

Institute for Defense Analyses

**Report of Independent Auditors on Financial
Statements and Schedule of Expenditures of
Federal Awards in Accordance with the OMB
Uniform Guidance**

September 28, 2018

EIN#: 53-0233247

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Part I

Financial Statements and Schedule of
Expenditures of Federal Awards
For the Fiscal Year ended September 28, 2018

Report of Independent Auditors

To the Board of Trustees
Institute for Defense Analyses

Report on the Financial Statements

We have audited the accompanying financial statements of the Institute for Defense Analyses, which comprise the balance sheets as of September 28, 2018 and September 29, 2017, and the related statements of activities and cash flows for the years 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 the 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 the financial statements based on our audits. We conducted our audits 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 our 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, we consider internal control relevant to the Institute for Defense Analyses' 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 Institute for Defense Analyses' 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 the Institute for Defense Analyses as of September 28, 2018 and September 29, 2017, and the changes in its net assets and its 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 financial statements as a whole. The accompanying schedule of expenditures of federal awards for the year ended September 28, 2018 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 financial statements. The 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 schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the financial statements taken as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 18, 2018 on our consideration of Institute for Defense Analyses' 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 for the year ended September 28, 2018. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the effectiveness of 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 Institute for Defense Analyses' internal control over financial reporting and compliance.

A handwritten signature in black ink that reads "PricewaterhouseCoopers LLP". The signature is fluid and cursive, with "PricewaterhouseCoopers" on the top line and "LLP" on the bottom line.

McLean, Virginia
December 18, 2018

Institute for Defense Analyses
Balance Sheets
As of September 28, 2018 and September 29, 2017

	2018	2017
Assets		
Current assets:		
Cash and cash equivalents	\$ 18,587,332	\$ 22,677,708
Contract receivables, net	26,960,912	24,177,919
Prepaid expenses and other current assets	<u>13,030,847</u>	<u>11,673,473</u>
Total current assets	<u>58,579,091</u>	<u>58,529,100</u>
Prepaid ground rent	982,800	1,019,200
Property, plant and equipment - net	105,225,394	100,683,682
Investments	<u>208,843,952</u>	<u>196,113,487</u>
Total assets	<u>\$373,631,237</u>	<u>\$356,345,469</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued expenses	\$ 12,502,157	\$ 8,177,821
Accrued salaries	6,623,917	6,187,177
Accrued interest payable	980,783	969,643
Accrued paid time off	11,052,254	10,338,714
Accrued pension and postretirement costs	5,668,976	5,082,191
Bonds payable	<u>3,510,000</u>	<u>3,385,000</u>
Total current liabilities	<u>40,338,087</u>	<u>34,140,546</u>
Long-term liabilities:		
Accrued postretirement benefits costs	3,408,295	3,277,337
Interest rate swap agreements	5,453,703	8,471,791
Notes payable	15,000,000	15,000,000
Long-term debt:		
Bonds payable	78,305,000	81,815,000
Less unamortized debt issuance cost	<u>890,663</u>	<u>953,146</u>
Total long-term debt	<u>77,414,337</u>	<u>80,861,854</u>
Total liabilities	<u>141,614,422</u>	<u>141,751,528</u>
Net assets	<u>232,016,815</u>	<u>214,593,941</u>
Total liabilities and net assets	<u>\$373,631,237</u>	<u>\$356,345,469</u>

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

Institute for Defense Analyses
Statements of Activities
For the fiscal years ended September 28, 2018 and September 29, 2017

	2018	2017
Operating revenue, including fixed fees of \$6,097,063 and \$5,945,135 respectively	\$ 247,407,850	\$ 234,951,023
	<u>247,407,850</u>	<u>234,951,023</u>
Contract expenses:		
Direct salaries and benefits	127,515,699	122,354,974
Other direct costs	54,347,839	51,451,940
Indirect costs	57,603,092	53,579,416
Total contract expenses	<u>239,466,630</u>	<u>227,386,330</u>
Non-contract expenses:		
Salaries and benefits	534,508	218,793
Other costs	2,318,331	2,187,091
Indirect costs	458,818	275,149
Interest	3,093,146	2,689,726
Total non-contract expenses	<u>6,404,803</u>	<u>5,370,759</u>
Total operating expenses	<u>245,871,433</u>	<u>232,757,089</u>
Operating income	<u>1,536,417</u>	<u>2,193,934</u>
Investment and other income:		
Investment income	12,773,751	21,072,498
Unrealized gain/(loss) on swap agreements	3,018,088	3,978,267
Miscellaneous income	94,618	7,462
Total investment and other income	<u>15,886,457</u>	<u>25,058,227</u>
Change in net assets	<u>17,422,874</u>	<u>27,252,161</u>
Net assets, beginning of year	<u>214,593,941</u>	<u>187,341,780</u>
Net assets, end of year	<u>\$ 232,016,815</u>	<u>\$ 214,593,941</u>

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

Institute for Defense Analyses
Statements of Cash Flows
For the fiscal years ended September 28, 2018 and September 29, 2017

	2018	2017
Cash flows from operating activities:		
Change in net assets	\$ 17,422,874	\$ 27,252,161
Adjustments to reconcile change in net assets to net cash and cash equivalents provided by operating activities:		
Loss on disposal of equipment	8,260	61,479
Depreciation and amortization of property, plant, and equipment	6,330,374	5,620,325
Unrealized gain on investments	(5,014,985)	(15,648,593)
Realized gain on investments	(3,381,817)	(1,363,757)
Unrealized gain on swap agreements	(3,018,088)	(3,978,266)
Amortization of prepaid ground rent	36,400	36,400
Amortization of bond issuance costs	62,483	62,484
Increase/(decrease) resulting from changes in assets and liabilities:		
Contract receivables	(2,782,993)	(7,531,344)
Prepaid expenses and other current assets	(1,357,374)	(198,547)
Accounts payable and accrued expenses	(940,387)	786,199
Accrued salaries	436,740	3,115,522
Accrued interest payable	11,140	6,529
Accrued paid time off	713,540	1,588
Accrued pension cost	586,785	792,058
Accrued postretirement benefits costs	130,958	(75,889)
Net cash and cash equivalents provided by operating activities	9,243,910	8,938,349
Cash flows from investing activities:		
Purchases of investments	(56,292,674)	(8,631,182)
Proceeds from sales of investments	51,959,011	4,590,060
Capital expenditures	(5,615,623)	(3,189,781)
Proceeds from sale of equipment	-	375
Net cash and cash equivalents used in investing activities	(9,949,286)	(7,230,528)
Cash flows from financing activities:		
Payment of debt	(3,385,000)	(3,272,500)
Net cash and cash equivalents (used in)/provided by financing activities	(3,385,000)	(3,272,500)
Net (decrease)/increase in cash and cash equivalents	(4,090,376)	(1,564,679)
Cash and cash equivalents at beginning of year	22,677,708	24,242,387
Cash and cash equivalents at end of year	\$ 18,587,332	\$ 22,677,708
Supplemental disclosure of cash flow information:		
Interest paid	\$ 3,146,777	\$ 2,646,808
Capital expenditures in accounts payable	\$ 6,028,684	\$ 763,961

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

Institute for Defense Analyses

Notes to Financial Statements

1. Description of business and summary of significant accounting policies

Description of business

The Institute for Defense Analyses (the "Institute") is a private not-for-profit corporation which administered three federally-funded research and development centers (FFRDC) during the fiscal years ended September 28, 2018 and September 29, 2017. The Institute's largest FFRDC is for the Office of the Secretary of Defense, the second for the National Security Agency and the third for the White House Office of Science and Technology Policy and the National Science Foundation.

Reporting year

The Institute's fiscal year is the 52- or 53-week annual accounting period ending the last Friday in September. The Institute's current fiscal year ended on September 28, 2018; the prior fiscal year ended on September 29, 2017.

Cash equivalents

The Institute classifies readily-convertible liquid investments with maturities of three months or less when purchased as cash equivalents, except that such investments purchased with funds held by external investment managers are classified with investments. Cash equivalents are maintained in an interest bearing checking account.

Prepaid ground rent

In September 1991, the Institute paid the City of San Diego \$1,200,000 for a 55-year ground lease for the Center for Communications Research (CCR) in La Jolla. The Institute is amortizing the ground rent on a straight-line basis over its term of 55 years.

In October 2005, the Institute exercised an option with the City of San Diego under the 1991 lease to allow expansion to 50,000 square feet of building area for the Center for Communications Research building. The \$598,640 cost for the expansion rights is being amortized on a straight-line basis over the remaining years of the original 1991 agreement.

Investments

Investments are stated at fair value. The fair value of investments is based on quoted market prices with realized and unrealized gains and losses included in the Statement of Activities.

Debt

The Institute used the proceeds from the sale of tax-exempt bonds to finance construction of two office buildings, to refinance, renovate and expand the La Jolla, California building and to purchase land adjacent to the Institute's headquarters. One building serves as the Institute's headquarters in Alexandria, Virginia; the other as an office in Princeton, New Jersey.

The Institute uses interest rate swap agreements to effectively fix the interest rates on two of its variable rate bonds. The fair value of the swaps is based on a calculation specified in the agreements and any gain or loss is included in statement of activities.

Property, plant and equipment

The Institute carries property, plant and equipment at cost and depreciates them on a straight-line basis over the following estimated useful lives:

Buildings and improvements	5 to 40 years
Office furniture and equipment	5 to 10 years
Computer equipment and software	3 to 5 years

The Institute amortizes leasehold improvements on a straight-line basis over the lesser of the improvement's useful life or the remaining life of the lease. The Institute expenses repairs and

Institute for Defense Analyses

Notes to Financial Statements

maintenance as incurred; it capitalizes betterments which materially extend the lives of related assets. When it sells or retires assets, the Institute removes the related costs and accumulated depreciation from its accounts and includes any gain or loss in operations. The Institute reviews its property and equipment assets for impairment in value whenever events or circumstances indicate that the carrying value may not be recoverable.

Bond issue costs

Bond issue costs represent expenses incurred in connection with issuing bonds and are being amortized on a straight-line basis over the terms of the related bond issues.

Paid time off

The Institute accrues paid time off leave as earned. The Institute permits employees to accumulate unused leave subject to certain limitations. The Institute pays employees for unused leave at termination or retirement.

Net assets

Net assets represents the accumulated excess of contract revenue and other income over total costs and expenses. Net assets also represents the unrestricted net assets of the Institute in accordance with provisions for "Financial Statements of Not-for-Profit Organizations." The Institute has only unrestricted net assets.

Operating revenue

The Institute performs research primarily for U.S. government agencies. The majority of the Institute's revenue is from cost-plus-fixed-fee (CPFF) contracts with a smaller portion related to fixed price contracts. The Institute recognizes revenue from CPFF contracts on the basis of direct and indirect costs incurred, plus a fixed fee determined as a percentage of cost. Whenever the Institute can determine that a contract will result in a probable loss which it can reasonably estimate, the Institute charges the entire estimated loss against contract revenue.

Contract costs for services provided to the U.S. government, including indirect expenses, are subject to audit and subsequent adjustment by negotiations between the Institute and government representatives. All contract revenues are recorded in amounts that are expected to be realized upon final settlement. Management is of the opinion that adjustments, if any, arising from such audits will not have a material effect on the accompanying financial statements.

Income taxes

Under section 501(c)(3) of the Internal Revenue Code and the laws and regulations of the states of Virginia, Maryland, New Jersey, California, and District of Columbia, the Institute is exempt from taxes on income. The Institute had no unrelated business income during the years ended September 28, 2018 and September 29, 2017, and therefore no provision for income taxes has been made.

Management estimates and uncertainties

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 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.

Concentration of credit risk

The Institute's financial instruments that are exposed to concentrations of credit risk consist primarily of its cash and cash equivalents, investments and accounts receivable. The Institute's excess cash and cash equivalents are deposited in high quality financial institutions. Deposits may be redeemed upon demand and are considered to be a minimal credit risk. Investments are held mainly in the form of high quality publicly traded mutual funds and exchange traded funds. The Institute performs

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Notes to Financial Statements

periodic evaluations of these institutions for relative credit standing. The composition and maturities of investments are regularly monitored by management. The Institute limits the amount of credit exposure to any one financial institution or commercial issuer. The accounts receivable are primarily due from U.S. government agencies.

2. Contract receivables

Contract receivables at September 28, 2018 and September 29, 2017 consisted of the following:

	2018	2017
Billed receivables	\$ 12,083,238	\$ 10,052,649
Unbilled receivables	<u>14,877,674</u>	<u>14,125,270</u>
	<u>\$26,960,912</u>	<u>\$24,177,919</u>

Most of the Institute's business is with U.S. Government departments and agencies and is subject to government audit. The Institute is able to bill certain costs and fees only after the government has completed its audits. These costs and fees are included in unbilled receivables, as well as any costs recorded after the billing cycle. Cost recorded after the billing cycle is billed in the subsequent period. The government has completed audits for all years through September 25, 2015. Management of the Institute believes that disallowed costs, if any, for the period not yet audited will not have a material adverse impact on the financial statements. A management reserve is maintained for potential losses from certain areas of risk associated with performing contract work with the federal government. The management reserve balance as of September 28, 2018 and September 29, 2017 amounted to \$250,000 for both fiscal years, and is included in accounts payable in the Balance Sheets.

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Notes to Financial Statements

3. Investments

Investments as of September 28, 2018 and September 29, 2017 are set forth below at cost and fair value by investment type:

	2018		2017	
	Cost	Fair Value	Cost	Fair Value
Long-term investments				
Equity				
Small Cap Growth	\$ 13,660,205	\$ 17,484,054	\$ 18,681,736	\$ 22,687,448
International Fund	26,628,101	31,277,861	20,905,397	25,861,555
Large Cap Growth	38,910,842	73,002,800	35,517,984	60,463,219
Diversifying Strategies	11,719,647	10,128,303	11,294,261	9,231,207
Subtotal - equity	<u>90,918,795</u>	<u>131,893,018</u>	<u>86,399,378</u>	<u>118,243,429</u>
Fixed income				
Money market funds	1,710,149	1,710,144	1,125,099	1,125,268
Certificate of Deposit	4,400,000	4,400,000	4,400,000	4,400,000
Fixed income - Total Return	73,333,283	70,840,790	70,722,269	72,344,790
Subtotal - fixed income	<u>79,443,432</u>	<u>76,950,934</u>	<u>76,247,368</u>	<u>77,870,058</u>
Total investments	<u>\$ 170,362,227</u>	<u>\$ 208,843,952</u>	<u>\$ 162,646,746</u>	<u>\$ 196,113,487</u>

On August 29, 1997, the Board of Trustees of the Institute resolved to use available funds and future earnings thereon to establish a capital reserve pool. Based upon the intent of the Institute, assets of the capital reserve pool of \$204,443,952 and \$191,713,487 are classified as long-term as of September 28, 2018, and September 29, 2017, respectively. Market values of investments may change for a number of reasons, including changes in prevailing market and interest rates, increases in defaults and credit rating downgrades. See note 4 for further discussion of fair value measurements. Interest and dividends are reinvested into the capital reserve pool. The Institute also holds \$4,400,000 in a Certificate of Deposit. These funds are to be used to pay the remaining balance of the 2016 land purchase in Alexandria, Virginia. See note 5 for further details about the land purchase.

Total net investment gain for the years ended September 28, 2018 and September 29, 2017, respectively, consists of the following:

	2018	2017
Interest and dividends	\$ 4,336,163	\$ 4,043,622
Realized gains and (losses), net	3,381,817	1,363,757
Unrealized gains and (losses), net	5,014,985	15,648,593
Less - investment management expenses	<u>(81,450)</u>	<u>(79,181)</u>
Total net investment gain	<u>\$ 12,651,515</u>	<u>\$ 20,976,791</u>

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Notes to Financial Statements

4. Fair value measurements

The Institute previously adopted FASB Accounting Standards Codification 820-10 "Fair Value Measurement" (ASC 820-10) which establishes a framework for measuring fair value, establishes a fair value hierarchy based upon the observability of inputs used to measure fair value, and expands disclosures about fair value measurements. Under ASC 820-10, fair value of an investment is the price that would be received to sell an asset or to transfer a liability in an orderly transaction between market participants at the measurement date.

ASC 825-10 gives entities the option, at specific election dates, to measure certain financial assets and liabilities at fair value. The election may be applied to financial assets and liabilities on an instrument basis, is irrevocable, and may only be applied to entire instruments. Unrealized gains and losses on instruments for which the fair value option has been elected are reported in earnings at each subsequent reporting date. The Institute did not elect fair value accounting for any assets or liabilities that are not currently required to be measured at fair value.

The hierarchy gives the highest priority to investments with readily available quoted prices in an active market and the lowest priority to unobservable inputs which require a higher degree of judgment when measuring fair value. The three categories of the fair value hierarchy are as follows:

Level 1 – Quoted prices in active markets for identical assets or liabilities as of the measurement date.

Level 2 - Quoted prices in markets that are not active or other pricing inputs that are either directly or indirectly observable as of the measurement date.

Level 3 – Prices or valuation techniques in which one or more significant value drivers are unobservable as of the measurement date. The determination of fair value for these financial instruments requires one or more inputs subject to significant management judgment or estimation.

Items not subject to fair value reporting include cash deposits of \$18,587,332 and \$22,677,709 as of September 28, 2018 and September 29, 2017, respectively.

In cases where inputs used to measure fair value fall into different categories within the fair value hierarchy, an investment's level is based on the lowest level of input that is significant to the fair value measurement.

In general, for Level 2 and Level 3 investments, the Institute utilized the investment manager of the asset to provide a valuation estimate based on previously disclosed techniques and processes which have been reviewed by management for propriety and consistency given the asset type and investment strategy. In addition, the Institute may also use established processes for determining the fair value of such securities which reflects the Institute's own assumptions to value the assets as well. Management makes best estimates based on information available. The following estimates and assumptions were used to determine the fair value of each class of financial instrument held by the Institute at September 28, 2018 and September 29, 2017. There have not been any changes to the method used to determine the fair value of the assets and no changes to the level of the assets. The levels associated with the securities are not an indication of the risk associated with investing in those securities.

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Notes to Financial Statements

Investments – The assets included are funds purchased to provide returns to the Institute's Capital Reserve Pool as well as money market accounts for the debt service reserve fund associated with the Institute's tax-exempt bonds.

Equities – Small Cap, International, Large Cap and Natural Resources equity investments include but are not limited to commingled funds that track US and non-US index funds. These funds generally seek results similar to indexes such as the S&P or Russell. These securities are traded in an active market and are priced using available quotes as of the reporting date. They are classified as Level 1.

Fixed Income – Total Return include but are not limited to US government and corporate debt securities and commingled funds investing in US government and non-government debt securities. The Institute primarily invests in funds consisting of intermediate term bonds with a moderate risk rating. These assets are traded in an active market and are priced using available quotes as of the reporting date. They are classified as Level 1.

Certificate of Deposit – Consist of investments in a certificate of deposit, which are restricted for the 24 month term at a fixed rate of .75%. They are classified as a Level 2.

Money Market – Cash equivalent consist of investments in money market accounts, which are actively traded. These are priced by independent market prices in the primary trading market and are classified as Level 2.

Deferred Compensation Plan Assets – Retirement funds purchased to provide returns to those employees who are participating in the Institute's deferred compensation plan. The plan is administered and investments are restricted to TIAA (Teachers Insurance and Annuity Association), CREF (College Retirement Equities Fund) and TIAA-CREF. The individual investment is selected by the participant and the value of the investment is available to the employee upon termination.

TIAA Guaranteed Fixed Annuity – Valued at contract value which is the amount that would be received at the reporting date if amounts were withdrawn or funds transferred prior to maturity. A participant can only withdraw according to predetermined installment plan. Contract value represents fair value. These assets are classified as Level 3 due to lack of observable transactions of similar investment instruments at or around the balance sheet date.

Pooled Separate Account – Valued at quoted price of accumulation units held at year end. Transfers out of this account are limited to once per quarter. These assets have a publicly quoted price but are not publically traded and carry some restrictions with regard to movement in or out of the account and are therefore classified as Level 2.

CREF Variable Annuities – These assets include funds that invest in governmental, non-governmental debt securities, stocks and other investments categories that at the quoted price for accumulation units held at the year end. These assets have a publicly quoted price but are not publically traded and carry some restrictions with regard to movement in or out of the account and therefore classified as Level 2,

TIAA-CREF Retirement Mutual Funds – These assets include funds that invest in international equity and other investment categories valued at the NAV of shares held at year end. Because these funds are traded on an active exchange and are valued primarily on the basis of market quotations, official closing prices or other basis of information furnished by a pricing service, they are classified as Level 1.

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Notes to Financial Statements

Interest Rate Swap Agreements – The fair value of the interest rate swaps are based on quotes received from the counterparties to the agreements. The Institute does not have access to specific valuation models used by the counterparties; however, the Institute does receive an independent third party valuation of these agreements. Based on the lack of observable inputs, these agreements are classified as a Level 3.

The following table presents the Institute's assets and liabilities that are measured at fair value by level within the hierarchy as of September 28, 2018:

	Level 1	Level 2	Level 3	Total
Assets:				
Investments				
Equities:				
Small Cap	\$ 17,484,054	\$ -	\$ -	\$ 17,484,054
International	31,277,861	-	-	31,277,861
Large Cap	73,002,800	-	-	73,002,800
Natural Resources	10,128,303	-	-	10,128,303
Fixed Income:				
Total Return	70,840,790	-	-	70,840,790
Certificate of Deposit	-	4,400,000	-	4,400,000
Money Market	-	1,710,144	-	1,710,144
Subtotal - investments	<u>202,733,808</u>	<u>6,110,144</u>	<u>-</u>	<u>208,843,952</u>
Deferred Compensation Plan Assets				
TIAA Guaranteed Fixed Annuities	-	-	1,126,780	1,126,780
Pooled Separate Account:				
Real Estate	-	342,037	-	342,037
CREF Variable Annuities:				
Fixed Income	-	142,982	-	142,982
Equities	-	394,534	-	394,534
Other	-	87,424	-	87,424
TIAA-CREF Retirement Class Mutual Funds:				
Target Date Retirement Funds	1,651,636	-	-	1,651,636
Other	1,180,864	-	-	1,180,864
Subtotal - deferred compensation	<u>2,832,500</u>	<u>966,977</u>	<u>1,126,780</u>	<u>4,926,257</u>
Total assets at fair value	<u>\$ 205,566,308</u>	<u>\$ 7,077,121</u>	<u>\$ 1,126,780</u>	<u>\$ 213,770,209</u>
Liabilities:				
Interest Rate Swap Agreements	\$ -	\$ -	\$ 5,453,703	\$ 5,453,703
Total liabilities at fair value	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,453,703</u>	<u>\$ 5,453,703</u>

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Notes to Financial Statements

The following table presents the Institute's assets and liabilities that are measured at fair value by level within the hierarchy as of September 29, 2017:

	Level 1	Level 2	Level 3	Total
Assets:				
Investments				
Equities:				
Small Cap	\$ 22,687,448	\$ -	\$ -	\$ 22,687,448
International	25,861,555	-	-	25,861,555
Large Cap	60,463,219	-	-	60,463,219
Natural Resources	9,231,207	-	-	9,231,207
Fixed Income:				
Total Return	72,344,790	-	-	72,344,790
Certificate of Deposit	-	4,400,000	-	4,400,000
Money Market	-	1,125,267	-	1,125,267
Subtotal - investments	<u>190,588,219</u>	<u>5,525,267</u>	<u>-</u>	<u>196,113,486</u>
Deferred Compensation Plan Assets				
TIAA Guaranteed Fixed Annuities	-	-	825,986	825,986
Pooled Separate Account:				
Real Estate	-	282,292	-	282,292
CREF Variable Annuities:				
Fixed Income	-	144,834	-	144,834
Equities	-	766,281	-	766,281
Other	-	124,933	-	124,933
TIAA-CREF Retirement Class Mutual Funds:				
Target Date Retirement Funds	1,170,138	-	-	1,170,138
Other	1,060,345	-	-	1,060,345
Subtotal - deferred compensation	<u>2,230,483</u>	<u>1,318,340</u>	<u>825,986</u>	<u>4,374,809</u>
Total assets at fair value	<u>\$ 192,818,702</u>	<u>\$ 6,843,607</u>	<u>\$ 825,986</u>	<u>\$ 200,488,295</u>
Liabilities:				
Interest Rate Swap Agreements	\$ -	\$ -	\$ 8,471,791	\$ 8,471,791
Total liabilities at fair value	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,471,791</u>	<u>\$ 8,471,791</u>

Institute for Defense Analyses
Notes to Financial Statements

The following table is a reconciliation of the Institute's Level 3 assets and liabilities measured at fair value for the fiscal year ended September 28, 2018:

	<u>Guaranteed Fixed Annuities</u>
Beginning Balance	\$ 825,986
Interest credited	28,659
Total purchases	293,583
Total sales	(21,448)
Ending Balance	<u><u>\$ 1,126,780</u></u>
	<u>Interest Rate Swaps</u>
Beginning Balance	\$ (8,471,791)
Total unrealized gain	3,018,088
Ending Balance	<u><u>\$ (5,453,703)</u></u>
Amount of gain recognized on the Statement of Activities	
Total unrealized gain	\$ 3,018,088
Net interest expense	(1,093,793)

The following table is a reconciliation of the Institute's Level 3 assets and liabilities measured at fair value for the fiscal year ended September 29, 2017:

	<u>Guaranteed Fixed Annuities</u>
Beginning Balance	\$ 557,142
Interest credited	20,734
Total purchases	281,959
Total sales	(33,850)
Ending Balance	<u><u>\$ 825,985</u></u>
	<u>Interest Rate Swaps</u>
Beginning Balance	\$ (12,450,057)
Total unrealized gain	3,978,266
Ending Balance	<u><u>\$ (8,471,791)</u></u>
Amount of gain recognized on the Statement of Activities	
Total unrealized gain	\$ 3,978,266
Net interest expense	(1,440,990)

Institute for Defense Analyses

Notes to Financial Statements

5. Property, plant and equipment

Property and equipment balances as of September 28, 2018 and September 29, 2017 are summarized as follows:

	2018	2017
Land	\$ 41,377,394	\$ 37,028,954
Buildings and improvements	106,920,835	104,920,454
Computer software, equipment, and furniture	<u>33,291,363</u>	<u>29,810,786</u>
	181,589,592	171,760,194
Accumulated depreciation and amortization	<u>(76,364,198)</u>	<u>(71,076,512)</u>
Property, plant and equipment - net	<u><u>\$105,225,394</u></u>	<u><u>\$100,683,682</u></u>

In April 2016, the Institute purchased land in Alexandria, Virginia for future development of the Institute's headquarters facility. The purchase price of the land was \$12,863,512 of which the Institute has paid \$8,515,072. The remaining balance is to be paid upon the construction of the Potomac Yard Metro Station. In 2018, the Institute recognized the remaining purchase price of \$4,348,440, since the Potomac Yard Metro Station construction is likely to occur. The purchase was financed with a seven year variable rate note, maturing December 2022 with an interest rate of One-Month LIBOR plus .80%, with BB&T bank for \$15,000,000.

Institute for Defense Analyses

Notes to Financial Statements

6. Debt

Debt as of September 28, 2018 and September 29, 2017, is as follows:

	2018	2017
New Jersey Education Facilities Authority (NJEFA) Variable Rate Revenue Bonds, Series 2000D issued in the original principal amount of \$16,695,000 and a new principal amount of \$11,070,000 in fiscal year 2016 in connection with the construction of an office building in Princeton, New Jersey, November 16, 2000; interest payments are monthly resulting in a weighted average interest rate of .0243; annual principal payments ranging from \$500,500 to \$705,000 beginning October 1, 2016 and ending October 1, 2030.	\$ 8,286,356	\$ 8,781,480
California Statewide Communities Development Authority Variable Rate Revenue Refunding Bonds Series 2000 issued in the original principal amount of \$4,015,000 and a new principal amount of \$2,920,000 in fiscal year 2016 in connection with the refunding of the Center for Communications Research (CCR) La Jolla facility on June 1, 2000; interest payments are monthly resulting in a weighted average interest rate of .0193; annual principal payments ranging from \$108,500 to \$245,000 beginning October 1, 2016 and ending October 1, 2030.	2,163,649	2,266,709
California Association of Bay Area Government (ABAG) Authority Variable Rate Revenue Bonds Series 2005 issued in the original principal amount of \$11,945,000 and the new principal amount of \$11,945,000 in fiscal year 2016 to finance the expansion and renovation of the Center for Communication Research (CCR) La Jolla facility on September 1, 2005; interest payments are monthly resulting in a weighted average interest rate of .0212; annual principal payments ranging from \$2,000,000 to \$2,310,000 beginning October 1, 2031 to October 1, 2035.	10,624,204	10,616,342
The Industrial Development Authority of the City of Alexandria Variable Rate Revenue Bonds Series 2015A issued in the original principal amount of \$69,935,000 for purposes of (i) refunding Series 2000B issued in the principal amount of \$26,445,000 in connection with the construction of the Institute's headquarter facility in Alexandria on June 1, 2000 (ii) refunding Series 2005 issued in the original principal amount \$53,925,000 for the purpose of advance refunding of Series 2000A (iii) refunding Series 2006 issued in the original principal amount \$14,875,000 in connection with the acquisition of land at the Institute's headquarters facility in Alexandria on March 1, 2006; interest payments are monthly resulting in a weighted interest rate of .0203; annual principal payments ranging from \$2,663,000 to \$2,840,000 beginning October 1, 2016 and ending October 1, 2035.	\$ 59,850,128	\$ 62,582,324
	<hr/> <u>\$ 80,924,337</u>	<hr/> <u>\$ 84,246,854</u>

Institute for Defense Analyses

Notes to Financial Statements

	2018			2017		
	Debt	Unamortized Debt Issuance Cost	Debt less Unamortized Issuance Cost	Debt	Unamortized Debt Issuance Cost	Debt less Unamortized Issuance Cost
New Jersey Education Facilities Authority Variable Rate Revenue Bond Series 2000D	\$ 8,395,000	\$ 108,644	\$ 8,286,356	\$ 8,900,000	\$ 118,520	\$ 8,781,480
California Statewide Communities Development Authority Variable Rate Revenue Refunding Bond Series 2000	2,295,000	131,351	2,163,649	2,410,000	143,291	2,266,709
California Association of Bay Area Government Authority Variable Rate Revenue Bond Series 2005	10,750,000	125,796	10,624,204	10,750,000	133,658	10,616,342
The Industrial Development Authority of the City of Alexandria Variable Rate Revenue Bond Series 2015A	<u>60,375,000</u> <u>\$81,815,000</u>	<u>524,872</u> <u>\$ 890,663</u>	<u>59,850,128</u> <u>\$ 80,924,337</u>	<u>63,140,000</u> <u>\$85,200,000</u>	<u>557,677</u> <u>\$ 953,146</u>	<u>62,582,323</u> <u>\$ 84,246,854</u>

The Institute's debt is financed with tax-exempt variable rate bonds which are privately held by BB&T Bank. Interest is paid monthly.

The bonds require that the Institute meet certain financial covenants, including maintaining a debt service coverage ratio of 1.1 to 1.0 and certain other liquidity ratios at the end of each fiscal year. These bonds are uncollateralized as long as the Institute meets the financial covenants. Interest expense related to long-term debt was \$2,691,771 and \$2,395,973 for the years ended September 28, 2018 and September 29, 2017, respectively. In the opinion of management, the Institute was in compliance with all covenants of the bonds as of September 28, 2018 and September 29, 2017.

The annual bond principal payments required are as follows:

	Total
2019	\$ 3,510,000
2020	3,645,000
2021	3,790,000
2022	3,925,000
2023	4,080,000
Thereafter	<u>62,865,000</u>
	<u><u>\$ 81,815,000</u></u>

Institute for Defense Analyses

Notes to Financial Statements

7. Interest rate swap

During the year ending September 30, 2005, the Institute entered into three interest rate swap agreements to effectively fix interest rates on outstanding variable debt. Two of the Swap agreements collectively hedge the cash flow associated with the series 2005A bond. Both agreements are in the amount of \$18,485,000 and carry a fixed rate of 3.475% which the Institute pays. In return, the Institute receives interest based on a variable rate equal to the USD-BMA municipal Swap Index. The agreements are set to expire October 1, 2030.

The third Swap agreement is to hedge \$11,945,000 of the ABAG Series 2005 Bond. The Swap agreement carries a fixed rate of 3.416% which the Institute pays. In return the Institute receives interest based on a variable rate equal to 70% of LIBOR. The agreement is set to expire October 1, 2035.

The Swaps are recognized as Interest Rate Swap Agreements at fair value in the Balance Sheet. The changes in fair value are recorded as unrealized gains or losses in the Statement of Activities. The fair value of the swap agreements was \$(5,453,703) as of September 28, 2018 and \$(8,471,791) as of September 29, 2017. The Swaps resulted in unrealized gain of \$3,018,087 and of \$3,978,266 for September 28, 2018 and September 29, 2017, respectively.

8. Commitments and contingencies

The Institute has several operating leases for the rental of office space with noncancelable remaining terms of more than one year. All operating leases expire by the year 2029.

Minimum annual rental commitments are as follows:

Fiscal years

2019	\$ 302,823
2020	1,218,097
2021	1,245,492
2022	1,273,581
2023	1,302,225
Thereafter	<u>8,073,830</u>
	<u><u>\$ 13,416,048</u></u>

Operating lease rent expense was \$747,148 and \$637,202 for the years ended September 28, 2018 and September 29, 2017, respectively.

The Institute maintains a revolving credit agreement maturing on December 15, 2017, that allows borrowings up to \$20,000,000. The agreement is not collateralized; however, so long as the agreement is in effect, the Institute may not encumber its accounts receivables which must remain free and clear of all liens, encumbrances and pledges. Interest accrues on outstanding balances at the Institute's choice of the London Inter-Bank Offered Rate plus the applicable Interest Margin, as defined, or prime rate minus one-half of one percent. The Agreement requires the Institute to maintain a net worth of not less than \$75,000,000 and certain financial ratios. As of September 28, 2018 and September 29, 2017, the Institute had no outstanding borrowings under this agreement. The Institute also has a compensating balance agreement of \$5,000,000.

Institute for Defense Analyses

Notes to Financial Statements

9. Postretirement benefits

Defined contribution retirement plan

The Institute maintains a defined contribution retirement plan in which eligible employees participate. Under the Plan, the Institute contributes a fixed percentage of participating employees' eligible compensation to an insurance company or a mutual fund to purchase annuities or mutual fund units of participation. The Plan requires a six-month waiting period for all new employees. Contributions vest fully after two years' service. The Institute funds retirement costs as they accrue. Institute contributions to the Plan were \$13,795,868 and \$13,207,665 for the years ended September 28, 2018 and September 29, 2017, respectively.

Other postretirement benefits

The Institute provides limited medical insurance benefits for eligible retirees. Employees with 15 years' service who retire after age sixty-two may continue their medical insurance at group rates until age sixty-five. The Institute accrues the cost of postretirement benefits during each employee's service. It funds postretirement benefits on a pay-as-you-go basis. The measurement date is October 1, 2017.

In accordance with provisions of FASB Accounting Standards Codification (ASC) 715-60 and 958-715-25, the Institute recognizes the funded status of a defined benefit postretirement plan on the Balance Sheet. An overfunded plan is recognized as an asset and an underfunded plan is recognized as a liability.

The accumulated postretirement benefit obligation for the years ended September 28, 2018 and September 29, 2017 are as follows (in thousands):

	2018	2017
Accumulated postretirement benefit obligation at the beginning of year	\$ 3,466	\$ 3,470
Service cost	255	269
Interest cost	116	101
Plan participants' contribution	20	25
Actuarial gain	(161)	(301)
Benefits paid	<u>(87)</u>	<u>(98)</u>
Accumulated postretirement benefit obligation at the end of year	<u>\$ 3,609</u>	<u>\$ 3,466</u>

The plan assets for the years ended September 28, 2018 and September 29, 2017 were (in thousands):

	2018	2017
Fair value of plan assets at beginning of year	\$ -	\$ -
Employer contribution	67	73
Plan participants' contribution	20	25
Benefits paid	<u>(87)</u>	<u>(98)</u>
Fair value of plan assets at end of year	<u>\$ -</u>	<u>\$ -</u>

The Institute's policy is to fund postretirement benefits as payments are made.

Institute for Defense Analyses
Notes to Financial Statements

Funded status of benefit plan as of September 28, 2018 and September 29, 2017 were (in thousands):

	2018	2017
Fair value of plan assets	\$ -	\$ -
Funded status	(3,609)	(3,466)
Unrecognized net actuarial loss	-	-
Unrecognized prior service cost	-	-
Accrued postretirement liability reflected in the accrued postretirement benefits costs	<u>\$ (3,609)</u>	<u>\$ (3,466)</u>

The components of the net periodic benefit cost and amounts recognized in unrestricted net assets for the years ended September 28, 2018 and September 29, 2017 were (in thousands):

	2018	2017
Service cost	\$ 255	\$ 269
Interest cost	116	101
Amortization of (gain)	(57)	(39)
Amortization of prior service cost	(12)	(12)
Recognized net actuarial loss	-	-
Net periodic benefit cost	<u>\$ 302</u>	<u>\$ 319</u>
	2018	2017
Prior year unrecognized amounts in unrestricted net assets	\$ (1,332)	\$ (1,082)
Current year unrecognized (gain)	(1,296)	(1,192)
Current year unrecognized prior service cost/(credit)	(128)	(140)
Current year unrecognized transition obligation	-	-
Total unrecognized current year in unrestricted net assets	<u>\$ (1,424)</u>	<u>\$ (1,332)</u>
Change in unrestricted net assets	\$ (92)	\$ (250)

The assumptions used to determine the benefit obligation for 2018 and 2017 are as follows:

	2018	2017
Discount rate - weighted average	4.00%	3.50%
Assumed health care cost trend rate	7.00%	6.00%
Ultimate trend rate	5.0%	5.0%
Year that the rate reaches the ultimate trend rate	2027	2022
Assumed dental cost trend rate	4.00%	4.00%
Ultimate trend rate	4.00%	4.00%
Year that the rate reaches the ultimate trend rate	2018	2017

Institute for Defense Analyses
Notes to Financial Statements

The assumptions used to determine the net periodic benefit cost for 2018 and 2017 are as follows:

	2018	2017
Discount rate - weighted average	3.50%	3.00%
Assumed health care cost trend rate	6.00%	6.50%
Ultimate trend rate	5.0%	5.0%
Year that the rate reaches the ultimate trend rate	2022	2022
Assumed dental cost trend rate	4.00%	4.00%
Ultimate trend rate	4.00%	4.00%
Year that the rate reaches the ultimate trend rate	2018	2017

The assumed medical cost trend rate for next year is 7.0% and the assumed dental trend rate for next year is 4.0%. The pattern of change for each rate is -0.5% per year to 5%, then 5% thereafter.

The ultimate trend rate is expected to be achieved for medical cost in 2022 and for dental cost in 2017. The assumed health care cost trend rates have a significant effect on the amounts reported for health care plans. A one-percent-point increase in the rates would increase the postretirement service plus interest cost by \$62,432 and increase the year-end accumulated postretirement benefit obligation by \$429,170. A one-percent-point decrease in the rates would decrease the postretirement service plus interest cost by \$50,823 and decrease the year-end accumulated postretirement benefit obligation by \$365,158.

Amounts recognized in unrestricted net assets (in thousands):

	2018	2017
Net actuarial (gain)	\$ (1,296)	\$ (1,192)
Prior service credit	<u>(128)</u>	<u>(140)</u>
Net periodic benefit cost	<u>\$ (1,424)</u>	<u>\$ (1,332)</u>

Estimated amount that will be amortized from unrestricted net assets into net periodic benefit cost in 2019 (in thousands).

	2019
Actuarial loss/(gain)	\$ (58)
Prior service cost/(credit)	<u>(11)</u>
Total	<u>\$ (69)</u>

Institute for Defense Analyses

Notes to Financial Statements

Cash Flows

Contributions

The Institute expects to contribute approximately \$14,278,722 to its defined contribution retirement plan and to spend approximately \$195,836 on its other postretirement medical benefit plan in 2019.

Estimated Future Postretirement Benefit Payments

The following benefit payments, which reflect expected future service, as appropriate, are expected to be paid over the next fiscal years ending as of September:

2019	\$ 204,478
2020	211,939
2021	185,581
2022	272,561
2023	314,963
Years 2024-2028	1,908,085

Deferred compensation

The Institute provides a deferred compensation plan for trustees and certain key employees regulated by Section 457(b) of the Internal Revenue Code. The plan is funded through participant deferrals with no additional contributions from the Institute. Plan assets consist of money market funds and equity securities and are held for the benefit of the participant. Assets are recorded at fair value based upon quoted market prices, and are included in prepaid expenses and other current assets. The related liability is included in accrued pension costs. At September 28, 2018 and September 29, 2017, deferred compensation was \$4,926,257 and \$4,374,809 respectively.

10. Functional classification of expenses

Total operating expenses for the years ended September 28, 2018 and September 29, 2017 consist of:

	2018	2017
Research and development costs	\$222,746,857	\$212,171,908
Support costs, principally general and administrative	<u>23,124,576</u>	<u>20,585,181</u>
	<u><u>\$245,871,433</u></u>	<u><u>\$232,757,089</u></u>

Institute for Defense Analyses

Notes to Financial Statements

11. New Accounting Pronouncements

In February 2014, the Financial Accounting Standards Board (“FASB”) issued ASU No. 2014-09, Revenue from Contracts with Customers (“ASU 2014-09”). ASU 2014-09 supersedes the revenue recognition requirements in Topic 605, “Revenue Recognition” and most industry-specific guidance. The core principle of ASU 2014-09 is that a company will recognize revenue when it transfers promised goods or services to customers in an amount that reflects the consideration to which the company expects to be entitled in exchange for those goods or services. In July 2015, the FASB deferred the effective date of ASU 2014-09. The new revenue standard is effective for annual periods beginning after December 15, 2018 for non-public entities. Management is currently evaluating the impact of ASU 2014-09 on the Institute’s financial statements.

In February 2016, the FASB issued ASU 2016-02, Leases (“ASC 2016-02”). Lessees will need to recognize on their balance sheet a right-of-use asset and a lease liability for virtually all of their leases (other than leases that meet the definition of a short-term lease). The liability will be equal to the present value of lease payments. The asset will be based on the liability, subject to adjustment, such as for initial direct costs. For income statement purposes, the FASB retained a dual model, requiring leases to be classified as either operating or finance. Operating leases will result in straight-line expense (similar to current operating leases) while finance leases will result in a front-loaded expense pattern (similar to current capital leases). The standard is effective for periods beginning after December 15, 2018 for not-for-profit entities. Management is currently evaluating the impact of ASU 2016-02 on the Institute’s financial statements.

In August 2016, the FASB issued ASU 2016-14, Presentation of Financial Statements of Not-For-Profit Entities (“ASU 2016-14”). Under the new guidance, changes were made to accounting rules that would enable not-for-profit organizations to better report and explain their financial position and results of operations. The guidance is effective for years beginning after December 15, 2017. Management is currently evaluating the impact of ASU 2014-06 on the Institute’s financial statements.

12. Subsequent events (unaudited)

The Institute is not aware of any additional subsequent events or transactions that would affect the financial statements as of September 28, 2018 through December 18, 2018, the date the financial statements were issued.

<u>Federal Grantor/ Program Title</u>	<u>CFDA Number</u>	<u>Contract Number</u>	<u>Pass-through Entity</u>	<u>Pass-through Entity Award number</u>	<u>Federal Expenditures</u>	<u>Pass-through to Subrecipients</u>
<u>RESEARCH AND DEVELOPMENT CLUSTER</u>						
<u>Department of Defense</u>						
Washington Headquarters Service Acquisition Directorate (Studies & Analyses FFRDC)	12.RD	HQ0034-14-D-0001			\$ 168,034,511	\$ 2,558,807
Maryland Procurement Office (Communications & Computing FFRDC) IPA-Intergovernmental Personnel Act	12.RD	H98230-16-D-0030			68,274,478	-
TOTAL DEPARTMENT OF DEFENSE	12.RD	Various			1,320,516	-
					<u>237,629,505</u>	<u>2,558,807</u>
<u>Central Intelligence Agency</u>						
MITRE	13.RD	BOA - 53125	MITRE	2009-0917826-000	216	
ODNI (E11)	13.RD	2015-15063000008			774,610	-
TOTAL CENTRAL INTELLIGENCE AGENCY					774,826	-
<u>National Science Foundation</u>						
Office of Science and Technology Policy Institute (Science and Technology Policy Institute FFRDC)	47.RD	OIA-0408601			8,085,782	3,304
TOTAL NATIONAL SCIENCE FOUNDATION					8,085,782	3,304
<u>Department of Transportation</u>						
MIT Lincoln Laboratory	20.RD	7000336158	MIT Lincoln Laboratory	FA8721-05-C-0002	1,491	-
TOTAL DEPARTMENT OF TRANSPORTATION					1,491	-
<u>Department of Energy</u>						
Lawrence Berkeley National Laboratory	81.RD	7367508	Lawrence Berkely National	DE-AC02-05CH11231	1,700	-
TOTAL DEPARTMENT OF ENERGY					1,700	-
<u>Department of Homeland Security</u>						
University of Southern California	97.RD	9928633	University of Southern California	HSHQDC-17-A-BO004	319,573	-
TOTAL DEPARTMENT OF HOMELAND SECURITY					319,573	-
TOTAL RESEARCH AND DEVELOPMENT CLUSTER					246,812,877	2,562,111
TOTAL SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS					\$ 246,812,877	\$ 2,562,111

1. Presentation and Basis of Accounting

The accompanying Schedule of Expenditures of Federal Awards (the Schedule) for the Institute for Defense Analyses (IDA) has been prepared on the accrual basis of accounting which conforms to accounting principles generally accepted in the United States of America and is consistent with the IDA's basic financial statements. The information in this Schedule is presented in accordance with the requirements of applicable guidance, therefore some amounts presented in the Schedule may differ from amounts presented in, or used in the preparation of, the financial statements. Negative numbers in the schedule represent adjustments to amounts previously reported in the normal course of business.

2. Indirect Cost Rate

The Institute has negotiated an indirect cost rate with the Defense Contract Management Agency as our cognizant agency for indirect costs. As such, the Institute did not elect to use the 10 percent de minimis indirect cost rate allowed under the Uniform Guidance.

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 Trustees
Institute for Defense Analyses

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 financial statements of the Institute for Defense Analyses, which comprise the balance sheet as of September 28, 2018, 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 December 18, 2018.

Internal Control Over Financial Reporting

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

PricewaterhouseCoopers LLP

McLean, Virginia
December 18, 2018

**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 Uniform Guidance**

To the Board of Trustees
The Institute for Defense Analyses

Report on Compliance for Each Major Federal Program

We have audited the Institute for Defense Analyses' compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of the Institute for Defense Analyses' major federal program for the year ended September 28, 2018. The Institute for Defense Analyses' major federal program is 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 program.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance of the Institute for Defense Analyses' major federal program 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 for Defense Analyses' 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 the major federal program. However, our audit does not provide a legal determination of the Institute for Defense Analyses' compliance.

Opinion on Each Major Federal Program

In our opinion, the Institute for Defense Analyses complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major federal program for the year ended September 28, 2018.

Report on Internal Control Over Compliance

Management of the Institute for Defense Analyses 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 for Defense Analyses' 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 for Defense Analyses' 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 "PricewaterhouseCoopers LLP". The signature is fluid and cursive, with "PricewaterhouseCoopers" on the top line and "LLP" on the bottom line.

McLean, Virginia
June 5, 2019

Part III
Findings

Section I – Summary of Auditor’s Results

Financial Statements

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

- Material weakness (es) identified? _____ yes x no
 - Significant deficiency (ies) identified that are not considered to be material weaknesses? _____ yes x none reported
 - Noncompliance material to financial statements noted? _____ yes x no

Federal Awards

Internal control over major programs:

- Material weakness (es) identified? _____ yes x no
 - Significant deficiency(ies) identified that are not considered to be material weaknesses? yes x reported

Type of auditor's report issued Unmodified

on compliance for major programs:

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?

Identification of major programs: CFDA Number(s)	Name of Federal Program or Cluster
Various	Research and Development Cluster
Dollar threshold used to distinguish between type A and type B programs:	\$3,000,000
Auditee qualified as low-risk auditee?	<input checked="" type="checkbox"/> yes <input type="checkbox"/> no

Section II – Financial Statement Findings

No findings to be reported.

Section III – Federal Award Findings and Questioned Costs

No findings to be reported.

There were no prior audit findings which require an update in this report.