. On December 31, 2024, the Agreement was amended and restated as further described in Note 1 of these statements.

Condensed Statements of Revenues, Expenses, and Changes in Net Position

	Year Ended December 31,			Change	Change
	2025	2024	2023	2024 to 2025	2023 to 2024
Operating Revenues	$ 773,437	$ 714,728	$ 816,178	$ 58,709	$ (101,450)
Operating Expenses	12,386,740	12,480,273	13,818,469	(93,533)	(1,338,196)
Operating Loss	(11,613,303)	(11,765,545)	(13,002,291)	152,242	1,236,746
Nonoperating Revenues, Net	13,428,847	28,009,158	18,646,578	(14,580,311)	9,362,580
Change in Net Position	1,815,544	16,243,613	5,644,287	(14,428,069)	10,599,326
Beginning Net Position	135,957,223	119,713,610	114,069,323	16,243,613	5,644,287
Ending Net Position	$ 137,772,767	$ 135,957,223	$ 119,713,610	$ 1,815,544	$ 16,243,613

Comments on Condensed Statements of Revenues, Expenses, and Changes in Net Position

Operating Revenues
Operating revenues increased by $58,709 in 2025 compared to 2024 and operating revenues decreased by $101,450, in 2024 compared to 2023. Both variances were due to fluctuations in lease revenue. The Commission revenues mainly consisted of real estate lease income.

Operating Expenses
In 2025, contractual services, materials, and supplies decreased by $184,948 compared to 2024. The contractual services, materials, and supplies decreased by $2,053,571 in 2024 compared to 2023 due to storm related repairs at the Zoo that took place in 2023 that were not capitalized. Commission's operating expenses mainly consisted of depreciation and amortization and contractual services, materials, supplies, and other.

Nonoperating Revenues
Nonoperating revenues decreased overall by $14,580,311, in 2025 compared to 2024 mainly due to a reduction in intergovernmental grants of $20,421,231 that was offset in part by an increase in other revenue which included the recognition of deferred capital project revenue.

Nonoperating revenues increased overall by $9,362,580, in 2024 compared to 2023 mainly due to an increase in intergovernmental grants.

Net Capital Assets

	Aquarium and Riverfront Park	Zoo and Audubon Park	Species Survival Center/ Research Center	Louisiana Nature Center	Total
Balance December 31, 2023	$ 71,286,902	$ 66,674,837	$ 12,320,518	$ 9,042,747	$ 159,325,004
Additions	6,628,233	11,104,849	80,846	49,077	17,863,005
Depreciation/Disposals/Retirement	(5,018,553)	(4,636,074)	(1,042,125)	(626,218)	(11,322,970)
Balance December 31, 2024	72,896,582	73,143,612	11,359,239	8,465,606	165,865,039
Additions	25,335,894	3,921,122	385,864	71,028	29,713,908
Depreciation/Disposals/Retirement	(4,712,012)	(5,284,261)	(1,054,118)	(630,370)	(11,680,761)
Balance December 31, 2025	$ 93,520,464	$ 71,780,473	$ 10,690,985	$ 7,906,264	$ 183,898,186

Condensed Statements of Net Position

	2025	2024	2023	Change 2024 to 2025	Change 2023 to 2024
Assets					
Cash and Cash Equivalents	$ 1,150,647	$ 53,751	$ 1,013,524	$ 1,096,896	$ (959,773)
Accounts Receivable, Net	35,039	91,736	38,906	(56,697)	52,830
Prepaid Expenses	4,500	4,500	4,500	-	-
Lease Receivable	1,745,397	2,162,233	2,330,720	(416,836)	(168,487)
Interest Receivable	10,985	10,985	5,747	-	5,238
Restricted Assets	9,256,044	36,077,598	32,944,099	(26,821,554)	3,133,499
Non-Depreciable Capital Assets	37,102,892	20,864,555	5,982,766	16,238,337	14,881,789
Depreciable Capital Assets, Net	146,795,294	145,000,484	153,342,238	1,794,810	(8,341,754)
Other Assets, Nonrestricted	7,063,144	7,178,933	7,294,723	(115,789)	(115,790)
Total Assets	$ 203,163,942	$ 211,444,775	$ 202,957,223	$ (8,280,833)	$ 8,487,552
Liabilities					
Unrestricted Current Liabilities	$ 2,940,834	$ 3,115,430	$ 4,100,923	$ (174,596)	$ (985,493)
Current Payables from Restricted Assets	4,396,050	3,485,112	5,600,988	910,938	(2,115,876)
Noncurrent Liabilities	56,540,728	66,991,135	71,475,162	(10,450,407)	(4,484,027)
Total Liabilities	63,877,612	73,591,677	81,177,073	(9,714,065)	(7,585,396)
Deferred Inflows of Resources	1,513,563	1,895,875	2,066,540	(382,312)	(170,665)
Net Position					
Net Investment in Capital Assets	124,925,309	105,224,488	91,559,343	19,700,821	13,665,145
Restricted	7,544,404	23,821,669	22,395,077	(16,277,265)	1,426,592
Unrestricted	5,303,054	6,911,066	5,759,190	(1,608,012)	1,151,876
Total Net Position	137,772,767	135,957,223	119,713,610	1,815,544	16,243,613
Total Liabilities and Net Position	$ 203,163,942	$ 211,444,775	$ 202,957,223	$ (8,280,833)	$ 8,487,552

Comments on Condensed Statements of Net Position

Restricted assets decreased in 2025 compared to 2024 due to the drawdown of funds to cover the costs for constructing and improving the parks, recreational, and wildlife conservation facilities of the Commission. The net increase between non-depreciable and depreciable capital assets of $18,033,147 in 2025 compared to 2024 was mainly due to construction in progress at Woldenberg Park, and Governor Nicholls and Esplanade Wharves and the completion of Jaguar Jungle River's Edge at the Zoo.

Restricted assets increased in 2024 compared to 2023 due to an increase in governmental grants offset by a reduction in capital grant receivables. The net increase between non-depreciable and depreciable capital assets of $6,540,035 in 2024 compared to 2023 was mainly due to construction in progress at the Zoo, the Woldenberg Park, and Governor Nicholls and Esplanade Wharves.

Liabilities payable from restricted assets increased $910,938 in 2025 compared to 2024 due to an increase in construction payables. Non-current liabilities decreased by $10,450,407 in 2025 compared to 2024 mainly due to unearned revenue which was recognized during the construction of the Governor Nicholls and Esplanade Wharves and also due to debt service payments on bonds and other debt.

Liabilities payable from restricted assets decreased $2,115,876 in 2024 compared to 2023 due to a reduction in construction payables. Non-current liabilities decreased by $4,484,027 in 2024 compared to 2023 mainly due to debt service payments on bonds and other debt.

Condensed Statements of Cash Flows

	2025	2024	2023	Change 2024 to 2025	Change 2023 to 2024
Net Cash Used in Operating Activities	$ (31,217)	$ (1,297,103)	$ (2,040,574)	$ 1,265,886	$ 743,471
Net Cash Provided by (Used in) Capital and Related Financing Activities	(23,869,970)	8,531,227	(14,061,555)	(32,401,197)	22,592,782
Net Increase (Decrease) in Cash and Cash Equivalents	(23,901,187)	7,234,124	(16,102,129)	(31,135,311)	23,336,253
Cash and Cash Equivalents Beginning of Year	34,168,797	26,934,673	43,036,802	7,234,124	(16,102,129)
End of Year	$ 10,267,610	$ 34,168,797	$ 26,934,673	$ (23,901,187)	$ 7,234,124

Comments on Condensed Statements of Cash Flows

There was a decrease of $1,265,886 in cash used in operating activities in 2025 compared to 2024 due to a decrease in the amount spent for supplies and services netted with an increase in cash received for lease payments. The increase in cash used from capital and related financing activities in 2025 compared to 2024 was due to higher payments for construction purchases in 2025 compared to 2024, as well as a decrease in intergovernmental grants in 2025.

There was a decrease of $743,471 in cash used in operating activities in 2024 compared to 2023 due to a decrease in the amount spent for supplies and services in addition to a reduction in lease payments received. The increase in cash provided from capital and related financing activities in 2024 compared to 2023 was due to higher payments for construction purchases in 2023 compared to 2024, as well as an increase in intergovernmental grants in 2024.

General Overview and Major Achievements in 2025

The highlights below include activities that took place on Commission facilities but were recorded on the financial statements of the Institute due to the amended and restated Agreement between the organizations.

In 2025, Audubon continued to advance its mission across its facilities, conservation programs, and community initiatives. Celebrating the wonders of nature, Audubon demonstrated its ongoing commitment to protecting wildlife and connecting people with the natural world through conservation, education, and meaningful guest experiences.

- **Audubon Aquarium** welcomed new animal arrivals in 2025, including 20 diamondback terrapins as part of Louisiana's first head start program in partnership with Nicholls State University and the Barataria-Terrebonne National Estuary Program. These efforts support species conservation while offering guests opportunities to connect with wildlife and learn about the challenges facing species in the wild. Audubon Aquarium also earned accreditation from the Association of Zoos and Aquariums, the highest standard in the industry, reflecting excellence in animal care, veterinary practices, conservation, and guest experience.

- At **Audubon Insectarium**, Pollination Celebration highlighted the critical role of pollinators such as bees, butterflies, birds, and other species that support ecosystems and food systems. Through interactive experiences and community partnerships, the event emphasized their importance and the need for conservation action.

- **Audubon Aquarium Rescue** expanded its critical work as Louisiana's only stranding and rehabilitation program for marine mammals and sea turtles. In 2025, the team rescued and rehabilitated 67 sea turtles, providing life-saving care and contributing valuable data to better understand marine life along the Gulf Coast. AAR also developed a partnership with McNeese State University in 2025, stationing a full-time assistant stranding coordinator on campus while also building a stranding internship program for McNeese students.

- **Goldring Woldenberg Riverfront Park** saw continued progress in 2025 with the opening of an enhanced green space adjacent to the Aquarium, including color-changing LED lighting around the iconic Amazon Rainforest dome. Together, the improvements reconnect people with the Mississippi River by providing inviting spaces to linger and enjoy daytime-and nighttime-views of the downtown riverfront.

- This work is part of the broader **Riverfront for All** initiative - a transformational effort that will create approximately 2.25 miles of continuous riverfront park space connecting Crescent Park to the French Quarter. The project will expand green space, improve pedestrian access, and reconnect the city to the river for the first time in generations, with major phases continuing into 2026.

- At **Audubon Riverview Park**, construction began on enhancements, including a new and expanded playground and upgraded guest amenities to improve accessibility and better serve the community.

- **Audubon Zoo** celebrated the opening of Jaguar Jungle River's Edge, an immersive expansion that brings one of the world's great forests and hotspots of biodiversity to life while highlighting the connection between people, wildlife, and the natural world. The Zoo also marked a notable year for animal births, including lion cubs and capybara pups, contributing to a total of **423 animals born across Audubon facilities**. In 2025, the Zoo also began offering daily giraffe feedings, giving guests a unique opportunity to interact directly with these iconic animals while learning more about their care.

- Among 20 nominees, the Zoo **ranked #8** in the *USA Today* 10 Best Readers' Choice Awards for the ninth consecutive year and received the **AZA Advocacy Impact Award**, recognizing leadership in advancing policy that supports animal wellbeing.

- **Audubon Louisiana Nature Center** hosted educational programming and seasonal events that connected guests with Louisiana's native ecosystems. It also served as the kickoff location for Party for the Planet presented by Entergy with Spring Into Action, a free community event featuring hands-on activities, conservation partners, and planetarium experiences designed to connect guests with nature and inspire everyday actions that support the environment.

- **Audubon** supported **40+ worldwide conservation projects**, contributing to habitat restoration, species recovery, and field research across multiple continents. Across Audubon facilities, more than 650 threatened animals are cared for, reflecting a strong institutional commitment to protecting species at risk.

- The **Freeport-McMoRan Audubon Species Survival Center** continued its critical role in global conservation and as a key contributor to the Association of Zoos and Aquariums' Species Survival Plan (SSP) programs. Through this work, the facility supports the breeding and long-term management of endangered species populations, helping ensure genetically healthy populations and contributing to the future of species both in human care and in the wild. In 2025, Audubon achieved its most successful chick breeding season in program history, with 22 chicks. Of these, 7 whooping cranes were released, while 5 genetically valuable cranes were held back for breeding. Among Mississippi sandhill cranes, 9 were released and 1 was held back for medical care, supporting ongoing recovery efforts for these endangered species.

- **Audubon's Gulf United for Lasting Fisheries (GULF)** program worked directly with the seafood industry to advance sustainability across the Gulf. GULF partners with fishers, processors, chefs, and retailers to promote responsible harvesting, support the long-term health of fisheries, and ensure that Gulf seafood remains a viable resource for future generations. The program also provides education and guidance to industry and consumers, helping communicate sustainability efforts and strengthen responsible seafood practices across coastal communities. In 2025, GULF also brought back its signature fundraiser, **Dine with the Sharks**, for the first time since 2019. The seated dinner featured chefs and restaurant partners, highlighting sustainable Gulf seafood while strengthening connections between the culinary community and conservation efforts.

- **Audubon Learning & Engagement** expanded opportunities for education through camps and on-site experiences, supporting environmental education and conservation awareness among participants of all ages.

- The **Audubon Youth Volunteer Program** engaged 69 participants through the Counselor-in-Training and Conservation Krewe programs, where teens developed leadership skills, supported guest engagement, and explored conservation in practice. Participants gained hands-on experience across Audubon facilities, including opportunities in animal care, research, and work alongside Audubon Aquarium Rescue, helping connect their interests to future careers.

- In total, **211 volunteers** contributed **19,434 hours** across Audubon facilities, supporting guest interaction and conservation education.

- In 2025, Audubon also offered a variety of **Wild Encounters** across Audubon Zoo, Audubon Aquarium, and Audubon Insectarium, giving guests the opportunity to engage more deeply with animals and the experts who care for them. Experiences included Penguin Party, Sea Lion Splash, Maya Snorkel, Butterfly First Flight, Orangutan Family Fun, and other behind-the-scenes, keeper-guided encounters with a range of species. These experiences provide a closer look at animal care and conservation, helping to inspire curiosity and deepen understanding of conservation in action.

- Audubon continued its **Community Connect** access initiative in 2025, which included three key offerings. Orleans Parish Appreciation Days offer free admission for Orleans Parish residents on a rotating schedule, the Audubon Culture Pass allowed Orleans Parish Public Library cardholders to check out admission passes, and the Audubon SNAP Program offered $3 admission for SNAP benefit recipients and their families. In 2025, Community Connect made it possible for more than **72,680 community members** to visit Audubon attractions.

- Through the **Audubon Taylor Scholars Awards Program**, more than **244,367 students** in grades 6 through 12 across Louisiana earned free admission passes to Audubon facilities in recognition of their academic achievement. Established by the Patrick F. Taylor Foundation, the program continues to celebrate student success and encourages learning beyond the classroom.

- **Zoo-To-Do events** were a standout success in 2025, celebrating the return of zebras to Audubon Zoo and connecting community support to animal care and conservation.

- **Scales & Ales** continued to grow as a signature event for Audubon Aquarium and Audubon Insectarium, supporting Audubon Aquarium Rescue, Louisiana's only responder for stranded and injured marine mammals and sea turtles. The event offers an engaging experience that connects guests directly to conservation and the importance of protecting wildlife and ecosystems. Across fundraising events, more than **3,164 pounds of waste were diverted**, reflecting a continued commitment to sustainability.

- Audubon's **social media initiatives** grew, adding fans, friends, and followers daily. At year-end, Audubon's social media network included more than **145 million impressions** on Facebook, X (formerly Twitter), Instagram, LinkedIn, and TikTok, reaching over **875,000 followers** and generating more than **3.7 million engagements**.

Economic Factors and Next Year's Budget

Economic factors impacting the Commission's economic condition include continued recovery from the effects of COVID-19 pandemic, inflationary impact on costs, and local economic factors such as tourism levels and property tax collections. The actual 2026 Commission revenues and expenditures are forecast to be in line with the Operating and Capital Projects 2026 budget for the year.

Contacting the Commission

This financial report is designed to provide our citizens, customers, and creditors with a general overview of the Commission's finances. If you have any questions about this report or need additional financial information, please contact the President of the Commission, 6500 Magazine Street, New Orleans, LA 70118.

AUDUBON COMMISSION
Statements of Net Position
December 31, 2025 and 2024

	2025	2024
Assets		
Current Assets		
Cash and Cash Equivalents	**$ 1,150,647**	$ 53,751
Accounts Receivable, Net	**35,039**	91,736
Lease Receivable	**776,285**	740,738
Interest Receivable	**10,985**	10,985
Prepaid Expenses	**4,500**	4,500
Total Current Assets	**1,977,456**	901,710
Noncurrent Assets		
Capital Assets		
Land	**800,000**	800,000
Buildings and Fixed Exhibitory	**345,481,061**	332,123,603
Equipment	**18,053,732**	19,039,578
Construction in Progress	**36,302,892**	20,064,555
Less: Accumulated Depreciation and Amortization	**(216,739,499)**	(206,162,697)
Net Capital Assets	**183,898,186**	165,865,039
Other Assets		
Lease Receivable	**969,112**	1,421,495
Prepaid Lease - Dock Board	**7,063,144**	7,178,933
Cash Restricted for Capital Projects	**9,116,963**	34,115,046
Receivables Restricted for Capital Improvements	**139,081**	1,962,552
Total Other Assets	**17,288,300**	44,678,026
Total Assets	**$ 203,163,942**	$ 211,444,775

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

AUDUBON COMMISSION
Statements of Net Position (Continued)
December 31, 2025 and 2024

	2025	2024
Current Liabilities Payable from Unrestricted Assets		
Accounts Payable and Other Accrued Liabilities	$ 25,596	$ 282,182
Due to Audubon Nature Institute, Inc.	172,392	56,597
Accrued Interest	407,150	515,233
Limited Tax Bonds	925,000	805,000
Gulf Opportunity Zone Loan	1,100,000	1,100,000
Lease Liability	310,696	356,418
Total Current Liabilities Payable from Unrestricted Assets	2,940,834	3,115,430
Current Liabilities Payable from Restricted Assets		
Construction Payables	4,396,050	3,485,112
Total Current Liabilities Payable from Restricted Assets	4,396,050	3,485,112
Total Current Liabilities	7,336,884	6,600,542
Noncurrent Liabilities		
Limited Tax Bonds	44,862,576	46,231,471
Gulf Opportunity Zone Loan	8,541,326	8,541,326
Unearned Revenue	-	8,770,817
Lease Liability	3,136,826	3,447,521
Total Noncurrent Liabilities	56,540,728	66,991,135
Total Liabilities	63,877,612	73,591,677
Deferred Inflows of Resources		
Deferred Amounts Related to Leases	1,513,563	1,895,875
Total Deferred Inflows of Resources	1,513,563	1,895,875
Net Position		
Net Investment in Capital Assets	124,925,309	105,224,488
Restricted	7,544,404	23,821,669
Unrestricted	5,303,054	6,911,066
Total Net Position	137,772,767	135,957,223
Total Liabilities, Deferred Inflows of Resources, and Net Position	$ 203,163,942	$ 211,444,775

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

AUDUBON COMMISSION
Statements of Revenues, Expenses, and Changes in Net Position
For the Years Ended December 31, 2025 and 2024

	2025	2024
Operating Revenues		
Lease Income	$ 773,437	$ 714,728
Total Operating Revenues	773,437	714,728
Operating Expenses		
Contractual Services, Materials, Supplies, and Other	698,387	883,335
Depreciation and Amortization	11,688,353	11,596,938
Total Operating Expenses	12,386,740	12,480,273
Operating Loss	(11,613,303)	(11,765,545)
Nonoperating Revenues (Expenses)		
Support for Capital Projects, Education, and Operating Support from Audubon Nature Institute, Inc.	1,459,948	2,549,210
Dedicated Tax Revenues	9,041,732	8,715,823
Intergovernmental Grants	148,963	20,570,194
Loss on Disposal of Assets	(108,199)	-
Other Revenue	9,824,201	2,637,959
Interest Expense	(1,382,798)	(1,656,583)
Transfer to Audubon Nature Institute, Inc. for Operations	(5,555,000)	(4,807,445)
Total Nonoperating Revenues (Expenses), Net	13,428,847	28,009,158
Change in Net Position	1,815,544	16,243,613
Net Position, Beginning of Year	135,957,223	119,713,610
Net Position, End of Year	$ 137,772,767	$ 135,957,223

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

AUDUBON COMMISSION
Statements of Cash Flows
For the Years Ended December 31, 2025 and 2024

	2025	2024
Cash Flows from Operating Activities		
Cash Received from Lessees	$ 807,961	$ 712,551
Cash Paid for Supplies and Services	(839,178)	(2,009,654)
Net Cash Used in Operating Activities	(31,217)	(1,297,103)
Cash Flows from Capital and Related Financing Activities		
Support for Capital Projects, Education, and Operating Support from Audubon Nature Institute, Inc.	1,459,948	2,549,210
Payments for Design, Construction, and Equipment Purchases	(28,802,972)	(21,915,265)
Cash Received from Dedicated Tax Revenues	9,041,732	8,715,823
Interest Paid	(1,490,881)	(1,677,090)
Payment of Bond Principal and GO Zone Loan	(805,000)	(2,198,896)
Payment of Lease Liabilities	(356,417)	(345,593)
Contributions to Facilities Managed by Audubon Nature Institute, Inc.	(5,555,000)	(4,807,445)
Cash Received from Intergovernmental and Other Grants	2,029,131	27,355,967
Cash Received from Interest Income	609,489	854,516
Net Cash (Used in) Provided by Capital and Related Financing Activities	(23,869,970)	8,531,227
Net (Decrease) Increase in Cash and Cash Equivalents	(23,901,187)	7,234,124
Cash and Cash Equivalents, Beginning of Year	34,168,797	26,934,673
Cash and Cash Equivalents, End of Year	$ 10,267,610	$ 34,168,797
Reconciliation to Statement of Net Position		
Cash and Cash Equivalents	$ 1,150,647	$ 53,751
Cash Restricted for Capital Projects	9,116,963	34,115,046
Total Cash and Cash Equivalents	$ 10,267,610	$ 34,168,797

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

AUDUBON COMMISSION
Statements of Cash Flows (Continued)
For the Years Ended December 31, 2025 and 2024

	2025	2024
Reconciliation of Operating Loss to Net Cash		
Used in Operating Activities		
Operating Loss	**$ (11,613,303)**	$ (11,765,545)
Adjustments to Reconcile Operating Loss to		
Net Cash Used in Operating Activities		
Depreciation and Amortization	**11,688,353**	11,596,938
Decrease in Receivables and Other Current Assets	**773,994**	689,461
Decrease in Accounts Payable and Other		
Current Liabilities	**(140,791)**	(1,126,319)
Decrease in Deferred Inflows of Resources	**(739,470)**	(691,638)
Net Cash Used in Operating Activities	**$ (31,217)**	$ (1,297,103)
Non-Cash Items		
Purchased for Design, Construction, and Equipment through Accounts		
Payable and Other Current Liabilities	**$ 4,396,049**	$ 3,463,812
Lease Receivable and Deferred Inflows of Resources from		
New or Modified Lease Agreement	**$ 357,158**	$ 520,973

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

Note 1. Organization

General Information

Audubon Park is located on a 400-acre tract within the City of New Orleans (the City) that includes the Audubon Zoo, trails for jogging, biking, and horseback riding, an 18-hole golf course and numerous athletic fields. Act 83 passed by the Louisiana Legislature (the Legislature) in 1871 authorized the Board of Park Commissioners to acquire the land which is now known as Audubon Park. In 1914, the Legislature passed Act 191 which created a Commission to be entrusted with the management and control of Audubon Park. Act 191, as amended, is the current authority for the present Audubon Park Commission which is composed of 24 members who are appointed by the Mayor of the City with the approval of the City Council. Each member serves a six-year term, with four members' terms expiring each year. On January 1, 1996, the Commission's name was changed from Audubon Park Commission to Audubon Commission (the Commission) effective with the City's adoption of amendments to its Home Rule Charter.

On November 4, 1986, City voters approved the levy of a three and four-fifths (3-4/5) mills property tax to finance the construction and certain operating expenses of the Audubon Aquarium of the Americas (the Aquarium). The vote was taken pursuant to Act 309, passed by the Legislature earlier in 1986, which provided that the Commission would develop, construct and operate the Aquarium, and authorized the City to levy and collect the aforementioned ad valorem tax, subject to voter approval, on behalf of the Commission. The City acts through the Commission in the issuance of bonds authorized by Act 309, and through the Board of Liquidation, City Debt, in the sale of its bonds. Construction of the Aquarium of the Americas and Woldenberg Riverfront Park was begun in 1987 and the bonds (Audubon Park Commission Aquarium Bonds, Series 1988 - $25,000,000) were issued in 1988. Construction was completed and the Aquarium was opened to the public in September 1990. Phase II of the Aquarium was completed in 1995.

On June 1, 1990, the Commission and the City entered into an agreement to lease approximately 128 acres of City-owned property as part of construction and operation of a Wilderness Park, Species Survival Center, and Research Center. The agreement, which terminates on February 28, 2040, requires an annual payment to the City's General Fund of one dollar ($1.00) per year for a period of fifty (50) years, payable in a lump sum on June 1, 1990. Adjacent to the City property is 986 acres of United States Coast Guard (Coast Guard) property for which the Coast Guard granted the Commission a 25-year land use license on June 1, 1990. A 25-year renewal option was executed on July 1, 2010 and started on June 1, 2015; the renewal ends on May 31, 2040 with an option for renewal for 25 years thereafter. Together, these sites comprise Freeport-McMoRan Audubon Species Survival Center and Wilderness Park. Improvements completed by the Commission include Audubon Center for Research of Endangered Species (a 36,000 square foot scientific research facility); Audubon Aquatics Center (houses aquatic wildlife rehabilitation and aquarium husbandry operations); Freeport-McMoRan Audubon Species Survival Center (large-scale animal enclosures and barns in forested settings); and Audubon Wilderness Park (education space, restrooms, trails, and picnic shelters).

Note 1. Organization (Continued)

General Information (Continued)

Effective October 1, 1994, the Commission received assignment of a facility lease by the Society for Environmental Education (as lessee) with the City (as lessor). The Society for Environmental Education operates as the Audubon Louisiana Nature Center.

The Audubon Butterfly Garden and Insectarium opened in the summer of 2008. During 2020, the Audubon Butterfly Garden and Insectarium suspended operations due to COVID-19 and eventually closed its location. The Insectarium was incorporated into Phase II of the Aquarium as part of a major transformation of Audubon's downtown campus.

In May 2019, the voters of New Orleans approved a new 20-year 1.95 property tax millage. It began in 2021 when the old millages expired.

Audubon Nature Institute, Inc. (the Institute) is a nonprofit organization incorporated October 31, 1975, exclusively for educational purposes, including for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code. Pursuant to the Revised and Restated Management and Cooperative Endeavor Agreement (the Agreement) discussed below between the Institute and the Commission, the Institute operates and manages the Audubon Facilities, as defined below, for the benefit of the Commission, an independent agency of the City of New Orleans.

As described above, the Commission owns, controls, and manages various facilities in the State of Louisiana in fulfillment of its goals, purposes, and objectives, including, but not limited to Audubon Park, Audubon Zoo, Audubon Aquarium, Audubon Insectarium, Woldenberg Riverfront Park, Freeport-McMoRan Audubon Species Survival Center, Audubon Center for Research of Endangered Species, Audubon Louisiana Nature Center, and Audubon Wilderness Park, collectively the Audubon Facilities as referred to above.

Per the Agreement in place in 2021 and previous years, the Commission paid for the cost and operation of the Audubon Facilities, with the Commission reimbursing the Institute for all expenses that it incurred on behalf of the Commission in furtherance of the Agreement. On December 31, 2021, and again on December 31, 2024, the Agreement was amended and restated. The Institute shall continue to undertake complete operation, management, and control, subject to the reserved rights and responsibilities of the Commission. As part of the implementation of the Agreement, on January 1, 2022, the Commission transferred certain assets and liabilities related to operations and management of the Audubon Facilities. The Agreement terminates on December 31, 2036, unless extended by the parties. The following are the main terms to the Agreement with financial reporting impacts.

Note 1. Organization (Continued)

General Information (Continued)

The Institute, in order to achieve and continue the public purpose of the Agreement and its management obligations set forth within the Agreement, shall retain in its own account Earned Revenue and Other Revenue for the operation, maintenance, and development of Audubon Facilities. Such Earned and Other Revenue shall be administered by the Institute and deposited in an account to be used for the operation of the Audubon Facilities (hereinafter referred to as the Institute Operating Account). For the avoidance of doubt, it is the understanding of the parties that in no event shall Earned Revenue or Other Revenue be considered public funds.

It is the intent of both parties that Earned Revenue (defined as admission fees, special event fees, special event rental fees, contractual income, food and merchandise revenue, and other fees collected attributable to the Audubon Facilities), Other Revenue (defined as qualifying philanthropic sponsorships, grants specific to the Institute), and Commission Revenue (defined as tax revenue, bond proceeds, intergovernmental grants, or Commission real estate lease revenue) will be used for the benefit of all Audubon Facilities, in furtherance of the missions of both the Commission and the Institute and will cover all necessary expenses related to operation, maintenance, upgrade and development of the Audubon Facilities. Reserves and/or total positive net Earned Revenue shall also be used for the benefit of and for operation, maintenance, and development of the Audubon Facilities.

Specific grants received by the Commission from the Institute consist of donations received and grants obtained by the Institute for capital improvements of the Audubon Facilities discussed above.

Necessary expenses of the Institute relating to the operation, maintenance, upgrade and development of the Audubon Facilities shall be paid by the Commission through transfer to the Institute of Commission Revenue, including tax revenue, bond proceeds, intergovernmental grants, and Commission real estate lease revenue and any other Commission revenue due to the Commission.

All tax revenues, bond proceeds, intergovernmental grants, Commission real estate lease revenue and any other Commission Revenue due to the Commission for the operation, maintenance, upgrade and development of the Audubon Facilities shall be administered by the Institute on behalf of and in the name of the Commission and deposited in an account administered by the Institute on behalf of and in the name of the Commission (hereinafter referred to as the "Commission Account"). For the avoidance of doubt, it is the understanding of the parties that funds maintained in the Commission Account are considered public funds.

Environmental Risks

The Commission is insured for natural disasters and has property damage insurance and business interruption insurance limits of up to $75,000,000 for all Audubon Facilities.

Note 2. Summary of Significant Accounting Policies

Basis of Presentation - Fund Accounting

The proprietary fund is used to account for the Commission's ongoing operations and activities which are similar to those in the private sector. Proprietary funds are accounted for using a flow of economic resource measurement focus under which assets and liabilities associated with the operation of these funds are included in the statement of net position. The statements of revenues, expenses, and changes in net position present increases (revenues) and decreases (expenses) in net position. The Commission maintains one proprietary fund type - the enterprise fund. Certain amounts presented in the prior year have been reclassified to be consistent with the current year's presentation.

Basis of Accounting

Basis of accounting refers to the point at which revenues or expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made regardless of the measurement focus applied. The proprietary fund is presented on the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Basis of Reporting

In accordance with Governmental Accounting Standards Board (GASB) Statement No. 34, *Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments, as amended*, net position is classified into three components - net investment in capital assets, restricted, and unrestricted. These classifications are defined as follows:

Net Investment in Capital Assets - This component of net position consists of capital position, including restricted capital assets, net of accumulated depreciation, and right-of-use assets, reduced by the outstanding balances of any bonds, mortgages, notes, lease liabilities, or other borrowings that are attributable to the acquisition, construction, or improvement of those assets plus deferred outflows of resources less deferred inflows of resources related to those assets.

Restricted - This component of net position consists of constraints placed on net position use through external constraints imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or constraints imposed by law through constitutional provisions or enabling legislation.

Unrestricted - This component of net position consists of net position that do not meet the definition of "restricted" or "net investment in capital assets."

Note 2. Summary of Significant Accounting Policies (Continued)

Cash and Cash Equivalents

The enterprise fund considers all short-term and highly liquid investments with an original maturity of ninety days or less to be cash equivalents.

Capital Assets

Capital assets greater than $10,000 and a useful life of over one year are recorded at historical cost, net of accumulated depreciation. Depreciation is computed using the straight-line method over the estimated useful lives (ranging from 20 to 40 years for buildings and fixed exhibitory, and 3 to 20 years for equipment) of the assets. Equipment under capital leases is amortized using the straight-line method over the shorter of the lease term or its useful life. When assets are retired or otherwise disposed of, the cost and related accumulated depreciation are removed from the accounts and any resulting gain or loss is recognized in revenue or expense for the period. The cost of maintenance and repairs is charged to operations as incurred and significant renewals and betterments are capitalized.

The Commission reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying value of an asset might not be recoverable through future utilization. An impairment change is recognized when the fair value of an asset is less than its carrying value.

Restricted Assets

Restricted assets consist primarily of cash maintained in the applicable enterprise fund in accordance with bond indentures and amounts held in trust for capital expenditures. This category is also used to report amounts receivable from public agencies in connection with the funding of capital projects.

Revenue Recognition

Revenues related to dedicated taxes, as well as grants and other support not deemed an exchange transaction are recognized when received. Unearned receipts of funds from cooperative endeavor agreements (see Note 9) are recorded as unearned revenue until earned.

Leases

Lessor

The Commission is a lessor for multiple noncancellable leases of land and property. The Commission's leases receivable are measured at the present value of lease payments expected to be received during the lease terms adjusted for the Consumer Price Index at the beginning to the lease, if applicable. Under the lease agreements, the Commission may receive variable lease payments that are dependent upon the lessee's revenue. The variable payments are recorded as an inflow of resources in the period the payment is received.

Note 2. Summary of Significant Accounting Policies (Continued)

Leases (Continued)

Lessor (Continued)

The deferred inflow of resources is measured as the initial amount of the lease receivable, adjusted for lease payments received at or before the lease commencement date. Subsequently, the deferred inflow of resources is recognized as revenue on a straight-line basis over the term of the lease and are included in rental income on the statement of revenues, expenses and changes in net position. The Commission uses the stated rate in the lease or its estimated incremental borrowing rate as the discount rate for the leases. See Note 8 for more information on lessor leases.

Lessee

Under GASB 87, leases are categorized into three categories: short-term leases, leases that transfer ownership, and all other leases. For short-term leases, payments will be recorded as expenses as incurred by the lessee and revenue as received by the lessor. For leases that transfer ownership at the end of the lease, the Commission classifies these leases as finance leases. The Commission has one finance lease agreement as lessee. For all other leases, a lessee is required to recognize a lease liability and an intangible right to use lease asset, included in capital assets. The Commission uses the stated rate in the lease or its estimated incremental borrowing rate as the discount rate for the leases. See Note 8 for more information on lessee leases.

The Commission also leases property through an agreement wherein the lease was prepaid. See Note 4 for more information on this lease.

Budgeting

Operating and capital expenditure budgets are presented to the Commission by the Institute and are prepared on a basis consistent with U.S. GAAP. Budget information is utilized for analytical purposes, and the budget process is a key component of the Commission's management control environment.

Recent Accounting and Reporting Standards

The following standard have been implemented by the Commission in the year ended December 31, 2025:

GASB Statement No. 102, *Certain Risk Disclosures*

The objective of the Statement is to provide users of government financial statements with essential information about risks related to government's vulnerabilities due to certain concentrations or constraints. The implementation of the Statement did not have significant impact on the Commission's financial statements.

The following standards have been issued but are not yet effective for the Commission:

GASB Statement No. 103, *Financial Reporting Model Improvements*

The objective of the Statement is to improve key components of the financial reporting model to enhance its effectiveness in providing information that is essential for decision making and assessing a government's accountability. The Statement is effective for fiscal years beginning after June 15, 2025.

Note 2. Summary of Significant Accounting Policies (Continued)

Recent Accounting and Reporting Standards (Continued)

GASB Statement No. 104, *Disclosure of Certain Capital Assets*
The objective of the Statement is to provide users of government financial statements with essential information about certain types of capital assets. The Statement is effective for fiscal years beginning after June 15, 2025.

Management is currently evaluating the effects of the new GASB pronouncements scheduled for implementation for the ending December 31, 2026.

Note 3. Cash and Cash Equivalents

Cash on Deposit

The Commission's deposits at financial institutions at December 31, 2025 and 2024 were $3,995,869 and $5,409,514, respectively.

Custodial credit risk is the risk that in the event of a bank failure, the Commission's deposits may not be returned. The Commission periodically maintains cash in bank accounts in excess of insured limits. The Federal Deposit Insurance Corporation (FDIC) secures accounts in insured institutions up to $250,000 per depositor. As of December 31, 2025, the Commission had approximately $3,732,000 deposits in excess of the FDIC insured limit at one institution. Also at this institution, as of December 31, 2025 the Commission had $2,593,349 invested in the Goldman Sachs Financial Square Government Fund, which is a money market fund rated AAAm by the Standard & Poor's Investor Services. The holdings at this institution were secured from risk by $18,864,775 of pledged securities held by the custodial bank in the name of the Commission and fiscal agent bank which serves to mitigate the custodial credit risk of the Commission's deposits. As of December 31, 2025 and 2024, the Commission held $4,208,135 and $14,086,404, respectively, at a separate institution, which was invested in the Fidelity Investments Money Market Government Portfolio - Class I, a money market fund rated AAAm by the Standard & Poor's Investor Services.

Credit risk is defined as the risk that an issuer or other counterparty to an investment transaction will not fulfill its obligations. The Commission does not have a formal credit risk policy. However, in practice, the credit risk is minimized by investing in money market funds containing underlying securities which are issued or guaranteed as to principal and interest by the U.S. government or its agencies and instrumentalities.

As of December 31, 2025 and 2024, no funds were exposed to custodial credit risk.

Note 3. Cash and Cash Equivalents (Continued)

Restricted Cash

As of December 31, 2025 and 2024, restricted cash included cash held with several financial institutions totaling $9,116,963 and $34,115,046, respectively, for various capital projects (see Note 9). These assets are presented as other assets in the statements of net position.

Per GASB authoritative guidance, unless there is information to the contrary, obligations of the U.S. government or obligations explicitly guaranteed by the U.S. government are not considered to have credit risk and do not require disclosure of credit quality.

Interest Rate Risk

It is not the Commission's policy to limit investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Note 4. Prepaid Lease - Dock Board

On April 30, 1992, the Commission, the City, and the Board of Commissioners of the Port of New Orleans (the Port) entered into an agreement titled "Riverfront Economic Development Agreement" (the Riverfront Agreement). The Riverfront Agreement included a provision for paying the Port $11,000,000 for the use of property under the control of the Port, which the Commission funded through its Aquarium Revenue Bonds, Series 1992 A.

The $11,000,000 payment relieves the Commission of all rents and fees associated with the development and occupancy of the Aquarium and its related facilities for the 99-year term of the Riverfront Agreement. This payment is presented as prepaid lease - dock board on the statements of net position and is being amortized on a straight-line basis over the term of the Riverfront Agreement. Amortization expense for the years ended December 31, 2025 and 2024 was $115,789, respectively.

Note 5. Capital Assets

Capital assets are summarized as follows by major classification at December 31, 2025:

	Balance 1/1/2025	Additions/ Increases	Transfers	Disposals/ Retirements	Balance 12/31/2025
Capital Assets Not Depreciated					
Land	$ 800,000	$ -	$ -	$ -	$ 800,000
Construction in Progress	20,064,555	29,695,795	(13,357,458)	(100,000)	36,302,892
Total Capital Assets Not Depreciated	20,864,555	29,695,795	(13,357,458)	(100,000)	37,102,892
Capital Assets Being Depreciated					
Buildings and Fixed Exhibitory	332,123,603		13,357,458	-	345,481,061
Equipment	18,192,907	18,113	-	(1,003,960)	17,207,060
Total Capital Assets Being Depreciated	350,316,510	18,113	13,357,458	(1,003,960)	362,688,121
Capital Assets Being Amortized					
Leased Equipment	846,672	-	-	-	846,672
Total Capital Assets Being Amortized	846,672	-	-	-	846,672
Less: Accumulated Depreciation and Amortization	(206,162,698)	(11,572,561)	-	995,760	(216,739,499)
Total Capital Assets, Net	$ 165,865,039	$ 18,141,347	$ -	$ (108,200)	$ 183,898,186

Capital assets are summarized as follows by major classification at December 31, 2024:

	Balance 1/1/2024	Additions/ Increases	Transfers	Disposals/ Retirements	Transfer to the Institute	Balance 12/31/2024
Capital Assets Not Depreciated						
Land	$ 800,000	$ -	$ -	$ -	$ -	$ 800,000
Construction in Progress	5,182,766	17,873,640	(2,991,851)	-	-	20,064,555
Total Capital Assets Not Depreciated	5,982,766	17,873,640	(2,991,851)	-	-	20,864,555
Capital Assets Being Depreciated						
Buildings and Fixed Exhibitory	329,131,752	-	2,991,851	-	-	332,123,603
Equipment	18,203,542	147,543	-	(158,178)	-	18,192,907
Total Capital Assets Being Depreciated	347,335,294	147,543	2,991,851	(158,178)	-	350,316,510
Capital Assets Being Amortized						
Leased Equipment	846,672	-	-	-	-	846,672
Total Capital Assets Being Amortized	846,672	-	-	-	-	846,672
Less Accumulated Depreciation and Amortization	(194,639,728)	(11,481,148)	-	158,178	-	(206,162,698)
Total Capital Assets, Net	$ 159,325,004	$ 6,540,035	$ -	$ -	$ -	$ 165,865,039

Depreciation and amortization expense for the years ended December 31, 2025 and 2024, related to these assets amounted to approximately $11,573,000 and $11,481,000, respectively.

Note 6. Long-Term Debt

Bonds and other debt payable at December 31, 2025 and 2024 were comprised of the following:

		2025		2024
Limited Tax Bonds				
Audubon Commission Limited Tax Bonds Series 2020, due in annual installments of $345,000 to $735,000 from October 2022 through October 2040; 4.205%.	**$**	**8,010,000**	$	8,410,000
Audubon Commission Limited Tax Bonds Series 2021, due in annual installments of $230,000 to $3,525,000 from October 2022 through October 2040; 4.076%.		**31,150,000**		31,555,000
Other Debt				
State of Louisiana, Office of Community Development Gulf Opportunity Zone Act Loan.		**9,641,326**		9,641,326
Total Bonds Payable and Other Debt		**48,801,326**		49,606,326
Plus: Unamortized Premium, Net		**6,627,576**		7,071,471
Total		**55,428,902**		56,677,797
Less: Current Maturities		**(2,025,000)**		(1,905,000)
Bonds Payable and Other Debt, Noncurrent	**$**	**53,403,902**	$	54,772,797

Details of the bonds and loan payable are as follows:

Limited Tax Bonds - Series 2021
On December 15, 2021, the Commission issued $33,860,000 Limited Tax Bonds Series 2021 with a net interest cost of 4.076%. The Bonds were issued for the purpose of constructing and improving the parks, recreational, and wildlife conservation facilities of the Commission. The Bonds are valid and binding special and limited obligations of the City of New Orleans (the City) and are payable from and secured solely by Commission's portion of the revenues of the separate ad valorem tax of 6.31 mills (the Tax), which is authorized to be levied in the City each of the years 2021 through 2040 pursuant to a special election held in the City on May 4, 2019 (subject to adjustment from time to time due to reassessment).

Note 6. Long-Term Debt (Continued)

Limited Tax Bonds - Series 2020
On November 10, 2020, the Commission issued $9,500,000 Limited Tax Bonds Series 2020 with a net interest cost of 4.205%. The Bonds were issued for the purpose of constructing and improving the parks, recreational, and wildlife conservation facilities of the Commission. The Bonds are valid and binding special and limited obligations of the City and are payable from and secured solely by Commission's portion of the revenues of the separate ad valorem tax of 6.31 mills (the Tax), which is authorized to be levied in the City each of the years 2021 through 2040 pursuant to a special election held in the City on May 4, 2019 (subject to adjustment from time to time due to reassessment).

Gulf Opportunity Zone Act Loan
In July 2006, pursuant to the Public Law 109-135 of the United States Congress, the Gulf Opportunity Zone Act of 2005 was enacted to provide tax relief and tax credit bond authority designed to aid the State of Louisiana (the State) with recovery efforts from Hurricane Katrina and Hurricane Rita. Accordingly, the State, Office of Community Development loaned the Commission $4,907,500 to make the scheduled debt payments for the Aquarium Revenue Refunding Bonds, Series 1997 and $11,851,006 to make scheduled debt payments for the Improvement and Refunding Zoo Bonds, Series 1997, Aquarium Refunding Bonds, Series 2001 A, Aquarium Bonds, Series 2001 B, and Aquarium Refunding Bonds, Series 2003 A through 2009.

Per the agreement the funds were maintained at the State identified trustee and disbursed according to the debt schedule. Once funds were disbursed by the State, the debt service payments were made with the proceeds and amounts recorded as loans payable by the Commission. No principal or interest was payable during the initial five-year period of the loan. An extension was requested in 2011 to defer the payment of principal and interest for an additional five years but was denied. In 2015, the loan was re-amortized as part of a cooperative endeavor agreement explained below. As part of the re-amortization of the loan, $1,223,438 of accrued interest on the loan was reclassified as principal for a total of $16,593,565 which bears interest at 4.64%.

On October 1, 2015, the Commission and the State entered into a cooperative endeavor agreement (CEA) whereby the Commission agreed to invest in the Woldenberg Riverfront Park (the Park) an amount of not less than $1 million per year for 10 years for the purpose of capital improvements, advertising, marketing, maintenance, and food and beverage service to increase the use of the park for annual festivals and other events based on multi-year contracts for such events.

On October 21, 2019, the Commission and the State cancelled and terminated the October 1, 2015 CEA. On the same date, the payment terms of the 2006 loan were amended. Amendment No. 1 extends the repayment period for the loan in order to ensure full repayment of the amounts due under the 2006 agreement. All other provisions of the 2006 Agreement remain in full force and effect. As a result of the amendment, the loan was increased by $737,180 to agree to the amended loan balance.

Note 6. Long-Term Debt (Continued)

Gulf Opportunity Zone Act Loan (Continued)

On April 1, 2025, the Commission and the State executed Amendment No. 2 to the Cooperative Endeavor Agreement. The Amendment allows for the value of new tax collections and capital investments generated by the Goldring Woldenberg Riverfront Parks and their programs to satisfy remaining obligations on GO Zone bonds in lieu of cash payments. Similar to the terms in the 2015 CEA, the Amendment No. 2 calls for annual reporting of performance against baseline attendance benchmarks of 800,000 guests (increased to 820,000 after base year) with average spending of $700 substantiated by acceptable tourism data, as well as investments of $1 million annually for capital and operations of Woldenberg Riverfront Park and Governor Nicholls/ Esplanade Wharf Parks. An insufficiency in either area would result in the requirement of payment of a portion of the annual debt payment, calculated as a ratio of actual results to the established benchmarks. The loan matures July 31, 2031.

A summary of changes in bonds payable and other debt during 2025 and 2024 are as follows:

	Limited Tax Bonds	Gulf Opportunity Zone Loan	Total
Balance January 1, 2025	**$ 39,965,000**	**$ 9,641,326**	**$ 49,606,326**
Additions	**-**	**-**	**-**
Reductions	**(805,000)**	**-**	**(805,000)**
Balance December 31, 2025	**$ 39,160,000**	**$ 9,641,326**	**$ 48,801,326**
Due within One Year	**$ 925,000**	**$ 1,100,000**	**$ 2,025,000**

	Limited Tax Bonds	Gulf Opportunity Zone Loan	Total
Balance January 1, 2024	$ 41,120,000	$ 10,241,326	$ 51,361,326
Additions	-	-	-
Reductions	(1,155,000)	(600,000)	(1,755,000)
Balance December 31, 2024	$ 39,965,000	$ 9,641,326	$ 49,606,326
Due within One Year	$ 805,000	$ 1,100,000	$ 1,905,000

Note 6. Long-Term Debt (Continued)

Expected debt service requirements on all debt outstanding as of December 31, 2025 are as follows:

Year Ending	Limited Tax Bonds		Gulf Opportunity Zone Loan		Total	
December 31,	Principal	Interest	Principal	Interest	Principal	Interest
2026	$ 925,000	$ 1,628,600	$ 1,100,000	$ 203,223	$ 2,025,000	$ 1,831,823
2027	1,055,000	1,582,350	1,125,000	175,468	2,180,000	1,757,818
2028	1,190,000	1,529,600	1,150,000	147,103	2,340,000	1,676,703
2029	1,335,000	1,470,100	1,175,000	118,128	2,510,000	1,588,228
2030	1,485,000	1,403,350	1,200,000	88,543	2,685,000	1,491,893
2031-2035	13,450,000	5,831,900	3,891,326	58,348	17,341,326	5,890,248
2036 - 2040	19,720,000	2,428,400	-	-	19,720,000	2,428,400
Total	$ 39,160,000	$ 15,874,300	$ 9,641,326	$ 790,813	$ 48,801,326	$ 16,665,113

Note 7. Transactions with Audubon Nature Institute

As mentioned in Note 1, the Institute operates and manages the Audubon Facilities for the benefit of the Commission as evidenced by the revised and restated Agreement. The Agreement provides that all Earned Revenue and Other Revenue for the operation, maintenance and development of the Audubon Facilities shall be deposited and administered in an account maintained and administered by the Institute. All revenues of the Commission that are for the operation, maintenance, upgrade and development of the Audubon Facilities shall be deposited in an account on behalf of and in the name of the Commission and administered and maintained by the Institute on behalf of and in the name of the Commission. Specific grants or donations received by the Institute related to capital improvements will be transferred to the Commission.

At December 31, 2025 and 2024, the Institute has incurred expenses on behalf of the Commission in amounts exceeding the reimbursements received from the Commission for those expenses. At December 31, 2025 and 2024, the amount due to the Institute from the Commission totaled $172,392 and $56,597, respectively.

The Institute has provided support to the Commission to fund certain capital projects and operational support. For the years ended December 31, 2025 and 2024, those amounts totaled $1,459,948 and $2,549,210, respectively.

Note 8. Leases

Lessor Leases
The Commission participates in numerous leases where it serves as the lessor.

The Commission leases land for a parking area which has a term of 10 years which began June 1, 2017 and ends May 31, 2027. The lease calls for an annual payment of $480,000 paid monthly with an annual CPI adjustment. The interest rate for this lease is 3%. As of December 31, 2025 and 2024, this lease resulted in a lease receivable of $957,561 and $1,567,487, respectively, and deferred inflows of resources of $776,644 and $1,324,864, respectively.

In August 2024, an agreement was signed to lease certain designated spaces within Woldenberg Park to install, operate and maintain cell communications equipment for a term of 10 years. The lease calls for an annual license fee of $57,600 to be paid annually in equal monthly installments of $4,800. The interest rate for this lease is 3.81%. As of December 31, 2025 and 2024, this lease resulted in a lease receivable of $463,934 and $520,973, respectively and deferred inflows of resources of $450,250 and $502,347, respectively.

The Commission leased a baseball complex, soccer field, and Avenger Field located in Audubon Park for a term of 5 years which began December 1, 2020 and ended November 30, 2025. Upon expiration, the lease converted to a month to month arrangement. The lease called for monthly payments of $4,000. The interest rate for this lease was 3%. As of December 31, 2025 and 2024, this lease resulted in a lease receivable of $-0- and $43,349, respectively, and deferred inflows of resources of $-0- and $40,965, respectively.

The Commission leased wharves and certain adjacent land for a term of 5 years with automatic renewals for five consecutive 5-year periods which began June 1, 2000, with automatic renewals for five consecutive five year periods. With extensions, the lease continued through May 31, 2025, at which time an additional five year extension was executed. Lease receivable and deferred inflows of resources from this arrangement totaled $357,158. The lease calls for a monthly base rent with a CPI adjustment annually. The 2024 and 2025 monthly base rent is approximately $6,100. The interest rate for this lease is 3%. As of December 31, 2025 and 2024, this lease resulted in a lease receivable of $323,902 and $30,424, respectively, and deferred inflows of resources of $286,675 and $27,699, respectively.

For the years ended December 31, 2025 and 2024, lease revenue and interest income relating to these leases totaled $840,370 and $780,704, respectively.

Note 8. Leases (Continued)

Annual principal receipts on the receivable and related interest on these leases are as follows:

Year Ending December 31,	Principal	Interest
2026	$ 776,285	$ 43,653
2027	406,420	23,287
2028	122,326	17,929
2029	129,248	13,698
2030	87,841	9,768
2031 - 2034	223,277	15,960
Total	$ 1,745,397	$ 124,295

Lessee Lease - Finance
The Commission entered into a finance purchase agreement to finance an energy savings performance contract whereby the Commission will lease the necessary equipment for energy conservation measures applied to existing buildings that improve energy efficiency and are life cycle cost effective. Under the terms of the contract, title of the equipment transfers at the end of the lease term. The term of the initial lease agreement expires in August 2038. The equipment under capital lease as of December 31, 2025 had a cost of $4,166,465 and accumulated amortization of $1,041,616 and is included in capital assets.

Future payments for the finance lease agreement as of December 31, 2025 are as follows:

Year Ending December 31,	Principal	Interest
2026	$ 194,177	$ 120,023
2027	202,558	112,442
2028	211,366	104,534
2029	220,722	96,278
2030	230,237	87,663
2031 - 2035	1,309,477	295,468
2036 - 2038	827,341	47,618
Total	$ 3,195,878	$ 864,026

Lessee Leases - Other
The Commission leases various equipment for terms of 60 months ending between April 2026 and October 2028. The minimum monthly payments on the leases range from $575 to $6,303 with an interest rate of 2%. As of December 31, 2025 and 2024, the balance of the right of use asset, net of amortization was $252,014 and $418,536, respectively, and the lease liability was $251,644 and $421,950, respectively.

Note 8. Leases (Continued)

Lessee Leases - Other (Continued)
Future lease payments required under this lease is as follows:

Year Ending December 31,	Principal	Interest
2026	$ 116,519	$ 3,559
2027	99,567	1,600
2028	35,558	188
Total	$ 251,644	$ 5,347

A summary of the lease liabilities during 2025 and 2024 is as follows:

	Balance December 31, 2024	**Additions**	**Reductions**	**Balance December 31, 2025**	**Amounts Due Within One Year**
Finance Lease Liability	**$ 3,381,989**	**$ -**	**$ (186,111)**	**$ 3,195,878**	**$ 194,177**
Other Lease Liabilities	**421,950**	**-**	**(170,306)**	**251,644**	**116,519**
	$ 3,803,939	**$ -**	**$ (356,417)**	**$ 3,447,522**	**$ 310,696**

	Balance December 31, 2023	Additions	Reductions	Balance December 31, 2024	Amounts Due Within One Year
Finance Lease Liability	$ 3,560,550	$ -	$ (178,561)	$ 3,381,989	$ 186,111
Other Lease Liabilities	588,982	-	(167,032)	421,950	170,307
	$ 4,149,532	$ -	$ (345,593)	$ 3,803,939	$ 356,418

Note 9. Commitments and Contingencies

Construction in Progress

As of December 31, 2025, the Commission has approximately $6,000,000 remaining on construction projects still ongoing.

Governor Nicholls and Esplanade Wharves Development

Audubon Commission has entered into two cooperative endeavor agreements related to the development of public green space on the Governor Nicholls and Esplanade wharves. The projects will offer over 2.25 miles of continuous public access to the Mississippi River, revitalizing New Orleans' downtown riverfront, and are as follows:

On February 6, 2018, the City of New Orleans and the Commission entered into a cooperative endeavor agreement (Wharves Agreement) allowing the Commission to redevelop the Governor Nicholls and Esplanade Wharves into a public park and recreational facilities.

Note 9. Commitments and Contingencies (Continued)

Governor Nicholls and Esplanade Wharves Development (Continued)
Upon completing construction, the Commission will operate and assume responsibility for the property. The Wharves Agreement's term runs from February 6, 2018 to October 23, 2086.

In February 2019, the City of New Orleans' Mayor's office approached the Commission about extending certain deadlines noted in the Wharves Agreement for 12 to 21 months due to the Mayor's desire for additional public engagement and the transition needs of the wharves' tenant, TCI Packaging, LLC. The agreement was amended in 2019 to extend deadlines due to the status of the current tenant's new location. The Cooperative Endeavor Agreement was amended again in 2021 to extend deadlines by four calendar years from the original agreement to allow for delays due to the COVID-19 pandemic.

On November 22, 2017, the Commission entered into a separate cooperative endeavor agreement (the Wharves Funding Agreement) with the Ernest M. Morial New Orleans Exhibition Hall Authority (the Authority) and the New Orleans Convention and Visitors Bureau (CVB) to raise the initial funding to support the Wharves Agreement. Under the Wharves Funding Agreement, the Authority will provide $9 million, the CVB will provide $2 million, and the Commission will provide or raise $4 million. The parties also entered into an escrow agreement with Iberia Bank to serve as escrow agent. The first payment to the escrow account of $10 million from all parties was completed April 17, 2018. Pursuant to the Funding Agreement, the parties made the remaining escrow payment of $5 million on February 4, 2019. The balance is included in cash with fiscal agent restricted for capital projects (see Note 3) in the statements of net position. The unearned portion of these funds is included in unearned revenue in the statement of net position. At December 31, 2024, the unearned balance totaled $8,770,817, and was recognized as revenue during 2025, and included in other revenue on the statement of revenues, expenses, and changes in net position.

Design and public outreach efforts began in 2018, with a series of public meetings and a project website to collect community input. The process was paused during the COVID-19 pandemic and restarted in 2023. The City approved Schematic Design plans on November 1, 2023. The project broke ground in 2024, construction continued on schedule and on budget through 2025 with an anticipated opening in Spring 2026.

Note 10. Litigation

Certain claims and suits have been filed against the Commission. The majority of these claims are covered by insurance and, based on all available information and consultation with the Commission's legal counsel; management does not believe the ultimate resolution of these matters will have a significant effect on the Commission's financial position, results of operations, or cash flows.

Note 11. Tax Abatements

The City of New Orleans maintains a Restoration Tax Abatement Program that provides commercial property owners and homeowners who expand, restore, or develop an existing structure in a downtown development district, economic development district, or historic district the right to pay ad valorem taxes based on the assessed valuation of the property for the year prior to the commencement of the project for five years after completion of the work. During the fiscal year ended December 31, 2025, there were nine tax abatements under the Restoration Tax Abatement Program with exemptions. During the fiscal year ended December 31, 2025, ad valorem taxes abated applicable to the Commission totaled $2,053.

MAULDIN & JENKINS
CPAs & ADVISORS

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*

Independent Auditor's Report

To the Board of Directors of
Audubon Commission

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*), the financial statements of the business-type activities of Audubon Commission (the Commission) for the year ended December 31, 2025, and the related notes to the financial statements, which collectively comprise the Commission's basic financial statements, and have issued our report thereon dated June 6, 2026.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Commission'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 Commission's internal control. Accordingly, we do not express an opinion on the effectiveness of the Commission'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 combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of an 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 maternal 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 Commission'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 Commission'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 Commission's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Under Louisiana Revised Statute 24:513, this report is distributed by the Louisiana Legislative Auditor as a public document.

Mauldin & Jenkins, LLC

Metairie, LA
June 6, 2026

Part 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?	None Reported
Noncompliance Material to Financial Statements Noted?	No

Federal Awards

Not applicable.

Part II - Financial Statement Audit Findings

No matters were reported.

Part III - Findings and Questioned Costs for Major Federal Award Programs Audit

Not applicable.

AUDUBON COMMISSION
Summary Schedule of Prior Audit Findings
For the Year Ended December 31, 2025

The prior year single (or organization-wide) audit disclosed no significant findings, and no significant uncorrected or unresolved findings exist from prior single (or organization-wide) audits.

AUDUBON COMMISSION
Other Supplementary Information
Schedule of Compensation, Benefits, and Other Payments to Agency Head
For the Year Ended December 31, 2025

Louisiana Revised Statute (R.S.) 24:513(A)(3) as amended by Act 706 of the 2014 Regular Legislative Session requires that the total compensation, reimbursements, and benefits of an agency head or political subdivision head or chief executive officer related to the position, including but not limited to travel, housing, unvouchered expense, per diem, and registration fees to be reported as a supplemental report within the financial statement of local government and quasi-public auditees. In 2015, Act 462 of the 2015 Regular Session of the Louisiana Legislature further amended R.S. 24:513(A)(3) to clarify that nongovernmental entities or not-for-profit entities that received public funds shall report only the use of public funds for the expenditures itemized in the supplemental report.

Agency Head Name:
J. Kelly Duncan, President of the Audubon Commission

Purpose	Amount
Salary	$0
Benefits	$0
Other Payments	$0

See independent auditor's report.

MAULDIN & JENKINS
CPAs & ADVISORS

AGREED-UPON PROCEDURES REPORT

Audubon Commission

Independent Accountant's Report
On Applying Agreed-Upon Procedures

For the Period January 1, 2025 - December 31, 2025

To the Board of Commissioners
Audubon Commission and
the Louisiana Legislative Auditor

We have performed the procedures enumerated below on the control and compliance (C/C) areas identified in the Louisiana Legislative Auditor's (LLA's) Statewide Agreed-Upon Procedures (SAUPs) for the fiscal period January 1, 2025 through December 31, 2025. Audubon Commission's (the Commission) management is responsible for those C/C areas identified in the SAUPs.

The Commission has agreed to and acknowledged that the procedures performed are appropriate to meet the intended purpose of the engagement, which is to perform specified procedures on the C/C areas identified in LLA's SAUPs for the fiscal period January 1, 2025 through December 31, 2025. Additionally, LLA has agreed to and acknowledged that the procedures performed are appropriate for its purposes. This report may not be suitable for any other purpose. The procedures performed may not address all the items of interest to a user of this report and may not meet the needs of all users of this report and, as such, users are responsible for determining whether the procedures performed are appropriate for their purposes.

The procedures and associated findings are as follows:

1) Written Policies and Procedures

A. Obtain and inspect the entity's written policies and procedures and observe whether they address each of the following categories and subcategories if applicable to public funds and the entity's operations:

   i. ***Budgeting***, including preparing, adopting, monitoring, and amending the budget.

ii. ***Purchasing***, including (1) how purchases are initiated, (2) how vendors are added to the vendor list, (3) the preparation and approval process of purchase requisitions and purchase orders, (4) controls to ensure compliance with the Public Bid Law, and (5) documentation required to be maintained for all bids and price quotes.

iii. ***Disbursements***, including processing, reviewing, and approving.

iv. ***Receipts/Collections***, including receiving, recording, and preparing deposits. Also, policies and procedures should include management's actions to determine the completeness of all collections for each type of revenue or agency fund additions (e.g., periodic confirmation with outside parties, reconciliation to utility billing after cutoff procedures, reconciliation of traffic ticket number sequences, agency fund forfeiture monies confirmation).

v. ***Payroll/Personnel***, including (1) payroll processing, (2) reviewing and approving time and attendance records, including leave and overtime worked, and (3) approval process for employee rates of pay or approval and maintenance of pay rate schedules.

vi. ***Contracting***, including (1) types of services requiring written contracts, (2) standard terms and conditions, (3) legal review, (4) approval process, and (5) monitoring process.

vii. ***Travel and Expense Reimbursement***, including (1) allowable expenses, (2) dollar thresholds by category of expense, (3) documentation requirements, and (4) required approvers.

viii. ***Credit Cards (and debit cards, fuel cards, purchase cards, if applicable)***, including (1) how cards are to be controlled, (2) allowable business uses, (3) documentation requirements, (4) required approvers of statements, and (5) monitoring card usage (e.g., determining the reasonableness of fuel card purchases).

ix. ***Ethics***, including (1) the prohibitions as defined in Louisiana Revised Statute (R.S.) 42:1111-1121, (2) actions to be taken if an ethics violation takes place, (3) system to monitor possible ethics violations, and (4) a requirement that documentation is maintained to demonstrate that all employees and officials were notified of any changes to the entity's ethics policy.

x. ***Debt Service***, including (1) debt issuance approval, (2) continuing disclosure/EMMA reporting requirements, (3) debt reserve requirements, and (4) debt service requirements.

xi. ***Information Technology Disaster Recovery/Business Continuity***, including (1) identification of critical data and frequency of data backups, (2) storage of backups in a separate physical location isolated from the network, (3) periodic testing/verification that backups can be restored, (4) use of antivirus software on all systems, (5) timely application of all available system and software patches/updates, and (6) identification of personnel, processes, and tools needed to recover operations after a critical event.

xii. ***Prevention of Sexual Harassment***, including R.S. 42:342-344 requirements for (1) agency responsibilities and prohibitions, (2) annual employee training, and (3) annual reporting.

Results: No exceptions were found as a result of these procedures.

2) Board or Finance Committee

A. Obtain and inspect the board/finance committee minutes for the fiscal period, as well as the board's enabling legislation, charter, bylaws, or equivalent document in effect during the fiscal period, and

   i. Observe that the board/finance committee met with a quorum at least monthly, or on a frequency in accordance with the board's enabling legislation, charter, bylaws, or other equivalent document.

   ii. For those entities reporting on the governmental accounting model, review the minutes from all regularly scheduled board/finance committee meetings held during the fiscal year and observe whether the minutes from at least one meeting each month referenced or included monthly budget-to-actual comparisons on the general fund, quarterly budget-to-actual comparisons, at a minimum, on all proprietary funds, and semi-annual budget-to-actual comparisons, at a minimum, on all special revenue funds. *Alternatively, for those entities reporting on the not-for-profit accounting model, observe that the minutes referenced or included financial activity relating to public funds if those public funds comprised more than 10% of the entity's collections during the fiscal period.*

   iii. For governmental entities, obtain the prior year audit report and observe the unassigned fund balance in the general fund. If the general fund had a negative ending unassigned fund balance in the prior year audit report, observe that the minutes for at least one meeting during the fiscal period referenced or included a formal plan to eliminate the negative unassigned fund balance in the general fund.

   iv. Observe whether the board/finance committee received written updates of the progress of resolving audit finding(s), according to management's corrective action plan at each meeting until the findings are considered fully resolved.

Results: No exceptions were found as a result of these procedures.

3) Bank Reconciliations

A. Obtain a listing of entity bank accounts for the fiscal period from management and management's representation that the listing is complete. Ask management to identify the entity's main operating account. Select the entity's main operating account and randomly select 4 additional accounts (or all accounts if less than 5). Randomly select one month from the fiscal period, obtain and inspect the corresponding bank statement and reconciliation for each selected account, and observe that:

   i. Bank reconciliations include evidence that they were prepared within 2 months of the related statement closing date (e.g., initialed and dated or electronically logged);

   ii. Bank reconciliations include written evidence that a member of management or a board member who does not handle cash, post ledgers, or issue checks has reviewed each bank reconciliation within 1 month of the date the reconciliation was prepared (e.g., initialed and dated, electronically logged); and

   iii. Management has documentation reflecting it has researched reconciling items that have been outstanding for more than 12 months from the statement closing date, if applicable.

Results: No exceptions were found as a result of these procedures.

4) Collections (excluding electronic funds transfers)

A. Obtain a listing of deposit sites for the fiscal period where deposits for cash/checks/money orders (cash) are prepared and management's representation that the listing is complete. Randomly select 5 deposit sites (or all deposit sites if less than 5).

B. For each deposit site selected, obtain a listing of collection locations and management's representation that the listing is complete. Randomly select one collection location for each deposit site (e.g., 5 collection locations for 5 deposit sites), obtain and inspect written policies and procedures relating to employee job duties (if there are no written policies or procedures, then inquire of employees about their job duties) at each collection location, and observe that job duties are properly segregated at each collection location such that

   i. Employees responsible for cash collections do not share cash drawers/registers;

   ii. Each employee responsible for collecting cash is not also responsible for preparing/ making bank deposits, unless another employee/official is responsible for reconciling collection documentation (e.g., pre-numbered receipts) to the deposit;

   iii. Each employee responsible for collecting cash is not also responsible for posting collection entries to the general ledger or subsidiary ledgers, unless another employee/ official is responsible for reconciling ledger postings to each other and to the deposit; and

   iv. The employee(s) responsible for reconciling cash collections to the general ledger and/or subsidiary ledgers, by revenue source and/or custodial fund additions, is (are) not also responsible for collecting cash, unless another employee/official verifies the reconciliation.

C. Obtain from management a copy of the bond or insurance policy for theft covering all employees who have access to cash. Observe that the bond or insurance policy for theft was in force during the fiscal period.

D. Randomly select two deposit dates for each of the 5 bank accounts selected for Bank Reconciliations procedure #3A (select the next deposit date chronologically if no deposits were made on the dates randomly selected and randomly select a deposit if multiple deposits are made on the same day). *Alternatively, the practitioner may use a source document other than bank statements when selecting the deposit dates for testing, such as a cash collection log, daily revenue report, receipt book, etc.* Obtain supporting documentation for each of the 10 deposits and:

   i. Observe that receipts are sequentially pre-numbered.

   ii. Trace sequentially pre-numbered receipts, system reports, and other related collection documentation to the deposit slip.

   iii. Trace the deposit slip total to the actual deposit per the bank statement.

   iv. Observe that the deposit was made within one business day of receipt at the collection location (within one week if the depository is more than 10 miles from the collection location or the deposit is less than $100 and the cash is stored securely in a locked safe or drawer).

   v. Trace the actual deposit per the bank statement to the general ledger.

Not applicable.

5) Non-Payroll Disbursements (excluding card purchases, travel reimbursements, and petty cash purchases)

A. Obtain a listing of locations that process payments for the fiscal period and management's representation that the listing is complete. Randomly select 5 locations (or all locations if less than 5).

B. For each location selected under procedure #5A above, obtain a listing of those employees involved with non-payroll purchasing and payment functions. Obtain written policies and procedures relating to employee job duties (if the agency has no written policies and procedures, then inquire of employees about their job duties), and observe that job duties are properly segregated such that

   i. At least two employees are involved in initiating a purchase request, approving a purchase, and placing an order or making the purchase;

   ii. At least two employees are involved in processing and approving payments to vendors;

   iii. The employee responsible for processing payments is prohibited from adding/modifying vendor files, unless another employee is responsible for periodically reviewing changes to vendor files;

   iv. Either the employee/official responsible for signing checks mails the payment or gives the signed checks to an employee to mail who is not responsible for processing payments; and

   v. Only employees/officials authorized to sign checks approve the electronic disbursement (release) of funds, whether through automated clearinghouse (ACH), electronic funds transfer (EFT), wire transfer, or some other electronic means.

   [Note: Findings related to controls that constrain the legal authority of certain public officials (e.g., mayor of a Lawrason Act municipality) should not be reported).]

C. For each location selected under procedure #5A above, obtain the entity's non-payroll disbursement transaction population (excluding cards and travel reimbursements) and obtain management's representation that the population is complete. Randomly select 5 disbursements for each location, obtain supporting documentation for each transaction, and

   i. Observe whether the disbursement, whether by paper or electronic means, matched the related original itemized invoice and supporting documentation indicates that deliverables included on the invoice were received by the entity, and

   ii. Observe whether the disbursement documentation included evidence (e.g., initial/date, electronic logging) of segregation of duties tested under procedure #5B above, as applicable.

D. Using the entity's main operating account and the month selected in Bank Reconciliations procedure #3A, randomly select 5 non-payroll-related electronic disbursements (or all electronic disbursements if less than 5) and observe that each electronic disbursement was (a) approved by only those persons authorized to disburse funds (e.g., sign checks) per the entity's policy, and (b) approved by the required number of authorized signers per the entity's policy. *Note: If no electronic payments were made from the main operating account during the month selected the practitioner should select an alternative month and/or account for testing that does include electronic disbursements.*

   <u>Results:</u> No exceptions were found as a result of these procedures.

6) Credit Cards/Debit Cards/Fuel Cards/Purchase Cards (Cards)

A. Obtain from management a listing of all active credit cards, bank debit cards, fuel cards, and purchase cards (cards) for the fiscal period, including the card numbers and the names of the persons who maintained possession of the cards. Obtain management's representation that the listing is complete.

B. Using the listing prepared by management, randomly select 5 cards (or all cards if less than 5) that were used during the fiscal period. Randomly select one monthly statement or combined statement for each card (for a debit card, randomly select one monthly bank statement). Obtain supporting documentation, and

  i. Observe whether there is evidence that the monthly statement or combined statement and supporting documentation (e.g., original receipts for credit/debit card purchases, exception reports for excessive fuel card usage) were reviewed and approved, in writing (or electronically approved) by someone other than the authorized card holder (those instances requiring such approval that may constrain the legal authority of certain public officials, such as the mayor of a Lawrason Act municipality, should not be reported); and

  ii. Observe that finance charges and late fees were not assessed on the selected statements.

C. Using the monthly statements or combined statements selected under procedure #6B above, <u>excluding fuel cards</u>, randomly select 10 transactions (or all transactions if less than 10) from each statement, and obtain supporting documentation for the transactions (e.g., each card should have 10 transactions subject to inspection). For each transaction, observe that it is supported by (1) an original itemized receipt that identifies precisely what was purchased, (2) written documentation of the business/public purpose, and (3) documentation of the individuals participating in meals (for meal charges only). For missing receipts, the practitioner should describe the nature of the transaction and observe whether management had a compensating control to address missing receipts, such as a "missing receipt statement" that is subject to increased scrutiny.

D. Using the list of terminated employees obtained in Payroll and Personnel procedure #9C identify those individuals who had access to cards and randomly select 5 terminated employees (or all terminated employees with card access if less than 5) from this population. Observe evidence that the cards have been deactivated for these terminated employees. In cases where a card is shared by multiple users, obtain evidence that the terminated employees' authorization has been removed.

Not applicable.

7) Travel and Travel-Related Expense Reimbursements (excluding card transactions)

A. Obtain from management a listing of all travel and travel-related expense reimbursements during the fiscal period and management's representation that the listing or general ledger is complete. Randomly select 5 reimbursements and obtain the related expense reimbursement forms/prepaid expense documentation of each selected reimbursement, as well as the supporting documentation. For each of the 5 reimbursements selected

i. If reimbursed using a per diem, observe that the approved reimbursement rate is no more than those rates established either by the State of Louisiana (doa.la.gov/doa/ost/ppm-49-travel-guide/) or the U.S. General Services Administration (www.gsa.gov);

ii. If reimbursed using actual costs, observe that the reimbursement is supported by an original itemized receipt that identifies precisely what was purchased;

iii. Observe that each reimbursement is supported by documentation of the business/public purpose (for meal charges, observe that the documentation includes the names of those individuals participating) and other documentation required by Written Policies and Procedures procedure #1A(vii); and

iv. Observe that each reimbursement was reviewed and approved, in writing, by someone other than the person receiving reimbursement.

Not applicable.

8) Contracts

A. Obtain from management a listing of all agreements/contracts for professional services, materials and supplies, leases, and construction activities that were initiated or renewed during the fiscal period. *Alternatively, the practitioner may use an equivalent selection source, such as an active vendor list.* Obtain management's representation that the listing is complete. Randomly select 5 contracts (or all contracts if less than 5) from the listing, excluding the practitioner's contract, and

i. Observe whether the contract was bid in accordance with the Louisiana Public Bid Law (e.g., solicited quotes or bids, advertised), if required by law;

ii. Observe whether the contract was approved by the governing body/board, if required by policy or law (e.g., Lawrason Act, Home Rule Charter);

iii. If the contract was amended (e.g., change order), observe that the original contract terms provided for such an amendment and that amendments were made in compliance with the contract terms (e.g., if approval is required for any amendment, the documented approval); and

iv. Randomly select one payment from the fiscal period for each of the 5 contracts, obtain the supporting invoice, agree the invoice to the contract terms, and observe that the invoice and related payment agreed to the terms and conditions of the contract.

Results: No exceptions were found as a result of these procedures.

9) Payroll and Personnel

A. Obtain a listing of employees and officials employed during the fiscal period and management's representation that the listing is complete. Randomly select 5 employees or officials, obtain related paid salaries and personnel files, and agree paid salaries to authorized salaries/pay rates in the personnel files.

B. Randomly select one pay period during the fiscal period. For the 5 employees or officials selected under procedure #9A above, obtain attendance records and leave documentation for the pay period, and

   i. Observe that all selected employees or officials documented their daily attendance and leave (e.g., vacation, sick, compensatory);

   ii. Observe whether supervisors approved the attendance and leave of the selected employees or officials;

   iii. Observe that any leave accrued or taken during the pay period is reflected in the entity's cumulative leave records; and

   iv. Observe whether the rate paid to the employees or officials agrees to the authorized salary/pay rate found within the personnel file.

C. Obtain a listing of those employees or officials that received termination payments during the fiscal period and management's representation that the list is complete. Randomly select two employees or officials and obtain related documentation of the hours and pay rates used in management's termination payment calculations and the entity's policy on termination payments. Agree the hours to the employee's or official's cumulative leave records, agree the pay rates to the employee's or official's authorized pay rates in the employee's or official's personnel files, and agree the termination payment to entity policy.

D. Obtain management's representation that employer and employee portions of third-party payroll related amounts (e.g., payroll taxes, retirement contributions, health insurance premiums, garnishments, workers' compensation premiums, etc.) have been paid, and any associated forms have been filed, by required deadlines.

   Not applicable.

10) Ethics

A. Using the 5 randomly selected employees/officials from Payroll and Personnel procedure #9A obtain ethics documentation from management, and

   i. Observe whether the documentation demonstrates that each employee/official completed one hour of ethics training during the calendar year as required by R.S. 42:1170; and

   ii. Observe whether the entity maintains documentation which demonstrates that each employee and official were notified of any changes to the entity's ethics policy during the fiscal period, as applicable.

B. Inquire and/or observe whether the agency has appointed an ethics designee as required by R.S. 42:1170.

   <u>Results:</u> Two of the 5 randomly selected commissioners did not have documentation demonstrating completion of ethics training during the calendar year.

11) Debt Service

A. Obtain a listing of bonds/notes and other debt instruments issued during the fiscal period and management's representation that the listing is complete. Select all debt instruments on the listing, obtain supporting documentation, and observe that State Bond Commission approval was obtained for each debt instrument issued as required by Article VII, Section 8 of the Louisiana Constitution.

B. Obtain a listing of bonds/notes outstanding at the end of the fiscal period and management's representation that the listing is complete. Randomly select one bond/note, inspect debt covenants, obtain supporting documentation for the reserve balance and payments, and agree actual reserve balances and payments to those required by debt covenants (including contingency funds, short-lived asset funds, or other funds required by the debt covenants).

Results: No exceptions were found as a result of these procedures

12) Fraud Notice

A. Obtain a listing of misappropriations of public funds and assets during the fiscal period and management's representation that the listing is complete. Select all misappropriations on the listing, obtain supporting documentation, and observe that the entity reported the misappropriation(s) to the Legislative Auditor and the district attorney of the parish in which the entity is domiciled as required by R.S. 24:523.

B. Observe that the entity has posted, on its premises and website, the notice required by R.S. 24:523.1 concerning the reporting of misappropriation, fraud, waste, or abuse of public funds.

Results: No exceptions were found as a result of these procedures

13) Information Technology Disaster Recovery/Business Continuity

Perform the following procedures, **verbally discuss the results with management, and report "We performed the procedure and discussed the results with management."**

A. Obtain and inspect the entity's most recent documentation that it has backed up its critical data (if there is no written documentation, then inquire of personnel responsible for backing up critical data) and observe evidence that such backup (a) occurred within the past week, (b) was not stored on the government's local server or network, and (c) was encrypted.

B. Obtain and inspect the entity's most recent documentation that it has tested/verified that its backups can be restored (if there is no written documentation, then inquire of personnel responsible for testing/verifying backup restoration) and observe evidence that the test/verification was successfully performed within the past 3 months.

C. Obtain a listing of the entity's computers currently in use and their related locations, and management's representation that the listing is complete. Randomly select 5 computers and observe while management demonstrates that the selected computers have current and active antivirus software and that the operating system and accounting system software in use are currently supported by the vendor.

D. Randomly select 5 terminated employees (or all terminated employees if less than 5) using the list of terminated employees obtained in Payroll and Personnel procedure #9C. Observe evidence that the selected terminated employees have been removed or disabled from the network.

E. Using the 5 randomly selected employees/officials from Payroll and Personnel procedure #9A, obtain cybersecurity training documentation from management, and observe that the documentation demonstrates that the following employees/officials with access to the agency's information technology assets have completed cybersecurity training as required by R.S. 42:1267. The requirements are as follows:

   i. Hired before June 9, 2020 - completed the training; and

   ii. Hired on or after June 9, 2020 - completed the training within 30 days of initial service or employment.

We performed the procedure and discussed the results with management.

14) Prevention of Sexual Harassment

A. Using the 5 randomly selected employees/officials from Payroll and Personnel procedure #9A, obtain sexual harassment training documentation from management, and observe that the documentation demonstrates each employee/official completed at least one hour of sexual harassment training during the calendar year as required by R.S. 42:343.

B. Observe that the entity has posted its sexual harassment policy and complaint procedure on its website (or in a conspicuous location on the entity's premises if the entity does not have a website).

C. Obtain the entity's annual sexual harassment report for the current fiscal period, observe that the report was dated on or before February 1st, and observe that the report includes the applicable requirements of R.S. 42:344:

   i. Number and percentage of public servants in the agency who have completed the training requirements;

   ii. Number of sexual harassment complaints received by the agency;

   iii. Number of complaints which resulted in a finding that sexual harassment occurred;

   iv. Number of complaints in which the finding of sexual harassment resulted in discipline or corrective action; and

   v. Amount of time it took to resolve each complaint.

__Results:__ Two of the 5 randomly selected commissioners did not have documentation demonstrating completion of ethics training during the calendar year.

We were engaged by the Commission to perform this agreed-upon procedures engagement and conducted our engagement in accordance with attestation standards established by the American Institute of Certified Public Accountants and applicable standards of *Government Auditing Standards*. We were not engaged to and did not conduct an examination or review engagement, the objective of which would be the expression of an opinion or conclusion, respectively, on those C/C areas identified in the SAUPs. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

We are required to be independent of the Commission and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our agreed-upon procedures engagement.

This report is intended solely to describe the scope of testing performed on those C/C areas identified in the SAUPs, and the result of that testing, and not to provide an opinion on control or compliance. Accordingly, this report is not suitable for any other purpose. Under Louisiana R.S. 24:513, this report is distributed by the LLA as a public document.

Mauldin & Jenkins, LLC

Metairie, LA
June 17, 2026

AC

Audubon Commission

6500 Magazine St., New Orleans, LA 70118

June 18, 2026

Mauldin & Jenkins, LLC
111 Veterans Blvd, Suite 600
Metairie, LA 70005

The following responses address the exceptions noted in your report regarding the Louisiana Legislative Auditor's Statewide Agreed Upon Procedures performed for fiscal year ended December 31, 2025.

Ethics:

Response:

Audubon Administration sends email communications regarding Ethics Training to the Commissioners at least three times each year. All certificates received from the Commissioners are retained by Audubon Administration.

Sexual Harassment:

Response:

Audubon Administration sends email communications regarding Sexual Harassment Training to the Commissioners at least three times each year. All certificates received from the Commissioners are retained by Audubon Administration.

The external auditors discussed the above exceptions and Audubon's responses with the Commissioners at the Joint Executive/Finance/Audit Committee meeting on June 10, 2026.

Sincerely,

Caroline Tierney

Caroline Tierney
Vice President of Finance
Audubon Nature Institute, Inc.