
SPAULDING FOR CHILDREN

**Financial Statements and
Supplementary Information
For the Year Ended
September 30, 2016**



certified public accountants

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SPAULDING FOR CHILDREN

Southfield, Michigan

I N D E X

	<u>Page</u>
Independent Auditors' Report	1 - 2
Statement of Financial Position	3
Statement of Activities	4
Statement of Functional Expenses	5
Statement of Cash Flows	6
Notes to the Financial Statements	7 - 14
Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With <i>Government Auditing Standards</i>	15 - 16

SUPPLEMENTARY INFORMATION

Michigan Department of Human Services Adoption Program Expenses	17
Foster Care Program Expenses	18
Schedule of Expenditures of Federal Awards	19
Independent Auditors' Report on Compliance For Each Major Program and on Internal Control Over Compliance Required by the Uniform Guidance	20-21
Summary of Auditors' Results	22
Schedule of Findings, Questioned Costs, and Prior Year Findings	23



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INDEPENDENT AUDITORS' REPORT

Board of Directors
Spaulding for Children
Southfield, Michigan

Report on the Financial Statements

We have audited the accompanying financial statements of Spaulding for Children (a non-profit corporation) which comprise the statement of financial position as of September 30, 2016, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

Our responsibility is to express an opinion on these 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 financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the 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 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 financial statements referred to above present fairly, in all material respects, the financial position of Spaulding for Children as of September 30, 2016, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.



Other Matters

Supplementary and Other Information

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying schedules of specific program expenses presented on pages 17 and 18 are presented for the purpose of additional analysis and is not a required part of the financial statements. Additionally, the accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with **Government Auditing Standards**, we have also issued our report dated May 12, 2017, on our consideration of Spaulding for Children 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 Spaulding for Children's internal control over financial reporting and compliance.

Gordon Advisors, P.C.

Troy, Michigan
May 12, 2017

SPAULDING FOR CHILDREN
Statement of Financial Position
September 30, 2016

ASSETS

Current Assets

Cash and cash equivalents	\$	797,012
Certificates of deposit		151,714
Accounts receivable		1,874,272
Prepaid expenses		77,063
Total Current Assets		2,900,061

Property and Equipment, Net

26,519

Other Assets

Donated property		138,000
Funds held for investment		2,139,221
Total Other Assets		2,277,221

Restricted Assets

Investment of endowed funds		398,377
Beneficial interests in trusts		186,000
Total Restricted Assets		584,377

Total Assets

\$ 5,788,178

LIABILITIES AND NET ASSETS

Current Liabilities

Accounts payable	\$	975,241
Accrued expenses		362,554
Deferred revenues		39,182
Total Current Liabilities		1,376,977

Net Assets

Unrestricted		3,826,824
Temporarily restricted		220,988
Permanently restricted		363,389
		4,411,201

Total Net Assets

4,411,201

Total Liabilities and Net Assets

\$ 5,788,178

SPAULDING FOR CHILDREN
Statement of Activities
Year Ended September 30, 2016

	<u>Unrestricted</u>	<u>Temporarily</u>	<u>Permanently</u>	<u>Total</u>
Support and Revenue				
Contributions				
Foundation grants	\$ 290,273	\$ -	\$ -	\$ 290,273
Individuals	42,810	62,500	-	105,310
Special event revenue	30,537	-	-	30,537
Government financial assistance				-
Direct federal grants	4,317,302	-	-	4,317,302
Other contract revenues and grants	282,577	-	-	282,577
Program service fees				
Foster parent pass through	813,371	-	-	813,371
Other program service fees	2,015,228	-	-	2,015,228
Beneficial interest in remainder trust	-	13,000	-	13,000
Other revenues	71,267	-	-	71,267
Investment income	176,143	13,204	-	189,347
Total Support	<u>8,039,508</u>	<u>88,704</u>	<u>-</u>	<u>8,128,212</u>
Net Assets Released From Restrictions	<u>6,000</u>	<u>(6,000)</u>	<u>-</u>	<u>0</u>
Total Revenues	<u>8,045,508</u>	<u>82,704</u>	<u>-</u>	<u>8,128,212</u>
Expenses				
Program services				
Child and family services				
Foster parent payments	813,371	-	-	813,371
Other child and family service expenses	1,868,774	-	-	1,868,774
Spaulding Institute	3,816,788	-	-	3,816,788
Supporting services				
Management and general	1,119,525	-	-	1,119,525
Community relations and development	78,774	-	-	78,774
Direct cost of special event revenue	6,300	-	-	6,300
Total Expenses	<u>7,703,532</u>	<u>-</u>	<u>-</u>	<u>7,703,532</u>
Change in Net Assets	<u>341,976</u>	<u>82,704</u>	<u>-</u>	<u>424,680</u>
Net Assets - Beginning of Year	<u>3,484,848</u>	<u>138,284</u>	<u>363,389</u>	<u>3,986,521</u>
Net Assets - End of Year	<u>\$ 3,826,824</u>	<u>\$ 220,988</u>	<u>\$ 363,389</u>	<u>\$ 4,411,201</u>

See Independent Auditors' Report and Accompanying Footnotes.

SPAULDING FOR CHILDREN
Statement of Functional Expenses
For The Year Ended September 30, 2016

	Child and Family Services	Academy/ Spaulding Institute	Management and General	Community Relations and Development	Total Expenses
Salaries	\$ 1,051,123	\$ 367,215	\$ 678,811	\$ 28,977	\$ 2,126,126
Employee benefits	286,536	114,570	227,126	14,078	642,310
Payroll taxes	94,064	30,190	52,143	2,400	178,797
Total salaries and related expenses	<u>1,431,723</u>	<u>511,975</u>	<u>958,080</u>	<u>45,455</u>	<u>2,947,233</u>
Professional fees	10,564	13,226	5,743	307	29,840
Consultant fees	15,289	739,244	2,682	0	757,215
Consultant travel	0	93,538	0	0	93,538
Sub-contracts	0	0	360	0	360
Partner agencies	0	2,204,806	0	0	2,204,806
Computer network	1,976	16,960	5,433	2,956	27,325
Office supplies	15,479	6,719	5,884	474	28,556
Program meeting costs	6,424	26,799	1,237	2,703	37,163
Equipment rental and maintenance	19,591	4,545	7,737	730	32,603
Telephone	18,941	19,111	8,991	891	47,934
Postage and shipping	4,421	7,264	1,491	1,109	14,285
Occupancy	127,032	52,578	75,363	3,715	258,688
Printing and agency publications	0	20,914	0	29	20,943
Advertising and recruitment	6,277	2,316	1,079	6,320	15,992
Local transportation costs	64,753	501	1,365	1,011	67,630
Travel	775	53,175	5,648	0	59,598
Conference training	425	1,352	869	0	2,646
Subscriptions and publications	0	2,833	437	1,908	5,178
Family and client assistance	20,829	0	0	0	20,829
Foster parent payments	813,371	0	0	0	813,371
Insurance	27,983	5,696	16,838	508	51,025
Memberships	10,724	2,024	8,379	160	21,287
Special events	0	0	0	6,300	6,300
Board expense	0	30,586	0	4,158	34,744
Other project costs	4,190	0	0	0	4,190
In-kind expense	0	0	0	0	0
Community relations	0	0	0	5,033	5,033
Employee relations	0	0	7,409	0	7,409
Contractual adjustments	77,444	0	0	0	77,444
Miscellaneous expense	3,934	626	878	1,307	6,745
Total expenses before depreciation	<u>2,682,145</u>	<u>3,816,788</u>	<u>1,115,903</u>	<u>85,074</u>	<u>7,699,910</u>
Depreciation	0	0	3,622	0	3,622
Total expenses	<u>\$ 2,682,145</u>	<u>\$ 3,816,788</u>	<u>\$ 1,119,525</u>	<u>\$ 85,074</u>	<u>\$ 7,703,532</u>

See Independent Auditors' Report and Accompanying Footnotes.

SPAULDING FOR CHILDREN
Statement of Cash Flows
For The Year Ended September 30, 2016

Operating Activities

Change in net assets	\$ 424,680
Adjustments to reconcile change in net assets to cash from operating activities:	
Gain on investments	(188,711)
Depreciation	3,622
Contribution of beneficial interest in trust	(62,500)
Gain from beneficial interests in trusts	(13,000)
Increase in operating assets:	
Accounts receivable	(863,343)
Prepaid expenses	(24,183)
Increase in operating liabilities:	
Accounts payable and accrued expenses	671,676
Deferred revenue	29,402
	<u> </u>
Net Cash Used In Operating Activities	<u>(22,357)</u>

Investing Activities

Purchase of property and equipment	(23,911)
Purchase of certificates of deposit	(47,930)
	<u> </u>

Net Cash Used In Investing Activities (71,841)

Net Decrease In Cash and Cash Equivalents (94,198)

Cash and Cash Equivalents

Beginning of Year	<u>891,210</u>
End of Year	<u><u>\$ 797,012</u></u>

Supplemental Disclosure of Cash Flow Information

Cash paid for interest	<u><u>\$ 0</u></u>
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SPAULDING FOR CHILDREN

Notes to the Financial Statements

Years Ended September 30, 2016

NOTE:

1. Organization and Summary of Significant Accounting Policies

Nature of Organization – Spaulding for Children (the Agency) is a nonprofit organization established to place children in Michigan who are least well served by other agencies, in permanent homes. In addition, the Agency also develops and administers training programs to demonstrate, teach, and advocate innovative approaches to child placement on national, state and local levels. The Agency is comprised of two service divisions: Child and Family Services, Spaulding Academy and Institute.

Financial Statement Presentation – The Agency reports information regarding its financial position and activities utilizing three classes of net assets, based upon the absence or existence of donor-imposed restrictions. The three classes of net assets are unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

Unrestricted Net Assets – Unrestricted net assets represent expendable funds currently available at the discretion of the Board of Directors for support of Agency operations. Unrestricted net assets include board designated net assets in which the Agency board has set aside amounts for a specific purpose.

Temporarily Restricted Net Assets – Temporarily restricted net assets consist of contribution revenue received from donors in which the use of such resources are restricted to be used for a specific purpose or are restricted to be used after the passage of time or upon the occurrence of a future event. When a donor-imposed restriction expires, the stipulated time has passed or the necessary event has occurred temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as "net assets released from restrictions".

In the event a contribution that would otherwise be classified as temporarily restricted because of a restriction imposed has the restriction met in the same period that the contribution revenue is received, the contribution revenue and related net assets are classified as unrestricted.

Permanently Restricted Net Assets – Permanently restricted net assets consist of contribution revenue received from donors which are required to be held by the Agency in perpetuity. Income and capital appreciation from the assets is released from permanently restricted net assets and is available for either general operations or specific purposes, in accordance with donor stipulations.

Cash and Cash Equivalents – The Agency considers only cash in checking and savings accounts to be cash equivalents, for purposes of the statement of cash flows and the statement of financial position.

Certificates of Deposit – The Agency invests in bank certificates of deposit that mature at various dates through February 2018. The certificates are recorded using purchase price and that approximates fair value. For determination purposes, the Agency utilizes Level 2 inputs to assess the fair value of certificates of deposit.

Accounts Receivable – Accounts receivable consist primarily of amounts due from government agencies. Accounts receivable, other than unconditional promises to give, consist of amounts management expects to collect from outstanding balances. The Agency has determined that at September 30, 2016, a reserve for uncollected amounts is not deemed necessary. This determination was based on a specific assessment of all amounts that remain unpaid following normal payment periods and historical loss experience.

Inventories – The Agency maintains inventories of training materials for use in the provision of training services and for sale to interested parties. The costs to produce the materials are insignificant and are charged to expense as incurred.

SPAULDING FOR CHILDREN
Notes to the Financial Statements (Continued)
Years Ended September 30, 2016 and 2015

NOTE:

1. Summary of Significant Accounting Policies (Continued)

Property and Equipment – The Agency capitalizes all property and equipment expenditures with a cost of \$5,000 or more if the item purchased has an estimated useful life of greater than one year. Property and equipment are recorded at cost or, in the case of donated items, at fair value as of the date received. Expenditures for major additions and improvements to property and equipment are capitalized and minor replacements, maintenance and repairs are charged to expense when incurred.

When property and equipment are retired or otherwise disposed of, the cost and accumulated depreciation are removed from the accounts and any resulting gain or loss is included in the statement of activities for the respective period.

Depreciation is computed using the straight-line method over the estimated lives of the related assets with consideration given to salvage value if applicable. The estimated useful lives of property and equipment held by the Agency ranged from three to five years.

Property and equipment are reviewed on an ongoing basis for impairment based on a comparison of current carrying value against undiscounted future cash flows. If impairment is identified, the impaired asset's value is adjusted to fair value. There were no such adjustments during the year ended September 30, 2016.

Investments – In accordance with professional standards, investments in debt and equity securities are presented at fair value on a recurring basis and are all classified as Level 1, 2 or 3 investments based upon how the underlying securities are valued. The net realized and unrealized gains and losses on marketable securities are reflected in the statement of activities.

Deferred Revenues – Deferred revenues consist of payments received relating to a special event that occurred subsequent to September 30, 2016.

Contributions – Contributions are recognized as revenues when received or unconditionally pledged. All contributions are available for unrestricted use unless specifically restricted by the donor. Contributions that are restricted by the donor are reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the contribution revenue is recognized. All other donor restricted contributions are reported as an increase in temporarily or permanently restricted net assets depending on the nature of the restriction. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets on the Statement of Activities as "net assets released from restrictions".

At times, donors unconditionally promise to make future contributions to the Agency. Such unconditional promises to give are recorded in full as contribution revenue in the period the promise is made. Any amounts to be collected in future years are recorded on the statement of financial position at their net realizable value. The Agency uses the allowance method to account for uncollectable unconditional promises to give. As of September 30, 2016, there were no uncollected unconditional promises to give.

The Agency from time to time receives in-kind donations of services, property and supplies. In-kind contributions of property, that are material in amount and meet the other requirements of professional standards, are recorded as revenue in the period received for an amount that approximates the fair value of the property or supplies received.

SPAULDING FOR CHILDREN
Notes to the Financial Statements (Continued)
Years Ended September 30, 2016 and 2015

NOTE:

1. Summary of Significant Accounting Policies (Continued)

In-kind contributions of services are recognized as contribution revenue in the period such services were rendered if either the services create or enhance a nonfinancial asset or require specialized skills, are provided by entities or persons possessing those skills, and would need to be purchased if they were not donated. In-kind services that meet the preceding conditions are recorded in the financial statements at fair value. In-kind services received by the Agency that do not meet the preceding conditions are not recognized as contribution revenue in the financial statements.

Revenue Recognition Other Than Contributions – In addition to contribution revenues from public and private sources the Agency also provides fee based services. Revenues earned in the performance of services are recognized in the period the services are rendered and the earnings process is substantially complete.

Advertising – The costs incurred for advertising and community development efforts are expensed at the time the promotional activity is first publicized. During the year ended September 30, 2016, advertising and community development expenses were \$15,992.

Income Taxes – The Agency has been granted tax exempt status under the section 501(c)(3) of the Internal Revenue Code of the United States and is classified as an organization other than a private foundation. Contributions and service fee revenue are not generally subject to income taxes in the United States.

From time to time the Agency may be subject to income taxes on income received that is unrelated to its exempt purpose. This income is commonly known as unrelated business income or UBI and is subject to taxation. The Agency does not believe that it earned any UBI during the year ended September 30, 2016. Therefore, no provision for income taxes is recorded in these financial statements.

Uncertain Tax Positions – Management evaluates whether tax positions reported on returns are more likely than not to be sustained if challenged. This assessment occurs at least annually and includes, most significantly, the exemption from income tax that the Agency operates under. Management believes no such positions exist that would have a significant impact on the Agency's financial position. As of September 30, 2016, no liability for uncertain tax benefits was recorded.

Expense Allocation – The costs of providing the Agency programs and other activities have been summarized on a functional basis in the Statement of Activities and Statement of Functional Expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Directly identifiable expenses are charged to programs and supporting services. Expenses related to more than one function are charged to programs and supporting services on the basis of time and expense studies. Management and general expenses include those expenses that are not directly identifiable with any other specific function but provide for the overall support of the Agency.

Subsequent Events – The Agency has evaluated events and transactions that occurred through May 12, 2017, which is the date the financial statements were available for issue.

Net Asset Reclassifications – Certain net assets were presented in the financial statements at September 30, 2015 with donor restrictions. Upon further investigation management determined that these contributions made in prior years did not contain explicit restrictions that mandate restricted net asset presentation. Therefore, beginning net asset balances have been restated to classify restricted and unrestricted net assets at October 1, 2015.

SPAULDING FOR CHILDREN
Notes to the Financial Statements (Continued)
Years Ended September 30, 2016 and 2015

NOTE:**2. Concentrations, Risks and Uncertainty**

Estimates and Significant Estimates – Management uses estimates and assumptions to prepare Agency financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from those estimates.

Bank Deposits – The Agency deposits cash balances with a major bank within the State of Michigan and generally maintains balances that exceed federally insured limits. The Agency has not experienced any losses in such accounts, and management believes the Agency is not exposed to any unusual credit risk on cash and cash equivalents.

Other Concentrations – During the year ended September 30, 2016, approximately 80% of revenue was generated through grant agreements with two funding streams, the State of Michigan and the federal government.

Marketable Securities – The Agency's maintains investments that are adjusted to fair value, determined using published exchange market quotations where applicable or estimated fair values or net asset value provided by external investment managers or other sources. The Agency has a Finance Committee, that along with the Board of Directors has established an investment policy statement for the Agency's investments. The investment policy addresses the preservation of capital, risk aversion, and adherence to investment discipline.

Grant Activities – Substantially all grants received by the Agency are subject to financial and compliance audits by the grantors or their designated agents. Failure to comply with the terms of a grant may result in the requirement of the Agency to repay the grantor. During the year ended September 30, 2016 the Agency recognized approximately \$78,000 of expense relating to adjustments to foster care revenues from prior years.

3. Funds Held for Investment

The Agency follows topic 820 Fair Value Measurement of the ASC. ASC 820 establishes a three-level hierarchy for fair value measurements based upon the observability of inputs to the valuation of the asset or liability as of the measurement date. The valuation hierarchy is based upon the transparency of inputs to the valuation of an asset or liability as of the measurement date. The three levels are defined as follows:

Level 1 – Financial assets and liabilities whose values are based on unadjusted quoted prices for identical assets or liabilities in an active market that the Agency has an ability to access.

Level 2 – Financial assets and liabilities whose values are based on pricing inputs that are either directly observable or that can be derived or supported from observable data as of the reporting date. Level 2 inputs may include quoted prices for similar assets or liabilities in non-active markets or pricing models whose inputs are observable for substantially the full term of the asset or liability. Instruments in this category can include institutional pooled fund(s), unit trust funds, offshore funds, mutual funds, and remainder interest trusts.

Level 3 – Financial assets and liabilities whose values are based on prices or valuation techniques that require inputs that are both significant to the fair value of the financial asset or financial liability and are generally less observable from objective sources. These inputs may be used with internally developed methodologies that result in management's best estimate of fair value. Instruments in this category can include investments in limited partnerships and remainder interest trusts.

SPAULDING FOR CHILDREN
Notes to the Financial Statements (Continued)
Years Ended September 30, 2016 and 2015

NOTE:**3. Funds Held for Investment (continued)**

A financial instrument's categorization within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement.

The following table presents financial instruments that are measured at fair value on a recurring basis as of September 30, 2016.

	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Money market funds	\$ 59,427	\$ 59,427		
Fixed income	151,714		151,714	
Equity securities	2,478,171	2,478,171		
Beneficial interest in remainder trust	<u>186,000</u>	<u> </u>	<u> </u>	<u>186,000</u>
	<u>\$ 2,875,312</u>	<u>\$ 2,537,598</u>	<u>\$ 151,714</u>	<u>\$ 186,000</u>

4. Permanently Restricted Net Assets - Endowments

Permanently restricted net assets at September 30, 2016 and 2015 consists of donor-restricted endowments. From time to time, the fair value associated with individual donor-restricted endowment funds may fall below the level that the donor or SPMIFA (State of Michigan Prudent Management of Institutional Funds Act) requires the Agency to retain as a fund of perpetual duration. In accordance with accounting principles generally accepted in the United States of America, there were no such deficiencies on these endowments reported at either September 30, 2016 or 2015.

Interpretation of Relevant Law

The Board of Trustees of the Agency has interpreted the SPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Agency classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. Any donor-restricted endowment fund that would not be classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts would be appropriated for expenditure by the Agency in a manner consistent with the standard of prudence prescribed by SPMIFA.

In accordance with SPMIFA, the Agency considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the fund, (2) the purposes of the Agency and the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of the Agency, and (7) the Agency's investment policies.

SPAULDING FOR CHILDREN
Notes to the Financial Statements (Continued)
Years Ended September 30, 2016 and 2015

NOTE:**4. Permanently Restricted Net Assets – Endowments (continued)***Return Objectives and Risk Parameters*

The Agency has adopted an investment policy for donor-restricted endowment assets to achieve a consistent total rate of return (income and reinvested funds) within reasonable and prudent levels of risk that will generate a sufficient income stream while preserving and enhancing the original principal of funds invested.

Strategies Employed for Achieving Objectives

To satisfy its long-term rate-of-return objectives of the donor-restricted endowments, the Agency maintains a well-diversified asset mix, which includes equity and debt securities, that is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to annually generate distributions that can eventually be released from restriction. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk.

Spending Policy and How the Investment Objectives Relate to Spending Policy

The investments held for donor-restricted endowments have a spending policy of utilizing all of the net investment income for either unrestricted or temporarily restricted purposes, as the cash flows and other financial requirements dictate.

The endowment funds previously discussed in general terms consist of the following specific funds:

Michael Lucci Education Endowment Fund – This Fund was established by the Friends of Mike Lucci to honor him on the occasion of his 25th Annual Golf Tournament benefiting Spaulding for Children. The original contributions to this fund are permanently restricted. Current income and capital appreciation are to be used to award scholarships to children served by the Agency. Each year that income and appreciation is reclassified to temporarily restricted net assets, allowing the permanently restricted net asset balance to remain in perpetuity.

William Randolph Hearst Endowment Fund – The original contribution to this endowment fund remains permanently restricted but all current income and capital appreciation is used to provide additional resources to existing agency programs. Therefore, each year any increases in the investment fund associated with these endowed net assets are reclassified to unrestricted net assets.

Permanently restricted endowments throughout the year ended September 30, 2016 consist of the following:

Lucci Educational Endowment	\$ 163,389
Hearst Endowment Fund	<u>200,000</u>
Total permanently restricted net assets	<u>\$ 363,389</u>

SPAULDING FOR CHILDREN
Notes to the Financial Statements (Continued)
Years Ended September 30, 2016 and 2015

NOTE:**5. Temporarily Restricted Net Assets**

At September 30, 2016 net assets with either time or purpose restrictions imposed by donors consist of the following:

Lucci Educational Endowment	\$ 8,294
Scholarship Fund	26,694
Beneficial interests in remainder trusts – see Note 8	<u>186,000</u>
 Total temporarily restricted net assets	 <u>\$ 220,988</u>

The Scholarship Fund was established by a donor to subsidize the cost of secondary education for children that have been served by the Agency. Similarly, income and appreciation released from the permanently restricted Lucci Educational Endowment is also restricted for scholarship purposes. These amounts are maintained in specified investment accounts and any related income and capital appreciation is also restricted for the same purpose. An Agency committee awards the scholarships from time to time. During the year ended September 30, 2016, \$6,000 was released from temporarily restricted net assets.

Temporarily restricted net asset activity for the year ended September 30, 2016 is as follows:

Balance – October 1, 2015	\$ 138,284
Beneficial interest in remainder trusts appreciation	13,000
Contribution of interest in a remainder trust	62,500
Unrealized appreciation and investment income	13,204
Released from restriction to fund scholarships	<u>(6,000)</u>
 Balance - September 30, 2016	 <u>\$ 220,988</u>

6. Pension and Deferred Compensation Plans

Defined Contribution Pension - The Agency has established a defined contribution pension plan known as the Employee Benefits Plan of Spaulding for Children. Under the terms of the plan the Agency is obligated to contribute 7% of eligible employee wages to the plan trust. Contributions for the year ending September 30, 2016, were approximately \$163,000.

Eligible employees are employees of the Agency that have reached the age of twenty-one and have completed six months of service. Previous employment in a nonprofit, health, hospital or social services field within the three years of the date of employment with the Agency will qualify as service for the purpose of eligibility.

Benefits for employees are fully vested when a plan participant has completed two years of service. In total 98 individuals were participants in or beneficiaries of the plan as of December 31, 2015, the end of the most recent plan year, although not all of these persons had yet earned the right to receive benefits.

Tax Deferred Annuity Deferred Compensation Plan – The Agency also has created a tax deferred annuity plan to receive voluntary contributions from employees. The plan allows employees to defer salary and wage income of up to \$18,000 per year, plus an additional \$6,000 per year for participants over 50 years of age. The Agency has no obligation to make contributions in excess of amounts voluntarily contributed by employees through payroll withholdings. Substantially all employees are eligible to participate in this plan and employees are immediately vested in all their own voluntary contributions.

SPAULDING FOR CHILDREN
Notes to the Financial Statements (Continued)
Years Ended September 30, 2016 and 2015

NOTE:**7. Operating Leases**

The Agency has one operating lease for occupancy of its administrative offices. The lease in force requires monthly payments of \$21,435 through August 2019. The lease does not include any renewal options. Rental expense for that lease was approximately \$257,000 for the year ended September 30, 2016.

The organization has entered several other office equipment leases expiring through September 2020.

Approximate future minimum lease payments under these agreements as of September 30 are as follows:

2017	\$ 285,000
2018	285,000
2019	263,000
2020	<u>7,000</u>
	<u>\$ 840,000</u>

8. Beneficial Interest in Remainder Trusts

The Agency is one of several remainder beneficiaries of two charitable remainder unitrusts and seven charitable remainder annuity trusts. Additionally, during 2016, the Agency was informed that it is a named beneficiary in a newly formed irrevocable trust created as the result of the donor's death that is expected to be settled currently. Charitable remainder trusts provide for the payment of distributions to other designated beneficiaries over the trust term. At the end of the trust term, the remaining assets are available to the named charitable organizations for use.

On an annual basis, the Agency revalues its beneficial interest in each remainder trust. Changes to the value of each beneficial interest are reported in the statement of activities as they occur. The present value of the estimated future payments is calculated using a discount rate of 8% over the fixed terms of each trust. The remaining terms of the trusts range from one to six years.

9. Van Dusen Endowment Challenge Program

The Agency is a participant in the Community Foundation of Southeastern Michigan's (CFSM) Van Dusen Endowment Challenge Program. All contributions received into this endowment fund are invested and managed by the CFSM and as a result are not included in the Agency's financial statements. The Agency does receive annual grants, based on endowment earnings each year in perpetuity. The total amount received for the year ended September 30, 2016, was \$84,301.



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

Board of Directors
Spaulding for Children
Southfield, Michigan

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Spaulding for Children (a non-profit corporation), which comprise the statement of financial position as of September 30, 2016, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated May 12, 2017.

Internal Control Over Financial Reporting

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

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. *A material weakness* is a deficiency, or combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of 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 Spaulding for Children'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*.



INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS (CONTINUED)

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 organization'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 organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Gordon Advisors, P.C.

Troy, Michigan
May 12, 2017

SPAULDING FOR CHILDREN

**Supplementary Information
For The Year Ended
September 30, 2016**

SPAULDING FOR CHILDREN
Michigan Department of Human Services
Adoption Program Expenses
For The Year Ended September 30, 2016

	Adoption
Salaries	\$ 162,822
Employee benefits	42,377
Payroll taxes	13,899
	219,098
Professional fees	946
Consultant fees	1,982
Computer network	263
Office supplies	3,788
Program (meeting) supplies	48
Rental and maintenance of equipment	2,700
Telephone	2,739
Postage and shipping	315
Occupancy	18,138
Travel and local transportation	3,859
Out-state travel	437
Conference training	375
Family and client assistance	77
Insurance	3,506
Memberships	1,200
Miscellaneous expense	3,660
	263,131
Total expenses	\$ 263,131

SPAULDING FOR CHILDREN
Michigan Department of Human Services
Foster Care Program Expenses
For The Year Ended September 30, 2016

	Foster Care Program	
	Social Services	Maintenance
Salaries	\$ 664,725	\$ 0
Employee benefits	182,283	0
Payroll taxes	60,592	0
Total salaries and related expenses	907,600	0
Professional fees	8,099	0
Consultant fees	13,307	0
Consultant travel	0	0
Computer network	1,500	0
Office supplies	9,027	0
Program (meeting) supplies	5,757	0
Rental and maintenance of equipment	12,633	0
Telephone	13,452	0
Postage and shipping	3,433	0
Occupancy	81,737	0
Advertising and recruitment	1,301	0
Travel and local transportation	36,147	0
Out-state travel	608	0
Conference training	0	0
Family and client assistance	20,751	0
Foster parent payments	0	813,372
Insurance	18,983	0
Memberships	5,551	0
Other project costs	4,189	0
Miscellaneous expense	77,718	0
Total expenses	\$ 1,221,793	\$ 813,372

SPAULDING FOR CHILDREN
Schedule of Expenditures of Federal Awards
Year Ended September 30, 2016

Federal Grantor/Pass-Through Grantor/Program Title	Federal CFDA Number	Total 2016 Expenditures
<u>U.S. Department of Health and Human Services</u>		
* Adoption opportunities	93.652	4,317,302
Pass-Through State of Michigan Department of Community Health Healthy Families America Expansion	93.505	<u>282,577</u>
<u>Total U.S. Department of Health and Human Services</u>		<u>4,599,879</u>
Total Expenditures of Federal Awards		<u>\$ 4,599,879</u>

* Designates Major Program as defined by Uniform Guidance - Section 200.510(b)

Note 1 - The Schedule of Expenditures of Federal Awards utilizes the same basis of accounting as the general purpose financial statements and is presented in accordance with the requirements of the Uniform Guidance.

Note 2 - Spaulding for Children did not receive any awards in the form of non-cash assistance, insurance, loans, or other guarantees.

Note 3 - The expenditures of federal awards for the Adoption Opportunities program shown above includes \$972,325 of awards that were passed through to subrecipients of Spaulding for Children.

Note 4 - Spaulding for Children did not receive any federal awards funded under the American Reinvestment and Recovery Act.



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

Board of Directors
Spaulding for Children
Southfield, Michigan

Report on Compliance for Each Major Federal Program

We have audited Spaulding for Children's compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of Spaulding for Children's major federal programs for the year ended September 30, 2016. Spaulding for Children's major federal programs are identified in the summary of auditor's results section of the accompanying 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.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for each of Spaulding for Children'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 Spaulding for Children'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 Spaulding for Children's compliance.

Opinion on Each Major Federal Program

In our opinion, Spaulding for Children 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 program for the year ended September 30, 2016.

Report on Internal Control over Compliance

Management of Spaulding for Children 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 Spaulding for Children'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 Spaulding for Children's internal control over compliance.



Report on Internal Control over Compliance (Continued)

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 purposes.

Gordon Advisors, P.C.

Troy, Michigan
May 12, 2017



SPAULDING FOR CHILDREN
Summary of Auditors' Results
Year Ended September 30, 2016

Financial Statements

I. Type of auditors' report issued	Unmodified Opinion
II. Internal control over financial reporting:	
• Material weaknesses identified?	No
• Significant deficiencies identified?	No
III. Noncompliance material to the financial statements noted	No

Federal Awards

IV. Internal control over major programs:	
• Material weaknesses identified?	No
• Significant deficiencies identified?	None Reported
V. Type of auditors' report issued on compliance for major programs	Unmodified Opinion
VI. Any audit findings disclosed that are required to be reported in accordance with the Uniform Guidance?	No
VII. Identification of major programs:	
<u>Department of Health and Human Services</u>	<u>CFDA #</u>
Adoption Opportunities	93.652
VIII. Dollar threshold used to distinguish between type A and type B programs:	\$750,000
IX. Auditee qualified as low-risk auditee?	Yes



SPAULDING FOR CHILDREN
Schedule of Findings, Questioned Costs, and Prior Year Findings
Year Ended September 30, 2016

There were no findings relating to the consolidated financial statements that are required to be reported in accordance with Government Auditing Standards.

There were no findings relating to the federal award programs that are required to be reported in accordance with the Uniform Guidance.

Summary Schedule of Prior Year Findings

There were no findings pertaining to the year ended September 30, 2015 and as such, a schedule of prior year findings and corrective action plan has not been prepared.