

Kennedy Krieger Institute, Inc. and Affiliates

**Reports on Federal Awards in Accordance with
Uniform Guidance**

June 30, 2016

Federal Entity Identification Number 52-1524965

Kennedy Krieger Institute, Inc. and Affiliates

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June 30, 2016

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Part I

**Financial Statements and
Schedule of Expenditures of Federal Awards
Year Ended June 30, 2016**



Report of Independent Auditors

To the Board of Directors of
Kennedy Krieger Institute, Inc. and Affiliates:

Report on the Combined Financial Statements

We have audited the accompanying combined financial statements of Kennedy Krieger Institute, Inc. and Affiliates (the "Institute"), which comprise the combined balance sheets as of June 30, 2016 and 2015, and the related statements of operations, changes in net assets and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Combined Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on the combined financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the combined financial statements are free from material misstatement.

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



Opinion

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the financial position of Kennedy Krieger Institute, Inc. and Affiliates as of June 30, 2016 and 2015, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Other Information

Our audit was conducted for the purpose of forming an opinion on the combined financial statements as a whole. The accompanying combined schedule of expenditures of federal awards for the year ended June 30, 2016 is presented for purposes of additional analysis as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), and is not a required part of the combined 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 combined financial statements. The information has been subjected to the auditing procedures applied in the audit of the combined financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the combined financial statements or to the combined financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combined schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the combined 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 October 5, 2016 on our consideration of the Institute's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on 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 Institute's internal control over financial reporting and compliance.

A handwritten signature in black ink that reads "PricewaterhouseCoopers LLP". The signature is written in a cursive, flowing style.

Baltimore, Maryland
October 5, 2016

Kennedy Krieger Institute, Inc. and Affiliates
Combined Balance Sheets
As of June 30, 2016 and 2015
(in thousands)

ASSETS	2016	2015
Current assets:		
Cash and cash equivalents	\$ 12,397	\$ 7,832
Patient receivables, less allowances of \$3,750 and \$3,461	19,255	17,759
Grant and contract receivable	7,079	9,806
Tuition receivable	4,611	3,884
Pledges receivable	11,033	5,485
Prepaid expenses and other	1,509	1,611
Total current assets	<u>55,884</u>	<u>46,377</u>
Non-current assets:		
Property and equipment, net	122,508	126,302
Investments:		
Board designated endowment	45,836	49,157
Investments limited as to use	6,544	6,993
Pledges receivable, less allowances of \$2,366 and \$2,617	10,543	15,432
Other non-current assets	423	460
Total non-current assets	<u>185,854</u>	<u>198,344</u>
Total assets	<u>\$241,738</u>	<u>\$244,721</u>
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	25,425	24,051
Line of credit	2,250	-
Deferred grant revenue	2,169	3,152
Current portion of tax-exempt bonds	2,299	2,247
Total current liabilities	<u>32,143</u>	<u>29,450</u>
Long-term liabilities:		
Tax-exempt bonds	63,245	65,545
Accrued pension	22,516	17,416
Interest rate swap	12,370	8,853
Other long-term liabilities	2,341	1,269
Total long-term liabilities	<u>100,472</u>	<u>93,083</u>
Total liabilities	<u>132,615</u>	<u>122,533</u>
Net assets:		
Unrestricted	70,500	84,715
Temporarily restricted	37,665	36,515
Permanently restricted	958	958
Total net assets	<u>109,123</u>	<u>122,188</u>
Total liabilities and net assets	<u>\$241,738</u>	<u>\$244,721</u>

See accompanying notes to combined financial statements.

Kennedy Krieger Institute, Inc. and Affiliates
Combined Statements of Operations and Other Changes in Unrestricted Net Assets
for the years ended June 30, 2016 and 2015
(in thousands)

	2016	2015
Operating revenues:		
Patient service revenue, net of contractual allowances	\$ 149,979	\$ 141,953
Bad debt expense	<u>(3,170)</u>	<u>(3,418)</u>
Net patient service revenue	146,809	138,535
Tuition revenue	44,314	44,056
Grant and contract revenue	34,063	33,173
Net assets released for operating activities	6,550	7,424
Investment earnings used for operating activities	2,061	1,927
Unrestricted contributions from fundraising activities, net	1,373	1,552
Other operating revenues	<u>1,857</u>	<u>1,557</u>
Total operating revenues	<u>237,027</u>	<u>228,224</u>
Operating expenses:		
Salaries, wages and benefits	178,120	169,418
Supplies, purchased services, and other	45,776	46,631
Depreciation and amortization	9,287	8,627
Rent	2,257	2,026
Interest	<u>1,525</u>	<u>1,522</u>
Total operating expenses	<u>236,965</u>	<u>228,224</u>
Operating revenues over operating expenses	62	-
Non-operating activity:		
Investment income and realized gains/(losses), net	(2,050)	986
Realized and unrealized (loss) on interest rate swap	(4,830)	(3,096)
Realized gain on sale of asset	716	100
Restricted fundraising expenses	<u>(965)</u>	<u>(654)</u>
Net non-operating activities	(7,129)	(2,664)
Excess of revenue (under) over expenses	(7,067)	(2,664)
Other changes in unrestricted net assets:		
Unrealized (losses) on investments, net	(1,408)	(2,984)
Net assets released from restrictions used for property and equipment	-	53
Change in funded status of defined benefit plan	<u>(5,740)</u>	<u>(4,681)</u>
(Decrease) in unrestricted net assets	<u>\$ (14,215)</u>	<u>\$ (10,276)</u>

See accompanying notes to combined financial statements.

Kennedy Krieger Institute, Inc. and Affiliates
Combined Statements of Changes in Net Assets
for the years ended June 30, 2016 and 2015
(in thousands)

	2016	2015
Unrestricted net assets:		
Excess of revenue (under) over expenses	\$ (7,067)	\$ (2,664)
Change in unrealized (losses) on investments, net	(1,408)	(2,984)
Net assets released from restrictions used for property and equipment	-	53
Change in funded status of defined benefit plan, net	<u>(5,740)</u>	<u>(4,681)</u>
	(14,215)	(10,276)
(Decrease) increase in unrestricted net assets	84,715	94,991
Unrestricted net assets, beginning of year	<u>\$ 70,500</u>	<u>\$ 84,715</u>
Unrestricted net assets, end of year		
Temporarily restricted net assets:		
Contributions from fundraising activities	7,700	7,996
Net assets released from restrictions used for:		
Purchases of property and equipment	-	(53)
Operating activities	<u>(6,550)</u>	<u>(7,424)</u>
	1,150	519
Increase in temporarily restricted net assets	36,515	35,996
Temporarily restricted net assets, beginning of year	<u>\$ 37,665</u>	<u>\$ 36,515</u>
Temporarily restricted net assets, end of year		
Permanently restricted net assets:		
Contributions from fundraising activities	-	-
Increase in permanently restricted net assets	-	-
Permanently restricted net assets, beginning of year	958	958
Permanently restricted net assets, end of year	<u>\$ 958</u>	<u>\$ 958</u>
	(13,065)	(9,757)
(Decrease) in total net assets	122,188	131,945
Total net assets, beginning of year	<u>\$ 109,123</u>	<u>\$ 122,188</u>
Total net assets, end of year		

See accompanying notes to combined financial statements.

Kennedy Krieger Institute, Inc. and Affiliates
Combined Statements of Cash Flows
for the years ended June 30, 2016 and 2015
(in thousands)

	2016	2015
Cash flows from operating activities:		
Change in net assets	\$ (13,065)	\$ (9,757)
Adjustments to reconcile change in net assets to net cash (used in) provided by operating activities:		
Net realized and unrealized (gains) losses on investments, net	2,209	1,265
Depreciation and amortization	9,287	8,590
Bad debt expense	3,170	3,423
Change in pension liability, net	5,100	3,906
Change valuation of interest rate swap	3,517	1,741
Restricted contributions	(5,243)	(7,012)
Gain on sale of asset	(716)	(100)
Changes in assets and liabilities:		
Patient receivables	(4,666)	(1,398)
Other receivables	1,341	(4,496)
Prepaid expenses and other assets	139	(334)
Accounts payable and accrued expenses	1,574	144
Deferred grant revenue	(983)	1,273
Other liabilities	1,072	(276)
Net cash (used in) provided by operating activities	<u>2,736</u>	<u>(3,031)</u>
Cash flows from investing activities:		
Purchase of property and equipment	(5,642)	(5,397)
Net sales of investments	1,112	1,022
Proceeds from sale of asset	865	100
Changes in investments limited to use	448	119
Net cash used in investing activities	<u>(3,217)</u>	<u>(4,156)</u>
Cash flows from financing activities:		
Payments on tax-exempt bonds	(2,247)	(2,181)
Proceeds from line of credit	12,950	5,750
Payments on line of credit	(10,700)	(6,500)
Payments on capital lease obligation	(200)	(200)
Proceeds from restricted contributions	5,243	7,012
Net cash provided by financing activities	<u>5,046</u>	<u>3,881</u>
Net (decrease) increase in cash and cash equivalents	4,565	(3,306)
Cash and cash equivalents, beginning of year	7,832	11,138
Cash and cash equivalents, end of year	<u>\$ 12,397</u>	<u>\$ 7,832</u>
Cash paid during the year for interest	<u>\$ 1,525</u>	<u>\$ 1,522</u>

See accompanying notes to combined financial statements.

Kennedy Krieger Institute, Inc. and Affiliates

Notes to Combined Financial Statements

for the years ended June 30, 2016 and 2015

(in thousands)

1. DESCRIPTION OF ORGANIZATION

Kennedy Krieger Institute, Inc. and Affiliates (the "Institute") is an internationally recognized organization dedicated to improving the lives of children, adolescents and young adults through comprehensive patient care, education and research. The Institute's primary operating activities include healthcare services, research, training, special education and fundraising.

The operations of the Institute are carried out through a number of legal corporate entities. The combined financial statements of the Institute reflect the accounts of the following separate legal corporate entities:

- Kennedy Krieger Institute, Inc.
- Kennedy Krieger Children's Hospital, Inc.
- Hugo W. Moser Research Institute at Kennedy Krieger, Inc.
- Kennedy Krieger Education and Community Services, Inc.
- Kennedy Krieger Associates, Inc.
- PACT: Helping Children with Special Needs, Inc.
- Kennedy Krieger Foundation, Inc.
- Madison Street Properties, Inc.

Healthcare services are provided through Kennedy Krieger Children's Hospital, Inc. and include a forty-five bed inpatient unit admitting more than 340 patients yearly, over fifty specialty outpatient clinics generating in excess of 186,000 annual visits and the training of over 400 healthcare professionals each year. Net patient service revenue generated through Healthcare activities represents approximately 62% and 60% of the Institute's operating revenue in fiscal years 2016 and 2015, respectively.

Studies conducted through Research activities within the Hugo W. Moser Research Institute at Kennedy Krieger, Inc. are provided through over 125 government and private awards. Research grant and contract revenue represents approximately 14.4% and 14.5% of the Institute's operating revenue in fiscal years 2016 and 2015, respectively. Approximately 76.6% of this revenue comes from departments and agencies of the United States government. Major government sponsors included the Department of Health and Human Services, the Department of Defense and the Department of Justice.

Special education services provided through Kennedy Krieger Education & Community Services, Inc. are conducted through non-public special education schools for students from kindergarten to grade eight, high school, specialized autism programs and partnership programs within public schools. Tuition and related contractual revenue generated through special education services represents approximately 18.7% and 19.3% of the Institute's operating revenue in fiscal years 2016 and 2015, respectively.

Kennedy Krieger Institute, Inc., Kennedy Krieger Children's Hospital, Inc., Hugo W. Moser Research Institute at Kennedy Krieger, Inc., Kennedy Krieger Education and Community Services, Inc., Kennedy Krieger Associates, Inc., and PACT: Helping Children with Special Needs, Inc. are Maryland non-stock corporations organized for charitable, scientific and educational purposes and are tax-exempt under Section 501(c)(3) of the Internal Revenue Code. Kennedy Krieger Foundation, Inc. (the "Foundation"), is a Maryland stock corporation and is tax-exempt under Section 501(c)(3) of the Internal Revenue Code.

Kennedy Krieger Institute, Inc. and Affiliates

Notes to Combined Financial Statements

for the years ended June 30, 2016 and 2015

(in thousands)

Madison Street Properties, Inc. ("MSP") is a tax-exempt supporting organization under Section 509(a)(3) of the Internal Revenue Code and is wholly owned by the Foundation. All real and personal property and leasehold rights owned by the Institute are held by MSP, that in turn leases or subleases the property back to each member of the corporate family utilizing it and also provides property management services, including maintenance, security and housekeeping.

The Institute maintains an independent affiliation with The Johns Hopkins University. The formal relationship between the parties is set forth in an affiliation agreement whereby (i) the medical, scientific and other professional staff of the Institute receive primary and adjunct appointments in the appropriate Johns Hopkins University Schools or departments; and (ii) each Institution's independent corporate status is retained. Goods and services are purchased and sold by each organization through arms length transactions.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The financial statements of the Institute have been prepared on the accrual basis, which conforms to accounting principles generally accepted in the United States of America. The combined financial statements include the accounts of the Institute after elimination of all significant intercompany accounts and transactions.

The combining supplemental schedules have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. This is the same basis of presentation as the Kennedy Krieger Institute, Inc. and Affiliates Combined Financial Statements

Excess of Revenue over Expenses

The Statements of Operations include excess of revenues over (under) expenses, which is the Institute's performance indicator. Changes in unrestricted net assets, which are excluded from excess of revenues over expenses consistent with industry practice, include unrealized gains and losses on investments, certain pension related transactions and assets acquired using contributions which by donor restrictions were to be used for the purpose of acquiring such assets.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect 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.

Cash and Cash Equivalents

Cash and cash equivalents include investments in highly liquid instruments with original maturities of three months or less. These investments are carried at cost, which approximates market value.

Investments and Investment Income

The Institute follows standards issued by the Financial Accounting Standards Board ("FASB") related to fair value accounting. The standards define fair value, establish a framework for measuring fair value and expand disclosures about fair value measurements.

Kennedy Krieger Institute, Inc. and Affiliates
Notes to Combined Financial Statements
for the years ended June 30, 2016 and 2015
(in thousands)

Under these fair value standards, the Institute is required to categorize and disclose certain assets and liabilities, including investments, at fair value, according to three levels of inputs that may be used to measure fair value:

- Level 1 Quoted prices in active markets for identical assets or liabilities.
- Level 2 Observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active, or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.
- Level 3 Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

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

The following is a description of the Institute's valuation methodologies for investments carried at fair value. These methods may produce a fair value calculation that may not be reflective of future fair values. Furthermore, while the Institute believes that its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of investments could result in a different estimate of fair value at the reporting date.

Where quoted prices are available in active market, investments are classified in Level 1 of the valuation hierarchy. Investments in Level 1 are cash management funds, fixed income investments, exchange-trade equity securities and debt securities. If quoted prices are not available the investments are considered to be Level 2 or Level 3 and other accepted valuation methodologies, such as quotes for similar securities are used. These valuation services estimate fair values using pricing models and other accepted valuation methodologies, such as quotes for similar securities and observable yield curves and spreads.

As part of the Institute's overall valuation process, management evaluates these third-party methodologies to ensure that they are representative of exit prices in the Institute's principal markets. Investments in Level 2 include cash management funds, corporate obligations, fixed income investments, other domestic equity investment, foreign equity investments and funds held in trust by others. See Notes 7 and 8 for additional details related to the Institute's investments.

Investment income, with the exception of unrealized gains and losses, is included in excess of revenues over expenses in the non-operating activity section of the Statement of Operations. Unrealized gains and losses on all investments are shown below excess of revenues over expenses.

Allowance for Doubtful Accounts

An allowance for doubtful accounts is recorded for patient receivables which are anticipated to become uncollectible in future periods. Receivables deemed to be uncollectible have been written off.

Kennedy Krieger Institute, Inc. and Affiliates

Notes to Combined Financial Statements

for the years ended June 30, 2016 and 2015

(in thousands)

Grant and Contract Revenue and Receivable

Grant and contract revenues are recorded through cost reimbursement arrangements when allowable costs are incurred, through service rates as services are provided or when contractual terms are satisfied. Grant and contract receivables are recorded when earned. A reserve for uncollectible accounts has been estimated and recorded against grant and contract receivables.

Tuition Revenue and Receivable

Tuition revenue is recognized when earned over the school term (July to June). Tuition receivables are recorded when earned. The Institute does not record an allowance as tuition is paid in full by the local education agencies of the State of Maryland at state approved tuition rates.

Pledges Receivable

Unconditional promises to give cash and other assets to the Institute are reported at fair value at the date the promise is received. Conditional promises to give and indications of intentions to give are reported at fair value at the date the commitment is received in writing.

Pledges receivable from capital campaigns and other restricted and unrestricted donations, have been recorded net of an allowance for uncollectible pledges. The allowance for uncollectible pledges receivable is estimated based on the nature and source of each pledge including pledge payment history and the donor's likelihood of honoring the commitment. The allowance is applied to pledges greater than one year. Multi-year pledges are recorded at their estimated present value using a risk-free rate of return of 3% for 2016 and 2% for 2015.

Assets Limited as to Use

Assets limited as to use primarily include assets held by trustees under bond indenture, self-insurance trust arrangements, deferred compensation plans and other restricted gift arrangements.

Property and Equipment

Property and equipment acquisitions are recorded at cost. Depreciation is calculated using the straight-line method over the following estimated useful lives:

Buildings and Improvements	30-40 years
Fixed Equipment	10-15 years
Furniture and Equipment	3-5 years

Equipment purchases under grants, where title to the equipment rests with the grantor, are recorded as expenditures of the grant and are not capitalized or depreciated.

Capital Leases

Capital leased assets are amortized over the shorter of their estimated useful lives or the lease term. Depreciation expense on capitalized leased assets is included in depreciation and amortization expenses in the Consolidated Statements of Operations.

Board Designated Investments for Endowment

The Board of Directors of the Institute has designated certain assets, including accumulated unrestricted gifts to serve as an endowment for the Institute. The Board may authorize the withdrawal or transfer of such amounts at any time to further the purpose of the Institute and, accordingly, such amounts are classified as unrestricted net assets. Interest, dividends and realized gains and losses from the endowment are included in investment income and net realized gains on the Combined Statements of Operations. Unrealized gains and losses are recorded in other changes in unrestricted net assets.

Kennedy Krieger Institute, Inc. and Affiliates

Notes to Combined Financial Statements

for the years ended June 30, 2016 and 2015

(in thousands)

Deferred Financing Costs

Costs incurred related to the issuance of bonds payable have been deferred and are being amortized over the life of the bonds using the effective interest method.

Accrued Expenses

Accrued expenses are operating expenses that have been incurred but which have not been paid as of the balance sheet date. These expenses are typically periodic and due within one year or less. They include expenses incurred for payroll, employee benefits, subcontracts, interest and other operating items.

Deferred Grant Revenue

Deferred grant revenue has been recorded to reflect the portion of cash received on awarded grants where the grantor restrictions for its use have not been satisfied. Typically, the donor restrictions are satisfied within a year, therefore, deferred grant revenue is classified as a current liability.

Unrestricted, Temporarily Restricted and Permanently Restricted Net Assets

Unrestricted net assets represent those net assets utilized in the operating activities of the Institute.

Temporarily restricted net assets are those whose use by the Institute has been limited by donors, grantors and other contracts to a specific purpose or time period. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified as unrestricted net assets and reported in the Combined Statements of Operations as net assets released from restrictions. Temporarily restricted contributions whose restrictions are met within the same year as received are reported as unrestricted contributions in the accompanying financial statements.

Permanently restricted net assets represent those net assets that have been restricted by donors to be maintained in perpetuity. The donors of these assets usually permit the Foundation to use all or part of the income earned on the investments for general or specific purposes.

Estimated Professional and General Liability Costs

The provision for estimated professional and general liability claims includes estimates of the ultimate costs for both reported claims and claims incurred but not reported.

Derivatives

The use of derivatives by the Institute is generally limited to interest rate swaps. The Institute follows accounting guidance on derivative financial instruments that are based on whether the derivative instrument meets the criteria for designation as cash flow or fair value hedges. The criteria for designating a derivative as a hedge include the assessment of the instrument's effectiveness in risk reduction, matching of the derivative instrument to its underlying transaction, and the assessment of the probability that the underlying transaction will occur. The Institute's only derivative financial instrument is an interest rate swap agreement without hedge accounting designation.

The Institute recognizes its interest rate swap as a liability on the Combined Balance Sheet at fair value. The change in the value of this derivative is recorded as an unrealized gain or loss in the Combined Statements of Operations.

Kennedy Krieger Institute, Inc. and Affiliates

Notes to Combined Financial Statements

for the years ended June 30, 2016 and 2015

(in thousands)

Pension Plans

The Institute follows current technical guidance for reporting and accounting for pension benefits provided to employees. This guidance requires recognition of the funded status of a defined benefit plan in the balance sheet as an asset or liability if the plan is over funded or underfunded, respectively. Changes in the funded status of a plan are required to be recognized in the year in which the changes occur through changes in unrestricted net assets. The guidance also requires the measurement date of the plan's funded status to be the same as the company's fiscal year end.

Short-term investments

Short-term investments are carried at fair value and are comprised of instruments with an average duration of 1 to 3 years.

Investments

The fair values for marketable equity, government, and fixed income securities included in long-term investments are based on quoted market prices. Alternative investments, which are not readily marketable, are carried at estimated fair values as provided by the investment managers and are valued at the latest available unaudited net asset value of the investments.

Long-term Debt Obligations

Management estimates that the fair value of long-term debt is equal to its carrying value.

Assets Whose Use is Limited

Assets whose use is limited are comprised of investments held for self-insurance obligations and debt service requirements and are valued as stated above.

Reclassifications

Certain reclassifications have been made to conform with the current year financial statement presentation.

New Accounting Pronouncements

In May 2014, the FASB issued a standard on Revenue from Contracts with Customers. This standard implements a single framework for recognition of all revenue earned from customers. This framework ensures that entities appropriately reflect the consideration to which they expect to be entitled in exchange for goods and services by allocating transaction price to identified performance obligations and recognizing revenue as performance obligations are satisfied. Qualitative and quantitative disclosures are required to enable users of financial statements to understand the nature, amount, timing, and uncertainty of revenue and cash flows arising from contracts with customers. The standard is effective for fiscal years beginning after December 15, 2017. The Institute is evaluating the impact this will have on the combined financial statements beginning in fiscal year 2019.

In May 2015, the FASB issued ASU 2015-07, "Disclosures for Investments in Certain Entities That Calculate Net Asset Value per Share (or Its Equivalent)". ASU 2015-07 removes the requirement to categorize within the fair value hierarchy all investments for which fair value is measured using the net asset value per share practical expedient. ASU 2015-07 is required to be applied retrospectively to all periods presented beginning in the year of adoption. The amendments in ASU 2015-07 are effective for years beginning after December 15, 2016, and early adoption is permitted. Kennedy Krieger Institute is evaluating the impact this will have on the combined financial statements beginning in fiscal year 2018.

Kennedy Krieger Institute, Inc. and Affiliates
Notes to Combined Financial Statements
for the years ended June 30, 2016 and 2015
(in thousands)

In April 2015, the FASB issued ASU 2015-03, "Simplifying the Presentation of Debt Issuance Costs". ASU 2015-03 requires debt issuance costs to be presented in the balance sheet as a direct deduction from the carrying value of the associated debt, consistent with the presentation of a debt discount. Prior to the issuance of the standard, debt issuance costs were required to be presented in the balance sheet as deferred financing charges (i.e., as an asset). The amendments in ASU 2015-03 are effective for years beginning after December 15, 2015, and early adoption is permitted. Kennedy Krieger Institute is evaluating the impact this will have on the combined financial statements beginning in fiscal year 2017.

In February 2016, the FASB issued a standard on Leases. This standard requires lessees to recognize assets and liabilities for the rights and obligations created by leases with terms in excess of 12 months. The recognition, measurement, and presentation of expenses and cash flows arising from a lease will primarily depend on its classification as a finance or operating lease. The accounting by lessors remains largely unchanged. This standard is effective for fiscal years beginning after December 15, 2018. Kennedy Krieger Institute is evaluating the impact this will have on the combined financial statements beginning in Fiscal Year 2020.

In August 2016, the FASB issued a standard on the Presentation of Financial Statements of Not-for-Profit Entities. The new guidance requires improved presentation and disclosures to help not-for-profits provide more relevant information about their resources to donors, grantor, creditors and other users. The standard is effective for fiscal years beginning after December 15, 2017. Kennedy Krieger Institute is evaluating the impacts this will have on the combined financial statements beginning in fiscal year 2019.

3. NET PATIENT SERVICE REVENUE AND ALLOWANCE FOR DOUBTFUL ACCOUNTS

Net patient service revenues from inpatient and outpatient services are reported at estimated net realizable amounts from patients, third-party payors, and others for services rendered including estimates for contractual allowances with third-party payors and bad debts.

The Institute has agreements with third-party payors that provide for payments to the Institute at amounts different from its established rates. Net patient service revenue is comprised of the following:

	2016	2015
Gross Inpatient Revenue	\$ 52,748	\$ 52,832
Less: Contractual Allowances	(10,381)	(10,592)
Bad Debt Expense	(501)	(545)
Net Inpatient Revenue	<u>41,866</u>	<u>41,695</u>
Gross Outpatient Revenue	118,947	110,544
Less: Contractual Allowances	(11,335)	(10,831)
Bad Debt Expense	(2,669)	(2,873)
Net Outpatient Revenue	<u>104,943</u>	<u>96,840</u>
Net Patient Service Revenue	<u>\$ 146,809</u>	<u>\$ 138,535</u>

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The percentage of patient service revenue generated by payor category for the fiscal years ended June 30, 2016 and 2015 is as follows:

	2016	2015
Medicaid	35%	38%
Blue Cross	24%	22%
Commerical	21%	20%
Managed Care	13%	11%
Self pay and other	5%	7%
Medicare	2%	2%
	<u>100%</u>	<u>100%</u>

The Allowance for Doubtful Accounts is based upon management's assessment of historical and expected net collections considering trends in healthcare coverage, economic conditions and payor mix. Management assesses the adequacy of the allowance periodically based upon historical collection and write off experience. After collection of amounts due from insurers, the Institute follows internal guidelines for placing certain past-due balances with collection agencies.

	2016	2015
Beginning Allowance for doubtful accounts	\$ 3,461	\$ 3,856
Plus: Bad debt expense	3,171	3,418
Less: Bad debt write-offs, net of recoveries	<u>(2,882)</u>	<u>(3,813)</u>
Ending Allowance for doubtful accounts	<u>\$ 3,750</u>	<u>\$ 3,461</u>

A summary of the payment arrangements with major third-party payors and patient financial assistance follows.

Maryland Medicaid

Since January 1, 2007 the Institute has been under a prospective payment system ("PPS") with Maryland Medicaid for both inpatient and outpatient services. Service-based per diem rates for inpatient services are annually adjusted by market basket update factors published by the Centers for Medicare and Medicaid Services ("CMS"). Outpatient services are reimbursed as a percentage of charges and subject to the lower of cost versus charges. Base year costs are trended forward annually using the CMS outpatient PPS market basket update factor and compared to actual charges. No retroactive settlement occurs under these arrangements.

Out of State Medicaid

The Institute has entered into payment agreements with many out-of-state Medicaid Plans. The majority of these payment agreements reflect similar rates paid by Maryland Medicaid. No retroactive settlement occurs under these agreements.

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Commercial Insurance

The Institute has also entered into payment agreements with commercial insurance carriers, health maintenance organizations and preferred provider organizations. The basis of payment to the Institute under these agreements includes prospectively determined rates per day or discharge, discounts from established charges and prospectively determined daily rates. No retroactive settlement occurs under these agreements.

Medicare

Certain inpatient and outpatient services rendered to Medicare beneficiaries are subject to retrospective cost-based reimbursement. Medicare cost reports have been filed through 2015 and final settled through 2014. No significant settlement due to or from the Medicare Program has been estimated and as a result no receivable or payable has been recorded at June 30, 2016 or 2015.

Financial Assistance and Community Benefit

The Institute provides services without charge or at discounted charges to patients who meet certain criteria under its financial assistance policy. The criteria for financial assistance considers the patient or patient's family's ability to pay at time of service. The Institute uses the federal poverty guidelines to determine eligibility for free care or discounted care. In addition, the Institute's policy applies to patients who are medically indigent. The Institute also offers payment plan options to assist patients who experience a financial hardship paying their hospital and professional services bills, but who might not qualify for financial assistance. In January 2016, the Institute expanded its financial assistance policy along with developing a plain language summary of the policy that is distributed to patients at registration.

The cost for services and supplies furnished under the Institute's financial assistance policy aggregated approximately \$938 and \$908 in 2016 and 2015, respectively. The cost has been estimated based on a cost to charge ratio and applied to financial assistance charges.

In addition to patient financial assistance and payment plan options, the Institute provides various community benefits across the developmental disability populations within the State of Maryland. The foundation of its community benefits envisions that all persons with developmental disabilities ("DD") lead fully inclusive and meaningful lives. A community needs assessment was conducted to understand the needs of the community served. Based on the needs assessment, the Institute promotes and hosts educational forums, provides respite care resources, acts as a resource finder, provides advocacy and legal services, promotes and arranges information exchange among patients, families and professionals, promotes workforces development, is a leader in healthcare training in DD, conducts research, among other things.

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4. TUITION REVENUE

Tuition revenue generated by school programs is summarized as follows:

	2016	2015
High school	\$ 12,792	\$ 13,470
Lower/middle school	12,678	12,549
Leap/Autism	7,329	7,154
Montgomery County	5,609	5,401
Partnership programs	5,103	4,917
PACT daycare	757	519
Other	46	46
	<u>\$ 44,314</u>	<u>\$ 44,056</u>

Over 540 students are enrolled in special education programs each year and come from fourteen Maryland counties, Washington, D.C. and other sources. The percentage of tuition revenue generated by jurisdiction is as follows:

	2016	2015
Prince George's County, MD	20.9%	21.2%
Baltimore City, MD	18.9%	20.5%
Other MD Counties	19.0%	18.8%
Baltimore County, MD	13.8%	13.8%
Anne Arundel County, MD	12.9%	12.9%
Montgomery County, MD	9.6%	9.1%
Washington, DC	4.0%	3.5%
Other	0.9%	0.2%
Total	<u>100.0%</u>	<u>100.0%</u>

5. GRANT AND CONTRACT REVENUE

Grant and contract revenue is generated through the following activities:

	2016	2015
Research	\$ 25,759	\$ 24,236
Community service	6,771	7,438
Training	1,533	1,499
	<u>\$ 34,063</u>	<u>\$ 33,173</u>

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Research revenue includes all research initiatives funded through government and private sources. Community service revenue consists of services provided to individuals and families with special needs in a community-based setting and is funded through government programs. Training revenue represents government funding of training programs for professionals in the field of developmental disabilities.

Grant and contract revenue includes recoveries of facility and administrative costs, with certain limitations and exclusions. Certain revenues and costs in current and prior years are subject to audit and retroactive settlement. No reserve has been recorded for any potential settlements as amounts are not known or are considered immaterial.

6. CONTRIBUTIONS FROM FUNDRAISING ACTIVITIES

During 2016 and 2015, the Institute recognized contributions from fundraising activities as summarized below:

	2016	2015
<u>Contributions</u>		
Temporarily Restricted	\$ 7,700	\$ 7,996
Unrestricted	<u>1,373</u>	<u>1,552</u>
Total Contributions	9,073	9,548
<u>Fundraising expenses</u>		
Unrestricted	1,660	1,828
Restricted	<u>965</u>	<u>654</u>
Total Expenses	<u>\$ 2,625</u>	<u>\$ 2,482</u>

Restricted contributions are made up of annual giving and capital campaign contributions which are classified as temporarily restricted net assets on the Combined Balance Sheets. Permanently restricted contributions reflect gifts where the corpus cannot be utilized but where investment earnings are available for use. These contributions are classified as permanently restricted net assets on the Combined Balance Sheets. Unrestricted contributions reflect gifts with no donor restrictions and are reported on the Combined Statements of Operations.

Fundraising expenses are reported as operating expenses for those expenses related to Unrestricted Contributions and non-operating expenses for those expenses related to Restricted Contributions. Expenses related specifically to special events are netted with the revenue from those events.

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7. INVESTMENTS AND INVESTMENT INCOME

Investments at June 30, 2016 and 2015 consist of the following:

	2016	2015
Board designated endowment		
Money market funds	\$ -	\$ 677
Fixed income mutual funds	13,180	11,420
Equity securities and funds	31,780	21,854
Multi-asset class funds	-	13,940
Absolute return fund	876	1,266
Total Board designated endowment	<u>45,836</u>	<u>49,157</u>
Investments limited as to use		
Money market funds	167	304
Multi-asset class funds	-	1,845
Fixed income mutual funds	1,710	2,325
Equity securities and funds	4,667	2,519
Total assets limited to use	<u>6,544</u>	<u>6,993</u>
Total Investments	<u>\$ 52,380</u>	<u>\$ 56,150</u>

Board Designated for Endowment

The Institute maintains certain investments as Board designated for endowment (“endowment funds”). These endowment funds are made up of unrestricted gifts and bequests and certain reserve funds. They have been set aside by the Institute’s Board of Directors to fund new initiatives and other needs necessary in furtherance of the mission of the Institute and its subsidiary entities. The Board of Directors maintains the power to release these funds. The endowment funds are classified within unrestricted net assets.

Changes in endowment funds held by the Institute at June 30, 2016 and 2015 are as follows:

	2016	2015
Board Designated Endowment, beginning of year	\$ 49,157	\$ 51,444
Investment return:		
Unrealized (losses)	(1,443)	(2,680)
Realized (losses) gains	(809)	1,779
Investment income, net	969	1,009
Total investment return	<u>(1,283)</u>	<u>108</u>
Appropriation of endowment assets for expenditure	<u>(2,038)</u>	<u>(2,395)</u>
Endowment, end of year	<u>\$ 45,836</u>	<u>\$ 49,157</u>

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The Investment Committee of the Board of Directors (“Investment Committee”) sets the investment policy for the endowment funds, including investment and spending guidelines. Investments of the endowment funds are based on the objective of achieving capital appreciation and investment income. Assets are invested in a manner that is intended to achieve an average annual real return in excess of inflation while assuming an acceptable level of investment risk. To monitor the effectiveness of the investment strategy of endowment funds, performance goals are established and monitored related to benchmark indices and returns earned by comparable funds.

To satisfy its long-term rate of return objectives of the endowment funds, the Institute employs a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current income (interest and dividends). The investment policy includes a target asset allocation that is well diversified among suitable asset classes and that is expected to generate, on average, the level of expected return necessary to meet the endowment fund’s objectives while assuming a level of risk (volatility) consistent with achieving that return.

In September 2015, the Investment Committee of the Board of Directors voted to move the Endowment, Pension and Self-Insured Trust Fund investments from NEPC to Vanguard Institutional Advisory Services. The move was completed in December 2015 in which all the assets of the above funds were liquidated and invested with Vanguard with the exception of the Absolute return fund (“Silver Creek”).

The asset allocation of the endowment funds at June 30, 2016 and 2015 is summarized below. The Investment Committee regularly reviews the actual asset allocation against the target and periodically rebalances the investment, as appropriate.

	Target Allocation	Actual Allocation	
		2016	2015
Equities	70%	69%	44%
Fixed income	30%	29%	23%
Multi-asset class	-	-	29%
Absolute return funds	-	2%	3%
Cash	-	-	1%
	<u>100%</u>	<u>100%</u>	<u>100%</u>

The investment policy also provides for an endowment earnings withdrawal to be used in support of operating activities, as determined by Institute management and approved through the annual budget. The annual withdrawal is determined based on 4% of the three-year average market value of the portfolio. Withdrawals of \$2,038 and \$2,395 were made in 2016 and 2015, respectively to fund operating needs and have been reported as operating revenues.

Investments with a market value of \$1,377 and \$1,160 as of June 30, 2016 and 2015, respectively have been pledged as collateral under the Institute’s self-funded unemployment insurance plan.

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Investments Limited As To Use

Investments limited as to use at June 30, 2016 and 2015 are made up of the following:

	2016	2015
Self insurance trust fund	\$ 3,531	\$ 3,957
Deferred compensation	1,291	1,269
Permanently restricted fund	998	1,021
Planned gifts, net of reserve	429	451
Donor advised fund	295	295
	<u>\$ 6,544</u>	<u>\$ 6,993</u>
Total investments limited as to use		

Investment Income and Gains and Losses

Investment income and realized gains and losses are comprised of the following:

	2016	2015
Investment income		
Interest and dividend income	\$ 812	\$ 1,194
Realized gain on investments, net	(801)	1,719
Less: Investment earnings used for operating activities	<u>(2,061)</u>	<u>(1,927)</u>
Net investment income	<u>\$ (2,050)</u>	<u>\$ 986</u>
Net unrealized (loss) gain on investments	<u>\$ (1,408)</u>	<u>\$ (2,984)</u>

The Institute reviews investments to determine whether these investments are other-than-temporarily impaired. Factors considered in the evaluation of these assets include the anticipated holding period, the extent and duration of below cost valuation and the current condition and outlook of the business and industry. As a result of this assessment, no impairment losses were recognized in 2016 and 2015.

The following table presents the fair value and unrealized loss of the Institute's investments including unrealized losses that are not deemed other-than-temporarily impaired, aggregated by investment category and length of time that individual securities have been in a continuous unrealized loss position at June 30, 2016:

Description	Less than 12 Months		12 Months or Greater		Total	
	Fair Value	Unrealized Losses	Fair Value	Unrealized Losses	Fair Value	Unrealized Losses
Equity securities	\$19,804	\$ (955)			\$19,804	\$ (955)
Total	<u>\$19,804</u>	<u>\$ (955)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$19,804</u>	<u>\$ (955)</u>

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These securities included two Vanguard domestic stock funds and two Vanguard international stock funds. The Institute evaluated the near-term prospects of the issuers of each of these securities in relation to the severity and duration of the impairment. Based upon this evaluation and the Institute's intent to hold these investments for a reasonable period of time for a forecasted recovery of fair value, the Institute does not consider these investments to be other-than-temporarily impaired at June 30, 2016.

8. FAIR VALUE MEASUREMENTS

The following tables present the fair value of investments and liabilities as of June 30, 2016 and June 30, 2015, by the valuation hierarchy defined above and also presents information on the liquidity aspects of each investment.

Fair Value of Investments
as of June 30, 2016

	Level 1	Level 2	Level 3	Total Fair Value
Investments:				
Money market funds (1)	\$ 167			\$ 167
Fixed income mutual funds (2)	14,889			14,889
Equity securities and funds (3)	36,152			36,152
Multi-asset class funds (4)	-		1,172	1,172
Total Investments	<u>\$51,208</u>	<u>\$ -</u>	<u>\$ 1,172</u>	<u>\$52,380</u>
Liabilities:				
Interest rate swap	\$ -	\$ 12,370	\$ -	\$ 12,370
Total Liabilities	<u>\$ -</u>	<u>\$ 12,370</u>	<u>\$ -</u>	<u>\$ 12,370</u>

Fair Value of Investments
as of June 30, 2015

	Level 1	Level 2	Level 3	Total Fair Value
Investments:				
Money market funds (1)	\$ 981	\$ -	\$ -	\$ 981
Fixed income mutual funds (2)	13,745	-	-	13,745
Equity securities and funds (3)	20,489	3,591	-	24,080
Multi-asset class funds (4)	3,176	12,607	1,561	17,344
Total Investments	<u>\$38,391</u>	<u>\$16,198</u>	<u>\$ 1,561</u>	<u>\$56,150</u>
Liabilities:				
Interest rate swap	\$ -	\$ 8,853	\$ -	\$ 8,853
Total Liabilities	<u>\$ -</u>	<u>\$ 8,853</u>	<u>\$ -</u>	<u>\$ 8,853</u>

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- (1) Money market funds include investments in short-term debt securities, including US Treasury bills and commercial paper with same day or next day liquidity.
- (2) Fixed income mutual funds include funds whose underlying investments include domestic and international corporate bonds, obligations issued or guaranteed by the U.S. government or its agencies, bankers acceptances, bank certificates of deposit, repurchase agreements, commercial paper, fixed income instruments denominated in currencies of emerging market countries and fixed income instruments represented by forwards or derivatives including options, future contracts and swap agreements. All funds offer next day liquidity. All funds are traded in active markets.
- (3) Equity securities and funds include investments in domestic and international common stocks and common stock mutual funds and collective trusts with next day or monthly liquidity.
- (4) Multi-asset class funds include investments in mutual funds or collective trusts whose underlying investments include domestic and international common stocks and other equity securities, government and corporate bonds and other fixed income securities, real asset securities and cash and cash equivalent investments. All funds offer either next day or monthly liquidity.

During 2016, the Institute moved most of its investments to Vanguard which are Level 1 investments. During 2015, there were no transfers between levels.

For fiscal year 2015, the Institute has classified certain of its international equity and multi-asset class funds in Level 2 of the fair value hierarchy, as the significant inputs to the overall valuations are based on market-observable data or information derived from or corroborated by market-observable data.

The Institute has also classified the valuation of its interest rate swap in Level 2 of the fair value hierarchy. For over-the-counter derivatives that trade in liquid markets, such as interest rate swaps, model inputs (i.e. contractual terms, market prices, yield curves, credit curves, and measures of volatility) can generally be verified, and model selection does not involve significant management judgment.

9. PROPERTY AND EQUIPMENT

A summary of property and equipment at June 30, 2016 and 2015 is as follows:

	2016	2015
Land	\$ 4,657	\$ 4,657
Building and improvements	164,655	164,213
Furniture & equipment	<u>38,780</u>	<u>35,420</u>
	208,092	204,290
Less accumulated depreciation	<u>(88,596)</u>	<u>(79,450)</u>
	119,496	124,840
Construction in progress	<u>3,012</u>	<u>1,462</u>
Property and equipment, net	<u>\$ 122,508</u>	<u>\$ 126,302</u>

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Depreciation expense was \$9,250 and \$8,553 in 2016 and 2015, respectively.

Capital Lease Obligations

The Institute entered into a lease agreement in May 2016 for computer equipment with a value of \$1.1 million and a lease term of four years. The Institute recorded the equipment as a capital lease and is reflected in property and equipment on the Combined Balance Sheets.

The future minimum lease payments required under the capital lease are as follows:

2017	\$	322
2018		387
2019		386
2020		<u>354</u>
Total future minimum lease payments	\$	<u>1,449</u>

10. PLEDGES RECEIVABLE

Pledges receivable at June 30, 2016 and 2015 are summarized below:

	2016	2015
Total pledges receivable	\$ 23,941	\$ 23,534
Less: Present value adjustment	(1,196)	(1,114)
Allowance for uncollectible pledges	<u>(1,169)</u>	<u>(1,503)</u>
Net pledges receivable	21,576	20,917
Less: Pledges due within one year	<u>11,033</u>	<u>5,485</u>
Pledges due in one to five years	<u>\$ 10,543</u>	<u>\$ 15,432</u>

The present value adjustments for 2016 and 2015 were made utilizing a discount rate of 3% and 2%, respectively. The allowance for uncollectible pledges has been estimated based on management evaluation of each pledge's likelihood to be collected and using historical pledge write-off rates.

11. SIGNIFICANT CONCENTRATIONS OF CREDIT RISK

Financial instruments which potentially subject the Institute to concentrations of credit risk consist primarily of cash and cash equivalents, investments and patient accounts receivable.

The Institute typically maintains cash and cash equivalents in commercial banks. The short-term investments consist primarily of money market funds. The Federal Deposit Insurance Corporation insures funds up to \$250,000 per depositor.

The fair value of the Institute's investments are subject to various market fluctuations which include changes in the interest rate environment and general economic conditions.

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The Institute records patient receivables due for services provided to patients and others. The majority of these patients either qualify for federal/state assistance programs or have insurance through commercial insurance companies or managed care organizations. The Institute maintains reserves for potential losses and such losses have been within management's expectations. The mix of patient receivables due from patients and third-party payors at June 30, 2016 and 2015 are as follows:

	2016	2015
Medicaid	10.1%	14.3%
Medicaid Managed Care Organizations	10.6%	11.0%
Total Medical Assistance	<u>20.7%</u>	<u>25.3%</u>
Commercial Insurance	34.7%	38.8%
Blue Cross	23.1%	17.6%
Managed Care	11.4%	9.5%
Self-pay and other	6.8%	5.5%
Medicare	<u>3.3%</u>	<u>3.3%</u>
	<u>100.0%</u>	<u>100.0%</u>

12. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses at June 30, 2016 and 2015 are made up of the following:

	2016	2015
Accounts payable and other accrued expenses	\$ 11,014	\$ 9,025
Payroll	4,546	4,962
Vacation	4,744	4,497
Research subcontracts	958	1,246
Workers' compensation, unemployment and health benefits	2,686	2,750
Self Insurance - general/professional liability	<u>1,477</u>	<u>1,571</u>
	<u>\$ 25,425</u>	<u>\$ 24,051</u>

13. DEBT

Tax-exempt Bonds

Tax-exempt bonds issued through Maryland Health and Higher Educational Facilities Authority ("MHHEFA") at June 30, 2016 and 2015 consisted of the following:

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	2016	2015
MHHEFA Series 2010 Bonds	\$ 27,578	\$ 28,057
MHHEFA Series 2011 Bonds	17,896	18,514
MHHEFA Series 2012 Bonds	3,925	5,056
MHHEFA Series 2013 Bonds	16,145	16,165
	<u>65,544</u>	<u>67,792</u>
Less current portion	<u>(2,299)</u>	<u>(2,247)</u>
	<u>\$ 63,245</u>	<u>\$ 65,545</u>

The Series 2010 Bonds are privately placed with BB&T through a \$30,000 bank qualified term loan with a maturity date of December 1, 2017. The Series 2011 Bonds are privately placed with Bank of America through a \$19,610 non-bank qualified term loan with a maturity date of June 1, 2021. Both loans are being amortized through July 1, 2036. Terms of the loan agreements with both banks call for interest to be paid based on a percentage of 30-day LIBOR plus a bank spread. Principal payments under both loans are due in monthly installments on the first day of each month.

The Series 2012 Bonds were privately placed in October 2012 with BB&T through a \$7,880 non-bank qualified term loan with a maturity date of July 1, 2019. The loan is also being amortized through the same period. Principal and interest are due in monthly installments on the first day of each month. Terms of the loan agreement call for a fixed interest rate of 2.21%.

The Series 2013 Bonds issued through MHHEFA were privately placed with Bank of America through a \$16,730 non-bank qualified term loan with a maturity date of July 1, 2023. The loan is being amortized through July 1, 2033. Principal and interest are due in monthly installments on the first day of each month. Terms of the loan call for a fixed interest rate of 3.62%.

The obligated group for the Series 2010, Series 2011, Series 2012, and 2013 Series Bonds (the "Bonds") include Kennedy Krieger Institute, Inc. and each of its affiliated entities. The Bonds were issued in parity and contain certain restrictions on the Institute's ability to incur additional indebtedness, restrict its use of facilities, maintain stipulated insurance coverage and maintain a rate structure sufficient to meet its total annual cash requirements. The Institute must maintain compliance with certain financial covenants contained in the bond indentures and loan agreements. At June 30, 2016 and 2015, the Institute was in compliance with all covenants in accordance with these agreements.

The aggregate future maturities of bonds payable for the next five years and thereafter are summarized below at June 30, 2016.

2017	\$ 2,299
2018	2,356
2019	2,854
2020	2,847
2021	2,596
Thereafter	<u>52,593</u>
	<u>\$ 65,545</u>

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Unamortized bond financing costs of \$423 in 2016 and \$460 in 2015 are included in other non-current assets. Amortization expense was \$37 in both 2016 and 2015, respectively.

Line of Credit

The Institute maintains a working capital line of credit with Bank of America. The committed amount under the line of credit is \$10,000 and is committed through November 30, 2016. Total draws of \$2,250 and \$0 were outstanding against the line of credit at June 30, 2016 and 2015, respectively. The line of credit is secured by a pledge on the revenues of the Institute and the financial covenant requirements are consistent with those of the Series 2011 and 2013 Bonds.

14. RETIREMENT PLANS

The Institute maintains defined benefit and defined contribution plans covering substantially all of its employees.

Defined Benefit Plan

The Institute's defined benefit pension plan (the "plan") provides benefits to staff-level employees based on years of service and the employees' final average compensation. The Institute's policy is to annually fund the amount necessary to meet minimum funding requirement under ERISA. Contributions of \$1,225 and \$1,360 were made for 2016 and 2015, respectively.

The net periodic benefit cost calculated in accordance with current guidance for employer's accounting for pension obligations is \$1,740 and \$817 for 2016 and 2015, respectively.

The following table sets for the plan's funded status and benefit obligations recognized in the Institute's financial statements at June 30, 2016 and 2015:

	2016	2015
<u>Change in benefit obligation:</u>		
Projected benefit obligation at beginning of year	\$ 53,266	\$ 49,717
Interest cost	2,287	2,087
Actuarial loss	3,479	3,136
Benefits paid	<u>(2,156)</u>	<u>(1,674)</u>
Projected benefit obligation at end of year	<u>\$ 56,876</u>	<u>\$ 53,266</u>
<u>Change in plan assets:</u>		
Fair value of plan assets at beginning of year	\$ 35,850	\$ 36,208
Actual return on plan assets	(560)	(44)
Employer contribution	1,225	1,360
Benefits paid	<u>(2,156)</u>	<u>(1,674)</u>
Fair value of plan assets at end of year	<u>\$ 34,359</u>	<u>\$ 35,850</u>

Kennedy Krieger Institute, Inc. and Affiliates
Notes to Combined Financial Statements
for the years ended June 30, 2016 and 2015
(in thousands)

	2016	2015
Funded status at end of year		
<u>Net amount recognized in the balance sheet:</u>		
Non-current liabilities	<u>\$ (22,516)</u>	<u>\$ (17,416)</u>
<u>Amounts not yet recognized in net periodic benefit cost and included in unrestricted net assets:</u>		
Accumulated actuarial loss	\$ (25,562)	\$ (20,977)
Net unrestricted net assets previously reflected	<u>3,046</u>	<u>3,561</u>
Net amount recognized	<u>\$ (22,516)</u>	<u>\$ (17,416)</u>
<u>Components of net periodic pension cost:</u>		
Interest cost	\$ 2,287	\$ 2,087
Expected return on plan assets	(2,503)	(2,714)
Loss on amortization	<u>1,956</u>	<u>1,444</u>
Net periodic pension cost	<u>\$ 1,740</u>	<u>\$ 817</u>
<u>Changes in net assets not yet reflected in the statement of operations:</u>		
Unrecognized net loss	\$ 6,541	\$ 5,894
Amortization of unrecognized net loss	<u>(1,956)</u>	<u>(1,444)</u>
Total changes in plan assets and obligations not yet reflected	<u>\$ 4,585</u>	<u>\$ 4,450</u>
Total changes in plan assets and benefit obligations	<u>\$ 6,325</u>	<u>\$ 5,267</u>
Unrecognized net loss to be amortized over next fiscal year	<u>\$ 2,484</u>	<u>\$ 1,956</u>
	2016	2015
Additional information:		
Accumulated benefit obligation	<u>\$ 56,876</u>	<u>\$ 53,266</u>
Expected contributions in fiscal year ending June 30, 2016	<u>\$ 1,500</u>	<u>\$ 1,200</u>
Expected benefit payments for fiscal year ending June 30, 2016:		
2017	\$ 1,467	
2018	1,600	
2019	1,714	
2020	1,856	
2021	2,060	
Next five years	12,332	

Kennedy Krieger Institute, Inc. and Affiliates
Notes to Combined Financial Statements
for the years ended June 30, 2016 and 2015
(in thousands)

Weighted-average assumptions to determine benefit obligations:	2016	2015
Discount rate	3.97%	4.35%
Salary increase	Non applicable	Non applicable
Measurement date	June 30	June 30
Participant census data used	January 1, 2016	January 1, 2015
 Weighted-average assumptions to determine pension expense:	 2016	 2015
Discount rates	4.35%	4.25%
Expected return on plan assets	7.00%	7.50%
Salary increase	Non applicable	Non applicable

The discounted rate assumption for fiscal year ending 2016 was determined using the actuary's proprietary yield curve, under which the plan's projected benefit payments are matched against a series of spot rates derived from a market basket of high quality fixed income securities. The discount rate assumption for fiscal year 2015 was developed based on the use of the Moody's AA and Barclays Capital US Long Credit AA bond indices. Management believes the change to the discount rate assumption more accurately reflects the cash flows of the Plan.

In determining the expected long-term rate of return on plan assets, the Institute evaluated the historical long-term rate of return for each class of asset in the plan and utilized a proprietary portfolio return calculator in determining an acceptable range of expected returns.

In 2014 the Society of Actuaries completed a mortality study and issued a new base mortality table ("RP-2014") and new mortality improvement scale ("MP-2014"). The Institute adopted the Mercer modified MRP-2007 base mortality table and the Mercer modified MMP-2007 generational projection scale in 2015 resulting in a \$3,800 increase in the benefit obligation.

The following tables present fair value measurements for plan assets as of June 30, 2016 and 2015 by the valuation hierarchy as defined in footnote 8 and also includes the liquidity aspects of each investment:

Fair Value Measurements for Plan Assets
as of June 30, 2016

	Level 1	Level 2	Level 3	Total Fair Value
Investments:				
Money market funds (1)	\$ 165	\$ -	\$ -	\$ 165
Fixed income mutual funds (2)	11,774	-	-	11,774
Equity securities and funds (3)	22,074	-	-	22,074
Multi-asset class funds (4)	-	-	346	346
Total Investments	\$ 34,013	\$ -	\$ 346	\$ 34,359

Kennedy Krieger Institute, Inc. and Affiliates
Notes to Combined Financial Statements
for the years ended June 30, 2016 and 2015
(in thousands)

Fair Value Measurements for Plan Assets
as of June 30, 2015

	Level 1	Level 2	Level 3	Total Fair Value
Investments:				
Money market funds (1)	\$ 589	\$ -	\$ -	\$ 589
Fixed income mutual funds (2)	7,372	-	-	7,372
Equity securities and funds (3)	13,337	2,279	-	15,616
Multi-asset class funds (4)	3,660	8,114	499	12,273
Total Investments	<u>\$ 24,958</u>	<u>\$ 10,393</u>	<u>\$ 499</u>	<u>\$ 35,850</u>

- (1) Money market funds include investments in short-term debt securities, including US Treasury bills and commercial paper with same day or next day liquidity.
- (2) Fixed income mutual funds include funds whose underlying investments include domestic and international corporate bonds, obligations issued or guaranteed by the U.S. government or its agencies, bankers acceptances, bank certificates of deposit, repurchase agreements, commercial paper, fixed income instruments denominated in currencies of emerging market countries and fixed income instruments represented by forwards or derivatives including options, future contracts and swap agreements. All funds offer next day liquidity. All funds are traded in active markets.
- (3) Equity securities and funds include investments in domestic and international common stocks and common stock mutual funds and collective trusts with next day or monthly liquidity.
- (4) Multi-asset class funds include investments in mutual funds or collective trusts whose underlying investments include domestic and international common stocks and other equity securities, government and corporate bonds and other fixed income securities, real asset securities and cash and cash equivalent investments. All funds offer either next day or monthly liquidity.

The plan's target allocations and actual asset allocation at June 30, by asset category, was as follows:

	Target Allocation	Actual Allocation	
		2016	2015
Equities	65%	64%	44%
Fixed income	35%	35%	21%
Multi-asset class	-	-	33%
Absolute return funds	-	1%	1%
Cash	-	-	1%
	<u>100%</u>	<u>100%</u>	<u>100%</u>

Kennedy Krieger Institute, Inc. and Affiliates
Notes to Combined Financial Statements
for the years ended June 30, 2016 and 2015
(in thousands)

The objectives of the plan's investment strategy are to maximize the plan's funded status and minimize the Institute's contributions and plan expense.

The Investment Committee establishes a target asset allocation and regularly reviews the actual asset allocation against the target. It also periodically rebalances the investment allocations, as appropriate. As previously noted, the pension plan investments were moved to Vanguard in December 2015.

Defined Contribution Plans

The Institute maintains qualified defined contribution retirement plans which are in compliance with section 401(k) and 403(b) of the Internal Revenue Code. The 401(k) plan is active and available to all employees (including all faculty and senior staff members) and provides for up to a 50% employer match on employee contributions up to certain levels of compensation. During 2016 and 2015, the aggregate contributions to the 401(k) plan were \$14,948 and \$14,645. The 403(b) plan was available to all faculty and senior staff to make elective deferrals, however was frozen to new deferrals effective March 31, 2007, then terminated effective December 10, 2014.

Deferred Compensation (457(b)) Plan

The Institute also offers a non-qualified deferred compensation plan for certain of its executives which allows for the deferral of compensation up to IRS limits. A deferred balance of \$1,290 and \$1,269 in fiscal years 2016 and 2015, respectively, was reported in Investments limited as to use in the Combined Balance Sheet. An associated liability of an equal amount is included in Other long-term liabilities in the Combined Balance Sheet. The Institute makes no contributions to the Deferred Compensation Plan.

15. INTEREST RATE SWAP

The Institute manages the fixed/variable mix of its debt portfolio, including hedging exposure to increasing interest expense on variable rate debt, by utilizing an interest rate swap. The Institute maintains a fixed payor interest rate swap which hedges the variable interest rate risk on the majority of the outstanding balance of the Series 2010 and 2011 Series Bonds. Under the terms of the agreement with a local bank, the Institute pays a fixed rate of 3.636% and receives 67% of 30-day LIBOR on notional amounts that reduce annually until July 2036. Notional amounts of \$37,887 and \$38,443 were effective June 30, 2016 and 2015, respectively. Under the terms of the agreement, no collateral requirements exist on the part of the Institute.

The fair value of the interest rate swap and the related unrealized (losses) were as follows as of June 30, including the classification on the Combined Balance Sheets and Statements of Operations:

	<u>Fair Market Value</u>	
	<u>2016</u>	<u>2015</u>
Interest rate swap liability	<u>\$ 12,370</u>	<u>\$ 8,853</u>

Kennedy Krieger Institute, Inc. and Affiliates
Notes to Combined Financial Statements
for the years ended June 30, 2016 and 2015
(in thousands)

	Amount recognized in Non-operating activity	
	2016	2015
Unrealized (loss) on interest rate swap valuation	\$ (3,517)	\$ (1,741)
Interest rate swap payments	<u>(1,313)</u>	<u>(1,355)</u>
Total	<u>\$ (4,830)</u>	<u>\$ (3,096)</u>

16. TEMPORARILY AND PERMANENTLY RESTRICTED ASSETS

Temporarily restricted net assets were held for the following purposes at June 30, 2016 and 2015:

	2016	2015
Capital Campaigns	\$ 18,453	\$ 17,585
Research and clinical projects	<u>19,212</u>	<u>18,930</u>
	<u>\$ 37,665</u>	<u>\$ 36,515</u>

During 2016 and 2015, temporarily restricted net assets were released by satisfying donor restrictions in the following amounts:

	2016	2015
Property and equipment	\$ -	\$ 53
Operating activities	<u>6,550</u>	<u>7,424</u>
Total	<u>\$ 6,550</u>	<u>\$ 7,477</u>

Permanently restricted net assets were held in perpetuity for the following purpose at June 30, 2016 and 2015:

	2016	2015
Restricted for the Physically Challenged Sports Program	<u>\$ 958</u>	<u>\$ 958</u>

17. SELF INSURANCE

Professional and General Liability

The Institute maintains a self-insurance trust (the "Trust") for general and professional liability to cover liability claims arising out of the ordinary course of its business. Excess coverage with an insurance company is in place to cover losses above self-insured retention levels.

Kennedy Krieger Institute, Inc. and Affiliates
Notes to Combined Financial Statements
for the years ended June 30, 2016 and 2015
(in thousands)

Assets in the Trust are to provide for payment of professional and general liability claims and expenses. Potential losses from asserted and unasserted claims are accrued based on estimates that incorporate the Institute's past experience, as well as other considerations, including the nature of each claim or incident, applicable insurance coverage and relevant trend factors.

An accrued liability related to asserted and unasserted self-insured general and professional liability claims of \$1,477 and \$1,571 has been recorded at June 30, 2016 and 2015, respectively, and is included in Accrued expenses. Investments in the Trust have a market value of \$3,531 and \$3,957 at June 30, 2016 and 2015, respectively and are reported in Investments limited as to use on the Combined Balance Sheets. In December 2015, the assets in the trust were invested in Vanguard funds.

Workers' Compensation, Unemployment and Health Benefits

The Institute self-insures its workers' compensation, unemployment and employee health and dental benefits. Losses from claims identified by the Institute, as well as provisions for estimated losses for incurred but not reported incidents, are accrued based on estimates that incorporate the past experience of the Institute, as well as other considerations, including the nature of the claims or incidents and relevant trend factors. An accrued liability of \$2,686 and \$2,750 has been recorded at June 30, 2016 and 2015, respectively for these self-insured plans and is included in accrued expenses on the Combined Balance Sheets.

18. COMMITMENTS AND CONTINGENCIES

Litigation

The Institute is involved in claims and litigation on professional liability and personnel matters that arise in the ordinary course of its business. This litigation is not expected to result in losses that exceed insurance limits or have a materially adverse effect on the Institute's financial position.

There have been claims filed against the Hugo W. Moser Research Institute at Kennedy Krieger, Inc. arising out of two Federally-funded research studies performed in the early 1990s. The Institute has insurance believed adequate to cover any compensatory damages awarded for these claims. In some of these claims, the plaintiff has asserted punitive damages, which if awarded, would not be covered by insurance. Management believes that it is unlikely that punitive damages would be awarded in any of these claims. The outcome of these claims is not probable or estimable; therefore, no liability has been recorded on the Combining Balance Sheets at June 30, 2016 and 2015.

Rental Lease Commitments

Through the creation of MSP, all property and major equipment is leased/subleased to each operating entity. These transactions are eliminated through the combining of the Institute's financial statements.

Commitments for leases that do not meet the criteria for capitalization are classified as operating leases with related rentals charged to operations as incurred. The following is a schedule by year of future minimum lease payments under operating leases as of June 30, 2016, that have initial or remaining lease terms in excess of one year.

Kennedy Krieger Institute, Inc. and Affiliates
Notes to Combined Financial Statements
for the years ended June 30, 2016 and 2015
(in thousands)

2017	\$ 2,206
2018	1,651
2019	428
2020	325
2021	332
Thereafter	<u>150</u>
	<u>\$ 5,092</u>

Rent expense on external lease commitments for the years ended June 30, 2016 and 2015 was \$2,257 and \$2,026, respectively.

Charitable Gift Annuities

The Institute has received charitable gift annuities from donors from which the Institute has guaranteed payments to the donor on a quarterly basis until the donor's death.

The Institute has recorded gift annuities, net of reserves, consistent with the rates adopted by the American Council on Gift Annuities at the time of issuance of the gift annuity. Assets maintained on outstanding annuity agreements exceed the amount of the reserve. Gift annuities with a market value of \$959 and \$1,023 and reserves for annuity payments of \$529 and \$572 to make gift annuity payments have been recorded in 2016 and 2015, respectively, and are included in Investments limited as to use on the Combined Balance Sheets.

19. FUNCTIONAL EXPENSES

The Institute provides specialty pediatric health care services, administers professional training programs, conducts laboratory and clinical research, operates special education school programs, administers community-based services, conducts fundraising activities and operates ancillary ventures. Expenses related to providing these services are as follows:

	2016	2015
Special pediatric healthcare services	\$ 117,463	\$ 109,603
Research	21,350	21,349
Education/community services	40,758	40,678
Fundraising activities	2,625	2,100
Operation of facilities	28,060	26,505
General and administrative	<u>27,674</u>	<u>28,643</u>
	<u>\$ 237,930</u>	<u>\$ 228,878</u>

Kennedy Krieger Institute, Inc. and Affiliates
Notes to Combined Financial Statements
for the years ended June 30, 2016 and 2015
(in thousands)

20. SALE OF ASSETS

Adaptive Equipment Systems (AES)

In connection with its 2004 sale of AES, the Foundation received \$100 in 2015, representing settlement payments on an incentive earnout agreement. These payments are reflected as a gain on sale of subsidiary in the Combined Statements of Operations.

Madison Street Properties

In 2016, Madison Street Properties sold property in Baltimore and recognized a gain on the sale of \$716.

21. SUBSEQUENT EVENTS

Kennedy Krieger Institute has evaluated subsequent events through October 5, 2016, which is the date the financial statements were issued. There have been no events through that date that needed to be disclosed.



**Report of Independent Auditors
on Accompanying Combining Information**

To the Board of Directors of
Kennedy Krieger Institute, Inc. and Affiliates

We have audited the combined financial statements of Kennedy Krieger Institute, Inc. and Affiliates, as of June 30, 2016 and for the year then ended and our report thereon appears on pages 1-2 of this document. That audit was conducted for the purpose of forming an opinion on the combined financial statements taken as a whole. The combining information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the combined financial statements. The combining information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves and other additional procedures, in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining information is fairly stated, in all material respects, in relation to the combined financial statements taken as a whole. The combining information is presented for purposes of additional analysis of the combined financial statements rather than to present the balance sheet, statement of operations and statement of changes in net assets of the individual companies and is not a required part of the combined financial statements. Accordingly, we do not express an opinion on the balance sheet, statement of operations and statement of changes in net assets of the individual companies.

A handwritten signature in black ink that reads "PricewaterhouseCoopers LLP". The signature is written in a cursive, flowing style.

October 5, 2016

SUPPLEMENTAL COMBINING FINANCIAL STATEMENTS

Kennedy Krieger Institute, Inc. and Affiliates
Combining Balance Sheet Information
for the year ended June 30, 2016

	Kennedy Krieger Children's Hospital, Inc	Hugo W. Moser Research Institute at Kennedy Krieger, Inc.	Kennedy Krieger Education & Community Services, Inc.	Kennedy Krieger Foundation, Inc.	PACT: Helping Children with Special Needs, Inc.	Madison Street Properties, Inc.	Combining Eliminations	Combined Totals
Assets								
Current assets:								
Cash and cash equivalents	\$ 4,093,608			\$ 8,044,047	\$ 259,237			\$ 12,396,892
Patient receivables, net	19,085,097				169,760			19,254,857
Grant and contract receivable	187,487	5,408,169	\$ 1,194,083		289,598			7,079,337
Tuition receivable			4,610,786					4,610,786
Pledges receivable				11,012,826	19,725			11,032,551
Due from affiliates	87,008,080		5,306,266	4,182,081	1,490,661	\$ 8,321,819	\$ (106,308,907)	-
Prepaid expenses and other	1,209,184	31,063	185,000	830	1,697	266,331	(185,000)	1,509,105
Total Current Assets	111,583,456	5,439,232	11,296,135	23,239,784	2,230,678	8,588,150	(106,493,907)	55,883,528
Non-current assets:								
Property and equipment, net					1,571	122,505,985		122,507,556
Investments:								
Board designated endowment				45,536,120	299,976			45,836,096
Investments limited as to use	4,821,715			1,722,269				6,543,984
Pledges receivable, net				10,536,503	6,588			10,543,091
Other non-current assets						423,215		423,215
Total non-current assets	4,821,715			57,794,892	308,135	122,929,200		185,853,942
Total assets	\$ 116,405,171	\$ 5,439,232	\$ 11,296,135	\$ 81,034,676	\$ 2,538,813	\$ 131,517,350	\$ (106,493,907)	\$ 241,737,470
Liabilities and net assets								
Current liabilities:								
Accounts payable and accrued expenses	24,334,165	957,792	73,371		59,633			25,424,961
Due to affiliates		9,298,306			1,238,750	95,771,851	(106,308,907)	-
Deferred grant revenue	83,401	2,044,516	(85,852)		126,842			2,168,907
Line of credit	2,250,000							2,250,000
Current portion of tax-exempt bonds						2,299,292		2,299,292
Total Current Liabilities	26,667,566	12,300,614	(12,481)		1,425,225	98,071,143	(106,308,907)	32,143,160
Non-current Liabilities:								
Tax-exempt bonds						63,245,305		63,245,305
Accrued pension	22,516,326							22,516,326
Interest rate swap						12,370,285		12,370,285
Other long-term liabilities	2,340,073							2,340,073
Total long-term liabilities	24,856,399					75,615,590		100,471,989
Total liabilities	51,523,965	12,300,614	(12,481)		1,425,225	173,686,733	(106,308,907)	132,615,149
Net assets:								
Unrestricted	60,987,879	(12,105,742)	10,610,561	53,000,094	360,834	(42,169,383)	(185,000)	70,499,243
Temporarily restricted	3,893,327	5,244,360	698,055	27,076,360	752,754			37,664,856
Permanently restricted				958,222				958,222
Total net assets	64,881,206	(6,861,382)	11,308,616	81,034,676	1,113,588	(42,169,383)	(185,000)	109,122,321
Total liabilities and net assets	\$ 116,405,171	\$ 5,439,232	\$ 11,296,135	\$ 81,034,676	\$ 2,538,813	\$ 131,517,350	\$ (106,493,907)	\$ 241,737,470

Kennedy Krieger Institute, Inc. and Affiliates
Combining Statement of Operations
for the year ended June 30, 2016

	Kennedy Krieger Children's Hospital, Inc	Hugo W. Moser Research Institutue at Kennedy Krieger, Inc.	Kennedy Krieger Education & Community Services, Inc.	Kennedy Krieger Foundation Inc.	PACT: Helping Children with Special Needs, Inc.	Madison Street Properties Inc.	Combining Eliminations	Combined Totals
Operating revenues:								
Patient service revenue, net	\$ 142,061,143	\$ 2,011,228	\$ 2,471,389		\$ 265,053			\$ 146,808,813
Tuition revenue	46,450		43,510,747		756,666			44,313,863
Grant and contract revenue	1,532,646	25,759,413	5,171,586		1,599,264			34,062,909
Net assets released for operating activities	2,221,488	788,852	632,724	\$ 2,677,776	229,474			6,550,314
Investment earnings used for operating activities	38,792	3,796,518		(2,060,820)	360,000	2,500,000	(2,573,670)	2,060,820
Unrestricted contributions from fundraising activities, net				1,373,466				1,373,466
Other operating revenues	995,389				226	\$ 29,561,870	(28,700,865)	1,856,620
Total operating revenues	146,895,908	32,356,011	51,786,446	1,990,422	3,210,683	32,061,870	(31,274,535)	237,026,805
Operating expenses:								
Salaries, wages and benefits	109,778,129	18,953,396	39,447,423	907,684	2,617,751	6,415,588		178,119,971
Supplies, purchased services and other	19,821,896	8,750,843	6,331,380	953,469	491,021	12,265,792	(2,838,168)	45,776,233
Space costs, net	15,931,678	5,689,601	6,156,093	238,378	99,774	320,843	(28,436,367)	-
Depreciation					9,427	9,277,426		9,286,853
Rent						2,257,249		2,257,249
Interest						1,524,972		1,524,972
Total operating expenses	145,531,703	33,393,840	51,934,896	2,099,531	3,217,973	32,061,870	(31,274,535)	236,965,278
Operating revenues over (under) expenses	1,364,205	(1,037,829)	(148,450)	(109,109)	(7,290)	-	-	61,527
Non-operating activity:								
Investment income and realized gains (losses), net	(125,724)			(1,924,069)				(2,049,793)
Realized and unrealized (loss) on interest rate swap						(4,829,973)		(4,829,973)
Realized gain on sale of asset						715,732		715,732
Restricted fundraising expenses				(964,989)				(964,989)
Net non-operating activity	(125,724)	-	-	(2,889,058)	-	(4,114,241)	-	(7,129,023)
Excess of revenues over expenses	1,238,481	(1,037,829)	(148,450)	(2,998,167)	(7,290)	(4,114,241)		(7,067,496)
Other changes in unrestricted net assets:								
Unrealized gains (losses) on investments, net	77,235			(1,485,284)				(1,408,049)
Net assets released from restrictions used for property and equipment								-
Change in funded status of defined benefit plan	(5,740,053)							(5,740,053)
Increase (decrease) in unrestricted net assets	\$ (4,424,337)	\$ (1,037,829)	\$ (148,450)	\$ (4,483,451)	\$ (7,290)	\$ (4,114,241)	\$ -	\$ (14,215,598)

Kennedy Krieger Institute, Inc. and Affiliates
Combining Statement of Changes in Net Assets
for the year ended June 30, 2016

	Kennedy Krieger Children's Hospital, Inc.	Hugo W. Moser Research Institute at Kennedy Krieger, Inc.	Kennedy Krieger Education & Community Services, Inc.	Kennedy Krieger Foundation Inc.	PACT: Helping Children with Special Needs, Inc.	Madison Street Properties Inc.	Combining Eliminations	Combined Totals
Unrestricted net assets:								
Excess of revenue over expenses	\$ 1,238,481	\$ (1,037,829)	\$ (148,450)	\$ (2,998,167)	\$ (7,290)	\$ (4,114,241)		\$ (7,067,496)
Unrealized (losses) on investments	77,235			(1,485,284)				(1,408,049)
Net assets released from restrictions used for property and equipment								
Change in funded status of defined benefit plan	(5,740,053)							(5,740,053)
Increase (decrease) in unrestricted net assets	(4,424,337)	(1,037,829)	(148,450)	(4,483,451)	(7,290)	(4,114,241)		(14,215,598)
Unrestricted net assets, beginning of year	65,412,216	(11,067,914)	10,759,010	57,483,541	368,128	(38,055,142)	\$ (185,000)	84,714,839
Unrestricted net assets, end of year	<u>\$ 60,987,879</u>	<u>\$ (12,105,743)</u>	<u>\$ 10,610,560</u>	<u>\$ 53,000,090</u>	<u>\$ 360,838</u>	<u>\$ (42,169,383)</u>	<u>\$ (185,000)</u>	<u>\$ 70,499,241</u>
Temporarily restricted net assets:								
Contributions from fundraising activities	1,839,600	1,242,030	879,694	3,596,972	142,453			7,700,749
Net assets released from restrictions used for property and equipment								
Net assets released from restrictions used for operating activities	(2,221,488)	(788,852)	(632,724)	(2,677,776)	(229,474)			(6,550,314)
Increase (decrease) in temporarily restricted net assets	(381,888)	453,178	246,970	919,196	(87,021)			1,150,435
Temporarily restricted net assets, beginning of year	4,275,215	4,791,182	451,085	26,157,164	839,775			36,514,421
Temporarily restricted net assets, end of year	<u>\$ 3,893,327</u>	<u>\$ 5,244,360</u>	<u>\$ 698,055</u>	<u>\$ 27,076,360</u>	<u>\$ 752,754</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 37,664,856</u>
Permanently restricted net assets:								
Contributions received								
Increase in permanently restricted net assets								
Permanently restricted net assets, beginning of year				958,222				958,222
Permanently restricted net assets, end of year	-	-	-	958,222	-	-	-	958,222
Increase(decrease) in net assets	(4,806,225)	(584,651)	98,520	(3,564,255)	(94,311)	(4,114,241)		(13,065,163)
Net assets, beginning of year	69,687,431	(6,276,732)	11,210,095	84,598,927	1,207,903	(38,055,142)	(185,000)	122,187,482
Net assets, end of year	<u>\$ 64,881,206</u>	<u>\$ (6,861,383)</u>	<u>\$ 11,308,615</u>	<u>\$ 81,034,672</u>	<u>\$ 1,113,592</u>	<u>\$ (42,169,383)</u>	<u>\$ (185,000)</u>	<u>\$ 109,122,319</u>

**Schedule of Expenditures of Federal Awards
and
Notes to Schedule of Expenditures of Federal Awards**

Kennedy Krieger Institute, Inc. and Affiliates
Schedule of Expenditures of Federal Awards
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Federal Grantor/Pass-Through Grantor/Program or Cluster Title	Entity	Federal CFDA No.	Award or Pass-through Entity ID no.	Recipient Expenditures	Sub Recipient Expenditures	Total Federal Expenditures
<u>Research and Development Cluster- Direct Awards</u>						
<u>Department of Health and Human Services</u>						
<u>Centers for Disease Control & Prevention</u>						
Maternal Child Health Careers/Research Initiatives-Undergrad	R	93.283	U50 MN000025-04	\$ 35,427	\$ 3,758	\$ 39,185
Maternal Child Health Careers/Research Initiatives-Undergrad	R	93.283	U50 MN000025-05	265,472	83,184	348,656
Maternal Child Health Careers/Research Initiatives-Undergrad	R	93.283	U50 MN000025-06	505,739	28,520	534,259
<i>Subtotal Centers for Disease Control & Prevention 93.283</i>						<u>922,100</u>
<u>Food & Drug Administration</u>						
Phase 2 Of Growth Hormaone For Treatment of Albright Hereditary Osteodystrophy	R	93.103	1 R01 FD003409-03	12,653		12,653
PH 2 Study of Dextromethorphan in the Treatment of Rett Syndrome	R	93.103	1 R01 FD004247-03	81,634	(608)	<u>81,026</u>
<i>Subtotal Food & Drug Administration 93.103</i>						<u>93,679</u>
<u>National Center for Advancing Translational Sciences</u>						
Partnering to treat an Orphan Disease Duchenne Musclar Dystrophy	R	93.310	I UH2 TR000966-01/02	(4,355)		<u>(4,355)</u>
<i>Subtotal National Center for Advancing Translational Sciences 93.310</i>						<u>(4,355)</u>
<u>National Eye Institute</u>						
Optic Nerve Head Synucleinopathy in Glaucoma and the Function Of Gammasynuclein	R	93.867	R01 EY019960-03	46		46
Trans Degrad Of Mitoch In The CNS	R	93.867	R01 EY022680-03/03C/04	335,398	209,839	545,237
Axonal Mitochondria Degradation as the Achilles Heel of Retinal Ganglion Cells	R	93.867	R01 EY026471-01	60,397		<u>60,397</u>
<i>Subtotal National Eye Institute 93.867</i>						<u>605,680</u>
<u>National Heart Lung, and Blood Institute</u>						
MRI-based Quantitative Brain Perfusion Mapping for Sickle Cell Disease	R	93.839	K 25 HL121192-01/02/03	118,690		<u>118,690</u>
<i>Subtotal National Heart Lung and Blood Institute 93.839</i>						<u>118,690</u>

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National Institute of Biomedical Imaging and Bioengineering						
Resources for Quantitive Functional MRI	R	93.286	5 P41 EB015909-13	\$ (12,141)	\$ 182,236	\$ 170,095
Resources for Quantitive Functional MRI	R	93.286	P41 RR15241-14	(18,194)	194,436	176,242
Resources for Quantitive Functional MRI	R	93.286	P41 RR15241-15	756,522	108,490	865,011
Diacest Islet Cell Capsules For Immunoprotection, MR Detection and PH Sensing	R	93.286	1 R01EB012590-04	(16,311)		(16,311)
Multi-Color EX Trans Imag of Drug Del	R	93.286	5 R01 EB015031-04	46,088	49,440	95,528
Translation	R	93.286	5 R01 EB015032-04	217,967		217,966
Monitoring Prodrug Delivery In Suicide	R	93.286	1 R21 EB015609-03	(17,541)		(17,541)
MRI Assessment of Glucose Metabolism in Brain Tumor Using GlucoCest	R	93.286	1 R21 EB018934-01	344,514		344,514
Development and Translation of D-Glucose as a Diagnostic Agent for MRI	R	93.286	1 R01EB019934-01	943,175	12,811	955,986
Development and Translation of D-Glucose as a Diagnostic Agent for MRI Agents	R	93.286	R01EB019934-02	63,098		63,098
	R	93.286	R21EB020905-01	32,656		32,656
Bioengineering 93.286						<u>2,887,244</u>
National Institute of Child Health and Human Development						
Resident Training in Brain Injury Rehab	R	93.865	5T32HD007414-19/20	390,892		390,892
Mechanism & Rehabilitation of Cerebella Ataxia	R	93.865	R01 HD40289-12/13/14	348,206	7,177	355,383
Changes in Functioning Among Mentally Retarded Adults	R	93.865	5 P01 HD35897-26	133,697	765,144	898,841
Human Locomotors Plasticity in Health and Disease	R	93.865	R01 HD048741-08/09	3,174		3,174
Human Locomotors Plasticity in Health and Disease	R	93.865	R37 NS090610-10/11	365,757	60,151	425,909
Trans Anayl Chronic Aberrant Beh Life Spa	R	93.865	P01 HD055456-05	163	37,367	37,530
Neural Bais of Recovery of Inhib Ped TB	R	93.865	K23HD061611-05/06	25,258		25,258
Develpoment of ADHD in Preschool Children: Neuroimaging and Behavioral	R	93.865	R01 HD068425--03/04/05	505,982		505,982
Delineating Subtypes of Self-Injurious Behavior Maintained by Automatic	R	93.865	R01 HD076653-02/03/04	310,544	10,879	321,423
Somatosensory Processing-Assessing Youth Sport-Related Concussion	R	93.865	1 R21 HD080378-01/02	150,325	(3,660)	146,665
Neonatal Ischemic Seizures: Age and Gender Susceptibility	R	93.865	R21 HD073105-01/02	207,067		207,067
Intellectual and Developmental Disabilities Research Centers 2013	R	93.865	U54 HD079123-01/02/03	1,183,047	104,385	1,287,434
Role of G Protein-Coupled Signaling in Neurocognitive and Psychosocial Abnormalities	R	93.865	R21 HD078864-01	70,019		70,019
Subtotal National Institute of Child Health and Human Development 93.865						<u>4,675,576</u>

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Federal Grantor/Pass-Through Grantor/Program or Cluster Title	Entity	Federal CFDA No.	Award or Pass-through Entity ID no.	Recipient Expenditures	Sub Recipient Expenditures	Total Federal Expenditures
National Institute of Mental Health						
Autism: Social & Communication Predictors in Siblings	R	93.242	R01 MH59630-13/14/15	\$ 788,581		\$ 788,581
Anomalous Motor Physiology in ADHD	R	93.242	R01 MH78160-08/09/10	407,151	\$ 42,749	449,900
Adolescent Changes in Brain and Behavior in Boys and Girls with ADHD	R	93.242	R01MH085328-10/10A/11/11A	526,506	54,390	580,896
Delay Discounting in children with ADHD: Neuroimaging	R	93.242	K23 MH101322-01/02/03	135,017		135,017
Large Scale Brain Organization During Cognitive Control in ADHD`	R	93.242	K99 MH102349-01/02	47,350		47,350
Role of Somatic Mosaicism in Autsim, Schizophrenia and Bipolar Disorder Brain	R	93.242	U01MH106884-01	189,027	13,245	202,272
Risk and Resilience in Maltreated Children	R	93.242	R01MH098073	99,755	475,609	575,366
Virtual Brain Electrode (VIBE) for Imaging Neuronal Activity	R	93.242	R24MH109085-01	79,999	18,505	98,504
Visual-Motor Development in Infants at High Risk for Autism	R	93.242	K01MH109766-01	33,434		33,434
The Movement Based Training for Children with ADHD	R	93.242	R21 MH104651-01/02	87,618	83,972	171,590
Subtotal National Institute of Mental Health 93.242						<u>3,082,910</u>
National Institute of Neurological Disorders and Stroke						
Neurotrophin Protection of Hypoxic Ischemic Brain Injury	R	93.853	R01 NS046030-09	(283)		(283)
The Role of the Transcallosal Pathway	R	93.853	R01NS072171-05/06	188,282	16,785	205,067
EEG-Based Assessment of Functional Connectivity in Autism	R	93.853	K23NS073626-05	175,174		175,174
Suppression of Glioblastoma Stem Cells by Kruppel-Like Factor 9	R	93.853	R01NS076759-03/04/05	291,840	13,305	305,146
Adaptive Control of Epileptic Seizures	R	93.853	R01NS079288-02/03/04	152,957	20,750	173,707
Brain Cancer Stem Cells Reprog By C-Met	R	93.853	R01NS073611	277,785	26,756	304,541
A Novel Xenograft Mouse Model Of FMD	R	93.853	R21 NS079529-01	(18,542)	4,119	(14,423)
Movement & Sensation in Cerebellar Ataxia	R	93.853	1 F31 NS086399-02A1	9,520		9,520
Sturge-Weber Syndrome: Leveraging a Gene Discovery for the Future	R	93.853	R13 NS090861-01	549		549
Drug Discovery for X-Linked Adrenoleukodystrophy	R	93.853	R21 NS091988-01	132,396	28,637	161,032
Role of Prefrontal Cortex in Locomotor Learning	R	93.853	F31NS090751-01/02	54,408		54,408
Distinct Motor Learning Mechanisms for Training Locomotion	R	93.853	F31NS092241-01	21,282		21,282
Magnetic Resonance Imaging and Apectroscopy	R	93.853	K23NS091379-01/02	110,030		110,030
Methyl-CpG-dependent transcription factor function in human glioma	R	93-853	R01NS091165-01/02	208,000	45,564	253,563
Direct Examination of Imitation-Based Learning in Autism	R	93-853	R21NS091569-01	21,967		21,967
GABAergic Sensorimotor Dysfunction in Tourette Syndrome	R	93-853	R01NS096207-01	37,863		37,863
Subtotal National Institute of Neurological Disorders and Stroke 93.853				-		<u>1,819,144</u>
National Institute on Alcohol Abuse and Alcoholism						
GEWIS Study of Smoking, Hazardous Drinking & Other Health Risk Behaviors	R	93.273	R21AA024404	52,995	54,230	107,226
Subtotal National Institute on Alcohol Abuse and Alcoholism						<u>107,226</u>
Total Department of Health and Human Services						14,307,894

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Federal Grantor/Pass-Through Grantor/Program or Cluster Title	Entity	Federal CFDA No.	Award or Pass-through Entity ID no.	Recipient Expenditures	Sub Recipient Expenditures	Total Federal Expenditures
<u>Health Resources and Services Administration</u>						
MCH RESEARCH	R	93.110	R40 MC26193-01/02/03	\$ 299,943		\$ 299,942
MCH RESEARCH	R	93.110	MC29832-01	15,445		15,445
MCH Training Program in Neurodevelopment Disabilities	H	93.110	2 T73 MC17245-06/07-00	838,100		838,100
<i>Subtotal Health Resources and Services Administration RSA CFDA 93.110</i>						1,153,487
Mental and Behavioral Health Education and Training Program	R	93.732	M 011 HP25314-01	44,916		44,916
<i>Subtotal HRSA CFDA 93.732</i>						44,916
Total Health Resources and Services Administration						1,198,403
<u>US Army Medical Research</u>						
Adv Rest Therapies In Spinal Cord Injury	R	12.420	W81XWH-14-1-0069	852,280		852,280
Adv Rest Therapies In Spinal Cord Injury	R	12.420	W81XWH-14-1-0176	85,254	\$ 49,564	134,818
<i>Subtotal US Army Medical Research CFDA 12.420</i>						987,098
Total Research and Development - Direct Awards						16,493,395
<u>Research and Development Cluster- Pass Through Awards</u>						
Children's Research Institute	R	93.242	30000327-14-04	4,096		4,096
Center for Psychological Consultation	R	93.242	5R44MH094092	63,422		63,422
<i>Subtotal Children's Research Institute CFDA 93.242</i>						67,518
<u>Johns Hopkins University (JHU)</u>						
Rethinking the Reaction Time	R	47.075	2002532395	22,792		22,792
Efficacy Of Sustained Release Oral Fampr	R	93.unknown	2001770079	(7,301)		(7,301)
Mech Of Retinal Neurodegeneration	R	93.unknown	2001869586	(2,582)		(2,582)
Measure Of Glutamate & Gaba in Motor Path	R	93.unknown	2001901741	292		292
Automatd Quantification od Subpial Demyelination and Axonal Injury	R	93.unknown	2002079083	8,225		8,225
<i>Subtotal JHU CFDA 93.unknown</i>						21,426
A Prospective Birth Cohort Study on Pre and Peri-Natal Deterninants	R	93.110	2002367227	30,849		30,849
<i>Subtotal JHU CFDA 93.110</i>						30,849
The Neurobiology of Recovery in Acquired Dysgraphia	R	93.173	2001910762	53,158		53,158
<i>Subtotal JHU CFDA 93.173</i>						53,158

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Information & Hierarchical Organization in the Neural Systems for Working Memory	R	93.242	2000929824	\$ 4,610		\$ 4,610
	R	93.242	2001184181	1,303		1,303
Gene-Environment Interactions for Cortical Development and Schizophrenia	R	93.242	2001398226	58,552		58,552
Oxidative Stress and Schizophrenia: Cell Biology and Brain Imaging Project	R	93.242	2001434158	5,090		5,090
Dysfunction of Sensory Inhibition In Autism	R	93.242	2001993422	-		0
Neurobehavioral Correlates of Frustration in Children with ADHD	R	93.242	2002610904	35,106		35,106
Investigation of Cerebellar Involvement in Cognitive Function	R	93.242	2002590758	2,085		2,085
Thalamic Connectivity in Recent Onset Schizophrenia	R	93.242	2002832607	24,563		24,563
Statistical Methods for Mapping Human Brain Development	R	93.242	2002901351	26,882		26,882
Neurotransmitters in Schizophrenia Using High -Field MR Spectroscopy	R	93.242	2001642734	145,852		<u>145,852</u>
Subtotal JHU CFDA 93.242						304,042
MRI Investigations of Cognition in Alcoholics	R	93.273	2001197919	62,697		62,697
Neuro of Eyeblink Cond In Sub with Alcohol	R	93.273	2001460294	1,393		<u>1,393</u>
Subtotal JHU CFDA 93.273						64,090
Cortical and Subcortical Mechanisms of Human Cognitive Control	R	93.279	2001229245	131,690		131,690
Behavioral Treatment of Adolescent Marijuana Use	R	93.279	2002852860	18,501		<u>18,501</u>
Subtotal JHU CFDA 93.279						150,191
Neuro & Genetic Biomarkers in Bipolar Disease	R	93.242	2001591781	18,587		<u>18,587</u>
Subtotal JHU CFDA 93.281						18,587
Enhancing Current Capacity for Surveillance of Autism	R	93.283	2002911409	19,487		19,487
Enhancing Current Capacity for Surveillance of Autism	R	93.283	20010225702	28,996		<u>28,996</u>
Subtotal JHU CFDA 93.283						48,483
Institute for Clinical and Translational Research	R	93.350	2002276452	(3,691)		(3,691)
Institute for Clinical and Translational Research	R	93.350	2002097583	512,356		<u>512,356</u>
Subtotal JHU CFDA 93.350						508,665
Comparing Two Parenting Programs for At-Risk Families	R	93.853	2001433038	256,264	\$ 362	<u>256,626</u>
Subtotal JHU CFDA 93.853						256,626
Academic-Industrial Partnership to Develop Clinical Brain Cancer Imaging	R	93.394	2001776838	53,765		<u>53,765</u>
Subtotal JHU CFDA 93.394						53,765
JHU ICMIC Program	R	93.399	2001417774	120,711		<u>120,710</u>
Subtotal JHU CFDA 93.399						120,710

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Centers for Autism & Developmental Disabilities Research	R	93.073	2001438612	\$ 89,163		\$ 89,163
Centers for Autism & Developmental Disabilities Research	R	93.073	2002809953	245,940		<u>245,940</u>
Subtotal JHU CFDA 93.703						<u>335,103</u>
Behavioral Health Integration Program In Primary Care	R	93.789	2001990737	158,055		<u>158,055</u>
Subtotal JHU CFDA 93.789				-		<u>158,055</u>
Excitotoxicity in Circulatory Arrest-Brain Injury	R	93.837	2000644443	(5,036)		(5,036)
Excitotoxicity in Circulatory Arrest-Brain Injury	R	93.837	2002405038-2002405090	314,469		314,469
Clinical Hematology Research Career Development Program	R	93.837	2002349197	86,969		<u>86,969</u>
Subtotal JHU CFDA 93.837						<u>396,402</u>
Activin Receptor-Based Therapies for Musculoskeletal Disease	R	93.846	2001387087	47,399	\$ 357	<u>47,757</u>
Subtotal JHU CFDA 93.846						<u>47,757</u>
Neurobehavioral Correlates of Familial/genetic obesity Risk in Adolescents	R	93.847	2002405037	62,297		91,240
Diabetes, Digestive and Kidney Diseases Extramural Research	R	93.847	2002655891	8,869		<u>8,869</u>
Subtotal JHU CFDA 93.847				-		<u>100,109</u>
Role of NG2+Glial Cells in Recovery From Spinal Cord Injury	R	93.853	2002522137	12,155		19,049
Amyloid Neuro In Older HIV & IND With Cip	R	93.853	2001726105	2,569		16,701
Imaging Neurodegeneration In MS	R	93.853	2001817828	(6,541)		81,351
Neurology Sciences Academic Development Award	R	93.853	2001815866	794		166,930
Develop Of His Assay For Neurology Lyso Dis	R	93.853	2002006204	(2,871)		(2,871)
INV Diff IN Gaba & Functional Neuro Project	R	93.853	2001721304	752		5,573
Treatment of ALS Based on Transplatation og Glial Restricted Progenitors	R	93.853	2002718049	13,441		<u>13,441</u>
Subtotal JHU CFDA 93.853						<u>300,174</u>
Innovative PK/PD Approacjes to Optimize TBM Treatment in Children	R	93.865	2002486955	30,109		30,109
Understanding Motor Beh After Stroke	R	93.865	2001606740	22,754		28,630
JH Pediatric Obesity Research and Training Center	R	93.865	2002015247	6,821		13,280
Development of a Reliable and Standardized Molecular Assay for Fragile X Protein	R	93.865	R43HD082900-01	9,318		9,318
Novel Strategies to Enhance Motor Function After Stroke	R	93.865	2002876504	3,325		<u>3,325</u>
Subtotal JHU CFDA 93.865						<u>84,661</u>
Biomarkers of Cognitive Decline Among Normal Individual: the Biocard Cohort	R	93.866	2002373351	79,415		79,415
PET Studies Of Serotonin & Amyloid MCI	R	93.866	2001465692	6,515		6,515
Longitudinal Imaging Of Neuropsy Syms	R	93.866	2001465721	14,332		<u>14,332</u>
Subtotal JHU CFDA 93.866						<u>100,262</u>

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Alzheimers Research	R	93.879	2002704174	\$ 40,341		\$ 40,341
Training/Tools for Informationists - Sharing of Next Generation Sequencing Data	R	93.879	2002704174	7,802		7,802
Subtotal JHU CFDA 93.879						48,144
Discovery&Applied Research for Technological Innovations to Improve Human Hlth	R	93.286	2002901741	19,256		19,256
Amide Proton Transfer (APT) MRI of Brain Tumors at 3T	R	93.286	2002090325	45,364		45,364
Subtotal JHU CFDA 93.286						64,620
Total Johns Hopkins University						3,265,879
Northwestern University						
Engineering Career Development Center in Movement & Rehabilitation Scien	R	93.865	K12HD073945	144,056		144,057
Subtotal Northwestern University CFDA 93.865						144,057
Partek Incorporated						
Computational Tools To Analyze SNP Data From Patients	R	93.242	2R44MH086192-02A1	262,557		262,557
Subtotal Partek Incorporated CFDA 93.242						262,557
Association Of University Centers on Disabilities (AUCD)						
AUCD-CDC Project	R	93.424	7201	48,049		48,049
Subtotal AUCD CFDA 93.424						48,049
The Brain Vascular Matt Clinic Research	R	93.853	8397	176,849		176,849
Rapid Phenotyping for Rare Variant Discovery in Autism	R	93.853	1440 G PA522	49,770		49,770
Subtotal University of California CFDA 93.853						226,619
University of Maryland, Baltimore						
Family Informed Trauma Treatment CTR-FITT	R	93.243	SR00003534	92,627		92,627
Grey Matter Lesions & Neurodegeneration in Multiple Sclerosis	R	93.243	SR00003805	36,286		36,285
Automated Quantification of Subpail Demyeliation	R			34,220		34,220
Subtotal University of Maryland Baltimore CFDA 93.243						163,132

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University of Massachusetts						
Biomarkers for Therapy of FSHD (U54)	R	93.865	WA00227488/RFS2015068	\$ 13,264		\$ 13,264
Biomarkers for Therapy of FSHD (U54)	R	93.865	WA00331748/RFS2016036	59,391		59,391
Biomarkers for Therapy of FSHD (U54)	R	93.865	WA00227490/RFS2015066	143		143
Biomarkers for Therapy of FSHD (U54)	R	93.865	WA00331753/RFS2016034	59,106		59,106
Biomarkers for Therapy of FSHD (U54)	R	93.865	WA00135920/RFS2014063	10,874		10,874
Biomarkers for Therapy of FSHD (U54)	R	93.865	WA00227485/RFS2015065	7,699		7,699
Biomarkers for Therapy of FSHD (U54)	R	93.865	WA00331752/RFS2016033	127,789		127,789
Biomarkers for Therapy of FSHD (U54)	R	93.865	WA00331746/RFS2016035	22,957		22,959
Subtotal University of Massachusetts CFDA 93.865						301,225
Columbia University						
Biomarkers of Alzheimer's Disease in Adults with Down Syndrome	R	93.866	U01AG051412-01	46,146		46,146
Subtotal Columbia University CFDA 93.866						46,146
University of Michigan						
Thera Hypo After Ped Card Arr	R	93.837	U01HL094345	107,687		107,687
Subtotal of University of Michigan CFDA 93.837						107,687
West Virginia University						
West Virginia Stroke CoBRE	R	93.859	P20GM109098	19,564		19,564
Subtotal of West Virginia University CFDA 93.859						19,564
Total Research and Development Cluster - Pass Through Awards						4,652,433
Research and Development Cluster - Total Awards						21,145,828
<u>Other Programs - Direct Awards</u>						
Department of Health and Human Services (DHHS)						
Children's Hospital Graduate Medical Education	H	93.255	338-002	263,298		263,298
Subtotal DHHS CFDA 93.255						263,298
Administration for Children and Families (ADD)						
Developmental Disabilities	H	93.632	90DD0707-01/03/04	602,041		602,041
Subtotal ADD CFDA 93.632						602,041
Total Department of Health and Human Services						865,339

See accompanying notes to the Schedule of Expenditures of Federal Awards.

Kennedy Krieger Institute, Inc. and Affiliates
Schedule of Expenditures of Federal Awards
Year Ended June 30, 2016

Federal Grantor/Pass-Through Grantor/Program or Cluster Title	Entity	Federal CFDA No.	Award or Pass-through Entity ID no.	Recipient Expenditures	Sub Recipient Expenditures	Total Federal Expenditures
Health Resources and Services Administration						
Behavioral Health Workforce Education and Training for Prof. and Paraprof.	R	93.243	G02HP27937-01/02	\$ 73,132		\$ 73,132
Subtotal Health Resources and Services Administration CFDA 93.243						73,132
United States Department of Education						
Dev Of Social & Comm Int For Preschooler	R	84.324A	R 324 A120330-13/14	131,338		131,338
Subtotal United States Department of Education CFDA 84.324A						131,338
Total Other Programs - Direct Awards						1,069,809
<u>Other Programs - Pass Through Awards</u>						
Governor's Office On Crime Control & Prevention						
Underserved Victims	C	16.575	1299	222,615		222,615
Subtotal Governor's Office on Crime Control & Prevention CFDA 16.575						222,615
Maryland Department of Education						
Child Nutrition School Program						
School Breakfast Program	C	10.553	9962	30,250		30,250
Subtotal School Breakfast Program CFDA 10.553						30,250
School Lunch Program	C	10.555	9962	69,505		69,505
Subtotal School Lunch Program CFDA 10.555						69,505
Total Child Nutrition School Program						99,755
Assistance to the State for Education of Students with Disabilities						
Assistance to the State for Education of Students with Disabilities	R	84.027	154653	36,367		36,367
Assistance to the State for Education of Students with Disabilities	R	84.027	154538	87,849		87,849
Assistance to the State for Education of Students with Disabilities	R	84.027	154536	17,857		17,857
Assistance to the State for Education of Students with Disabilities	R	84.027	154588	87		87
School Based Use of Applied Behavior Analysis	R	84.027	155342439	69,479		69,479
Subtotal Assistance to the State for Education Students with Disabilities CFDA 84.027						211,639
Preschool Development						
	C	84.419	155342439	183,074		183,074
Subtotal Preschool Development CFDA 84.419						183,074

See accompanying notes to the Schedule of Expenditures of Federal Awards.

Kennedy Krieger Institute, Inc. and Affiliates
Schedule of Expenditures of Federal Awards
Year Ended June 30, 2016

Federal Grantor/Pass-Through Grantor/Program or Cluster Title	Entity	Federal CFDA No.	Award or Pass-through Entity ID no.	Recipient Expenditures	Sub Recipient Expenditures	Total Federal Expenditures
PACT						
Pact: World Of Care Child Care Center	P	84.173	154618	\$ 138,920		\$ 138,920
Pact: Helping Children w/Special Needs Therapeutic Nursery -YMCA	P	84.173	154619	140,187		<u>140,187</u>
Subtotal PACT CFDA 84.173						279,107
Infants and Toddlers Program						
Aid to Education - Infants & Toddler Program	C	84.181	154344	8,973		<u>8,973</u>
Subtotal Infants and Toddlers Program CFDA 84.181						8,973
Total Maryland Department of Education						782,548
Maryland Developmental Disabilities Council						
Enhancing Advocacy & Public Policy Work Project	H	93.630	15-QA-1/3	161,103		<u>161,104</u>
Subtotal Maryland Developmental Disabilities Council CFDA 93.630						161,104
Maryland Department of Health and Mental Hygiene (DHMH)						
Genetics Laboratory	H	93.994	PHPA-G1622	17,836		17,836
Genetics Laboratory	H	93.994	PHPA-G2084	27,312		27,312
Within My World	P	93.994	FH795CSN/PHPA-G-1586	400,000		400,000
Enhancing Child Care For Children	C	93.994	MR554 MFC	445,338		<u>445,338</u>
Subtotal DHMH CFDA 93.994						890,486
Total Maryland Department of Health and Mental Hygiene						890,486
Maryland Family Network						
Southeast Baltimore EHS	C	93.600	362	11,847		11,847
Maryland Family Network	C	93.600	3034	342,869		342,869
Early Head Start Center	C	93.600	650	790,212		<u>790,212</u>
Subtotal Maryland Family Network CFDA 93.600						1,144,928
Baltimore Mental Health Systems						
Therapeutic Nursery	P	93.unknown	POS#40	152,000		<u>152,000</u>
Subtotal Baltimore Mental Health Systems CFDA 93.unknown						152,000

See accompanying notes to the Schedule of Expenditures of Federal Awards.

Kennedy Krieger Institute, Inc. and Affiliates
Schedule of Expenditures of Federal Awards
Year Ended June 30, 2016

Federal Grantor/Pass-Through Grantor/Program or Cluster Title	Entity	Federal CFDA No.	Award or Pass-through Entity ID no.	Recipient Expenditures	Sub Recipient Expenditures	Total Federal Expenditures
Baltimore City						
Baltimore City Infants & Toddlers Program	P	84.181A	CO#36796	\$ 46,019		\$ 46,019
Baltimore City Infants & Toddlers Program	P	84.181A	CO#36535	58,424		58,424
Baltimore City Infants & Toddlers Program	R	84.181A	CO#36544	(23)		(23)
Baltimore City Infants & Toddlers Program	R	84.181A	CO#37233	40,030		40,030
Subtotal Baltimore City Infants & Toddlers Program CFDA 84.181A						<u>144,450</u>
Service Coordination - Baltimore Infants & Toddlers	C	93.unknown	CO#36539	53,204		53,204
Subtotal Service Coordination CFDA 93.unknown						<u>53,204</u>
Total Baltimore City						197,654
Total Other Programs- Pass Through Awards						<u>3,551,334</u>
Total Other Programs- Total Awards						<u>4,621,143</u>
Total Expenditures of Federal Awards				22,935,577	2,802,448	\$ 25,738,024
				22,935,577	2,802,448	<u>25,738,025</u>

R=Hugo W. Moser Research Institute at Kennedy Krieger Inc.
H=Kennedy Krieger Children's Hospital, Inc.
C=Kennedy Krieger Education & Community Services, Inc.
P=PACT: Helping Children with Special Needs, Inc.

See accompanying notes to the Schedule of Expenditures of Federal Awards.

Kennedy Krieger Institute, Inc. and Affiliates

Notes to Schedule of Expenditures of Federal Awards

Year Ended June 30, 2016

1. Basis of Presentation

The accompanying combined Schedule of Expenditures of Federal Awards (the "Schedule") includes the federal grant transactions of Kennedy Krieger Institute, Inc. and Affiliates (the "Institute") and includes Federal Awards made to the following corporate entities: Kennedy Krieger Children's Hospital, Inc., Hugo W. Moser Research Institute at Kennedy Krieger, Inc., Kennedy Krieger Education & Community Services, Inc. and PACT: Helping Children with Special Needs, Inc. under programs of the federal government for the year ended June 30, 2016. These corporate entities are denoted on the Schedule as follows:

- R – Hugo W. Moser Research Institute at Kennedy Krieger, Inc.
- H – Kennedy Krieger Children's Hospital, Inc.
- C – Kennedy Krieger Education & Community Services, Inc.
- P – PACT: Helping Children with Special Needs, Inc.

Because the Schedule presents only a selected portion of the operations of the Institute, it is not intended to and does not present the financial position, results of operations and non-operating activity, or cash flows of the Institute. Negative amounts reflect adjustments made to expenditures reported in prior years in the normal course of business.

For purposes of the Schedule, federal awards include all awards in the form of grants, contracts, and similar agreements entered into directly between the Institute and agencies and departments of the federal government, or non-federal pass-through entities. Federal CFDA and pass-through identification numbers are included when available.

2. Summary of Significant Accounting Policies

The Schedule reflects federal award program expenditures recognized on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. The Institute has not elected to use the 10% de minimis rate for indirect costs. Indirect costs are billed based upon negotiated and budgeted rates.

Part II

Reports on Compliance and Internal Control



**Report of Independent Auditors 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**

To the Board of Directors of
Kennedy Krieger Institute, Inc. and Affiliates:

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, the combined financial statements of Kennedy Krieger Institute, Inc. and Affiliates (the "Institute"), which comprise the combined balance sheet as of June 30, 2016, and the related combined statements of operations and changes in net assets and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 5, 2016.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Institute's internal control over financial reporting ("internal control") to determine the 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 Institute's internal control. Accordingly, we do not express an opinion on the effectiveness of the Institute's internal control.

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

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



Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Institute'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 determination of financial statement amounts. 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 entity'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 entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink, which appears to read "Pisswaterhouse Coopers LLP".

Baltimore, Maryland
October 5, 2016



**Report of Independent Auditors on Compliance with Requirements
That Could Have a Direct and Material Effect on Each Major Program and on Internal Control
Over Compliance in Accordance with the OMB Uniform Guidance**

To the Board of Directors of
Kennedy Krieger Institute, Inc. and Affiliates:

Report on Compliance for Each Major Federal Program

We have audited Kennedy Krieger Institute Inc. and Affiliates (the "Institute") compliance with the types of compliance requirements described in the OMB Uniform Guidance Compliance Supplement that could have a direct and material effect on each of the Institute's major federal programs for the year ended June 30, 2016. The Institute's major federal programs are identified in the summary of auditor's results section of the accompanying combined schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations and the terms and conditions of its federal awards applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the Institute's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Institute's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the Institute's compliance.

Opinion on Each Major Federal Program

In our opinion, the Institute complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2016.



Other Matters

The results of our auditing procedures disclosed instances of noncompliance, which are required to be reported in accordance with the Uniform Guidance and which are described in the accompanying schedule of findings and questioned costs as item 2016-001. Our opinion on each major federal program is not modified with respect to these matters.

The Institute's response to the noncompliance findings identified in our audit is described in the accompanying Federal Award Findings and Questioned Costs and Management's View and Corrective Action Plan. The Institute's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

Report on Internal Control Over Compliance

Management of the Institute is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Institute's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Institute's internal control over compliance.

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

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

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

A handwritten signature in black ink that reads "Rieuntraum Lopez LLP". The signature is written in a cursive, flowing style.

December 22, 2016

Part III
Findings

Kennedy Krieger Institute, Inc. and Affiliates
Schedule of Findings and Questioned Costs
Year Ended June 30, 2016

Section I – Summary of Auditor’s Results

Financial Statement

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

Federal Awards

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

Identification of major programs:

<u>Name of Federal Program or Cluster</u>	<u>CFDA Number(s)</u>
R&D Cluster	Various
Maternal and Child Health Services Block Grant to the States	93.994
Head Start	93.600
Dollar threshold used to distinguish between type A and type B programs:	\$772,141
Auditee qualified as low-risk auditee?	Yes

Section II – Financial Statement Findings

There were no matters reported.

Kennedy Krieger Institute, Inc. and Affiliates

Schedule of Findings and Questioned Costs

Year Ended June 30, 2016

Section III – Federal Award Findings and Questioned Costs

Finding 2016-001: Allowable Costs/Costs Principles

Federal Agency: Various
Program: Research & Development Cluster, Maternal and Child Health Services Block Grant to the States, and Head Start
CFDA #: Various, 93.994, 93.600

Award #: Various
MR554 MFC, PHPA-G1622, PHPA-G2084, FH795CNS/PHPA-G-1586
650, 3034, 362
Award Year: July 1, 2015 to June 30, 2016

Criteria

45 CFR 74 Appendix E – *Uniform Administrative Requirements for Awards and Subawards to Institutions of Higher Education, Hospitals, Other Nonprofit Organizations and Commercial Organizations*, states for members of the professional staff, current and reasonable estimates of the percentage distribution of their total effort must be submitted no later than one month (though not necessarily a calendar month) after the month in which the services were performed. The Institute's policy requires monthly creation of effort reports for each professional employee whose salary is charged to its federal grants.

Condition and Cause

During our testing, we noted 3 out of 60 sampled employee payrolls that were between 8 and 28 days late from Maternal and Child Health Services, 14 out of 60 that were between 50 days late and not being signed from the R&D Cluster, and 12 out of 60 that were between 1 and 147 days late from the Early Head Start Program that require current year effort certification and did not complete the monthly effort certifications within the required timeframe of one month. Instead, the certifications were completed outside of the one month timeframe after the service was rendered; this is a repeat finding. We note the cause of this finding is attributable to the fact that the some of the Institute's personnel fail to effectively leverage the current effort reporting framework in place, resulting in delinquent effort reporting.

Effect

The Institute is unable to certify effort reports in a timely manner, which may result in inaccurate payroll charges to the grant not being identified in a reasonable amount of time for correction in each respective award year.

Recommendation

We recommend that the Institute continue to train employees that will ensure effort certifications are completed on a timely basis for all professional employees whose salaries are reimbursed by the federal grants and contracts. The Institute may also want to explore various ways of incentivizing timely effort reporting through closer integration with the payroll process to ensure that the systems and processes in place are effectively utilized by all employees.

Kennedy Krieger Institute, Inc. and Affiliates

Summary Schedule of Prior Audit Findings

Year Ended June 30, 2016

Finding 2015-001: Allowable Costs/Costs Principles

Federal Agency: Various
Program: Research & Development Cluster, Maternal and Child Health Services Block Grant to the States, and Head Start
CFDA #: 93.994, Various, 93.600

Award #: Various
MR554 MFC
650, 3034
Award Year: July 1, 2014 to June 30, 2015

During PwC's testing, there were 12 of 60 sampled employee payrolls that were 40 days late through not being signed from Maternal and Child Health Services, 17 out of 60 that were between 4 days late and not being signed from the R&D Cluster, and 4 out of 60 that were between 45 days late and not being signed from the Early Head Start Program that require current year effort certification and did not complete the monthly effort certifications within the required timeframe of one month. Instead, the certifications were completed outside of the one month timeframe after the service was rendered. PwC noted the cause of this finding was attributable to the fact that the Institute's effort reporting process was manually intensive, which caused delays in timely certification.

Status

The electronic time and effort reporting system continues to evolve and improve. While the finding reoccurs in 2016, the error rates are improving. Total delinquent effort reports within PwC's sample dropped from 33 in the prior year to 29 in the current year across all programs. Furthermore, the average days outstanding also decreased for two of the three programs; average days late decreased by 129 days for the R&D Cluster and 30 days for MCH while Early Head Start increased by 19 days. Management is continuing and enhancing our training efforts, including detailed reviews with noncompliant employees, to ensure all the systems and processes in place are being effectively utilized by employees to certify effort timely.



Kennedy Krieger Institute

Finance Department

*A comprehensive resource
for children with disabilities*

December 22, 2016

Management's Views and Corrective Action Plan:

Finding 2016-001 - Allowable Costs/Costs Principles

The Institute's current policy calls for the certification of time and effort (T&E) expended on Federally sponsored projects be documented on a monthly basis by each professional and staff-level person involved in a Federally-sponsored project. A new electronic T&E system was implemented during fiscal year 2015 and its use continued into fiscal 2016. The new T&E reporting system has enhanced the overall T&E reporting process through the creation of pre-certification effort reports used for review, the electronic processing and distribution of individual T&E reports and real-time tracking of certification compliance.

While this finding reoccurs in 2016, the error rate is improving as a result of the new T&E system. Individual T&E's are being certified, however, we continue to experience non-compliance within the 30-day timeframe. To better understand the reasons behind individual non-compliance, management is convening a task force to address the problem and find alternative approaches to improve T&E compliance. The task force will include senior individuals from various research areas along with senior research management and administration. Armed with a better understanding of the factors contributing to T&E noncompliance, we will be in a better position to develop improved T&E policies and processes.

In addition, management plans to continue to provide training to those areas that have the highest non-compliance rates. Additionally, more frequent reminders will be provided in advance of the 30-day timeframe. Lastly, greater effort will be made on the review of the pre-certification reports so that planned effort and salary funding is reported accurately on initial distribution of the individual T&E reports to prevent any delays in correcting these amounts before T&E can be certified. Management believes that with these measures we will be able to significantly improve T&E compliance within the 30-day required timeframe.

Contact Name: Michael J. Neuman
Senior Vice President - Finance
neuman@kennedykrieger.org
443-923-1810

Sincerely,
Michael J. Neuman
Michael J. Neuman
Senior Vice President - Finance