Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations) ▶ Do not enter social security numbers on this form as it may be made public.

▶ **Go to *www.irs.gov/Form990* for instructions and the latest information.**

OMB No. 1545-0047

2022

Open to Public Inspection

A For the 2022 calendar year, or tax year beginning 01-01-2022 , and ending 12-31-2022

B Check if applicable:
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization
MDRC

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) | Room/suite
200 VESEY STREET 23RD FLOOR

City or town, state or province, country, and ZIP or foreign postal code
NEW YORK, NY 102812103

D Employer identification number
23-7379473

E Telephone number
(212) 532-3200

G Gross receipts $ 102,925,999

F Name and address of principal officer:
VIRGINIA KNOX
200 VESEY STREET 23RD FLOOR
NEW YORK,NY 102812103

H(a) Is this a group return for subordinates? ☐ Yes ☑ No

H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions.

H(c) Group exemption number ▶

I Tax-exempt status: ☑ 501(c)(3) ☐ 501(c) ( ) ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: ▶ WWW.MDRC.ORG

K Form of organization: ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation: 1974

M State of legal domicile: DE

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities:
MDRC IS DEDICATED TO IMPROVING THE WELL-BEING OF LOW-INCOME PEOPLE. (SEE SCHEDULE O) THROUGH OUR RESEARCH, WE SEEK TO ENHANCE THE EFFECTIVENESS OF SOCIAL POLICIES & PROGRAMS THAT AFFECT THE POOR.

2 Check this box ▶☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	15
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	15
5	Total number of individuals employed in calendar year 2022 (Part V, line 2a)	5	392
6	Total number of volunteers (estimate if necessary)	6	15
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	89,213,706	78,650,399
	9	Program service revenue (Part VIII, line 2g)	1,435,053	1,809,578
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	2,487,809	2,305,412
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0	0
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	93,136,568	82,765,389
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	2,958,012	2,083,628
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	37,479,942	41,134,693
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶1,499		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	34,654,323	42,522,095
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	75,092,277	85,740,416
	19	Revenue less expenses. Subtract line 18 from line 12	18,044,291	-2,975,027

			Beginning of Current Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	143,919,606	163,594,084
	21	Total liabilities (Part X, line 26)	37,637,344	71,955,357
	22	Net assets or fund balances. Subtract line 21 from line 20	106,282,262	91,638,727

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

▶ Signature of officer — Date 2023-11-01

▶ JESUS M AMADEO SR. VP & CFO
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN P00741490
Firm's name ▶ GRANT THORNTON LLP			Firm's EIN ▶ 36-6055558	
Firm's address ▶ 757 THIRD AVENUE 3RD FLOOR NEW YORK, NY 100172013			Phone no. (212) 599-0100	

May the IRS discuss this return with the preparer shown above? See Instructions. ☑ **Yes** ☐ **No**

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III . . . . . ☑

1 Briefly describe the organization's mission:

SEE SCHEDULE O

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . . ☐ Yes ☑ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . . ☐ Yes ☑ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ 22,704,315 including grants of $ 648,865) (Revenue $ 914,185)

FAMILY WELL-BEING AND CHILD DEVELOPMENTFOR DECADES, MDRC HAS BEEN A LEADER IN DEVELOPING AND STUDYING INTERVENTIONS TO IMPROVE OUTCOMES FOR CHILDREN LIVING IN FAMILIES WITH LOW INCOMES. OUR CURRENT WORK IN THIS AREA FOCUSES ON TWO MAIN DOMAINS: EARLY CARE AND EDUCATION (ECE) SYSTEMS AND FAMILY-FOCUSED SERVICE SYSTEMS. IN EARLY CARE AND EDUCATION, WE'VE WORKED WITH PRACTITIONERS TO DEVELOP AND TEST INTERVENTIONS TO IMPROVE CLASSROOM QUALITY, CURRICULUM AND PROFESSIONAL DEVELOPMENT, MATH INTERVENTIONS AND SUPPORTS, EARLY CHILDHOOD ASSESSMENTS, AND P-3 ALIGNMENTAS WELL AS STUDIED WAYS TO SUPPORT AND BUILD THE ECE WORKFORCE. IN FAMILY-FOCUSED SERVICES, MDRC HAS BEEN EVALUATING VARIOUS HOME VISITING MODELS AND HAS(SEE SCHEDULE O)BEEN A LEADER IN COCREATING AND STUDYING SERVICES IN FATHERHOOD PROGRAMS.

4b (Code:) (Expenses $ 14,568,966 including grants of $ 557,406) (Revenue $ 450,262)

YOUTH DEVELOPMENT, CRIMINAL JUSTICE, AND EMPLOYMENTMDRC IS TESTING TAILORED INTERVENTIONS FOR YOUNG PEOPLE DISCONNECTED FROM THE WORLDS OF SCHOOL AND WORK, YOUNG PEOPLE AND ADULTS AT RISK OF ENTERING THE CRIMINAL JUSTICE SYSTEM, EX-PRISONERS REENTERING THEIR COMMUNITIES, AND PEOPLE WITH WORK-LIMITING DISABILITIES. THE FINDINGS OF OUR NEW STUDIES AS THEY EMERGE ARE INTENDED TO EXPAND IMPLEMENTATION OF EFFECTIVE PROGRAMS IN THE DIFFERENT PUBLIC ASSISTANCE, ENFORCEMENT, AND SERVICE DELIVERY SYSTEMS THAT INTERACT WITH POPULATIONS THAT FACE BARRIERS TO EMPLOYMENT.

4c (Code:) (Expenses $ 8,835,911 including grants of $ 10,000) (Revenue $ 134,550)

K-12 EDUCATIONFOR 25 YEARS, MDRC HAS BEEN LEARNING WHAT MAY BE MOST EFFECTIVE TO RAISE THE ACADEMIC ACHIEVEMENT OF YOUNG PEOPLE WHO ARE AT RISK OF FAILING. WE COLLABORATE WITH PUBLIC SCHOOL SYSTEMS, CHARTER ORGANIZATIONS, AND NATIONAL NONPROFITS TO EVALUATE THEIR PROGRAMS AND TO USE THAT INFORMATION TO HELP THEM DEVELOP EVIDENCE-BASED STRATEGIES FOR CONTINUOUS PROGRAM IMPROVEMENT.

(Code:) (Expenses $ 7,623,099 including grants of $ 51,000) (Revenue $ 29,719)

POSTSECONDARY EDUCATIONPOLICYMAKERS AND THE PHILANTHROPIC SECTOR HAVE FOCUSED NEW EFFORTS ON INCREASING STUDENT PERSISTENCE AND ACHIEVEMENT IN POSTSECONDARY EDUCATION. MDRC HAS IDENTIFIED THE MOST EFFECTIVE PROGRAMS DEVELOPED BY OTHERS, HELPED REPLICATE THOSE PROGRAMS IN NEW CONTEXTS, AND ASSISTED COMMUNITIES AND INSTITUTIONS IN DEVELOPING NEW INTERVENTIONS BASED ON THE EVIDENCE DEVELOPED IN THE STUDIES AVAILABLE. WE ARE NOW FOCUSED ON HELPING STATES AND HIGHER EDUCATION INSTITUTIONS ADOPT AND SCALE THE MORE SUCCESSFUL INTERVENTIONS THAT HAVE BEEN DEVELOPED AND TESTED.

(Code:) (Expenses $ 7,021,442 including grants of $ 796,365) (Revenue $ 55,295)

ECONOMIC MOBILITY, HOUSING, AND COMMUNITIESLONG REGARDED AS THE PREMIER INVESTIGATOR OF POLICIES TO IMPROVE THE LIVES OF FAMILIES PARTICIPATING IN PUBLIC BENEFITS PROGRAMS, MDRC HAS BROUGHT ITS PROGRAM DEVELOPMENT SKILLS AND REPUTATION FOR METHODOLOGICAL RIGOR TO THE CHALLENGE OF LEARNING HOW BEST TO IMPROVE THE ECONOMIC HEALTH OF WORKERS AND COMMUNITIES. THE CONCENTRATION OF POVERTY AND AN ASSOCIATED LACK OF ACCESS TO GOOD JOBS, AFFORDABLE HOUSING, QUALITY GOODS AND SERVICES, AND ECONOMIC AND POLITICAL RESOURCES PRESENTS SPECIAL CHALLENGES FOR IMPROVING THE PROSPECTS OF RESIDENTS OF NEIGHBORHOODS WITH HIGH POVERTY RATES. MDRC HAS EVALUATED A NUMBER OF "PLACE-BASED" PROJECTS THAT ADDRESSED URBAN POVERTY AND JOBLESSNESS. WE ARE ALSO EVALUATING A NUMBER OF HOUSING CHOICE VOUCHER REFORMS, HELPING TO IMPROVE THE NATION'S PRINCIPAL HOUSING ASSISTANCE PROGRAMS.PRIOR TO 2022, THE CENTER FOR EFFECTIVE CAREER AND TECHNICAL EDUCATION AND THE CENTER FOR CRIMINAL JUSTICE RESEARCH DIVISIONS WERE MERGED WITH OTHER DIVISIONS AND A NEW DIVISION, INFORMATION, DISSEMINATION, PROGRAM DEVELOPMENT, METHODOLOGY AND STRATEGIC INITIATIVES, WAS FORMED. THE CENTER FOR EFFECTIVE CAREER AND TECHNICAL EDUCATION IS CONNECTED WITH THREE OF THE DIVISIONS BUT MOST CLOSELY ASSOCIATED WITH K-12 EDUCATION AND THE CENTER FOR CRIMINAL JUSTICE RESEARCH IS PART OF THE COST CENTER YOUTH DEVELOPMENT, CRIMINAL JUSTICE AND EMPLOYMENT.

(Code:) (Expenses $ 4,180,034 including grants of $ 0) (Revenue $ 0)

INFORMATION, DISSEMINATION, PROGRAM DEVELOPMENT, METHODOLOGY AND STRATEGIC INITIATIVES:INFORMATION AND DISSEMINATION: FOR MDRC'S EVIDENCE TO MAKE A DIFFERENCE IN THE PUBLIC POLICIES AND PRACTICES THAT AFFECT PEOPLE WITH LOW INCOMES, IT MUST REACH A BROAD AUDIENCE. WE PRODUCE CLEARLY WRITTEN RESEARCH REPORTS AS WELL AS POLICY BRIEFS, "HOW-TO" GUIDES AND TOOLKITS, INFOGRAPHICS, BLOG POSTS, COMMENTARIES, VIDEOS, AND PODCASTS THAT DISTILL THE RESULTS OF OUR STUDIES AND DISCUSS THEIR IMPLICATIONS FOR POLICY AND PRACTICE. WE WIDELY DISSEMINATE OUR FINDINGS TO THE MEDIA AND PUBLIC INTEREST GROUPS; TO GOVERNMENT OFFICIALS AND PHILANTHROPY; AT PROFESSIONAL CONFERENCES AND IN JOURNAL ARTICLES; THROUGH NEWS BULLETINS E-MAILED TO MORE THAN 17,000 PEOPLE; VIA OUR COMPREHENSIVE WEBSITE; THROUGH A ROBUST SOCIAL MEDIA PRESENCE, PARTICULARLY ON FACEBOOK, X/TWITTER, AND LINKEDIN (WITH A COMBINED 60,000+ FOLLOWERS); AND THROUGH THE PROVISION OF HANDS-ON TECHNICAL ASSISTANCE TO PUBLIC AND NONPROFIT PROGRAM OPERATORS. WE MAINTAIN SEVERAL WELL-READ BLOGS, INCLUDING IDEAS AND EVIDENCE, THE IMPLEMENTATION RESEARCH INCUBATOR, REFLECTIONS ON METHODOLOGY, INPRACTICE, AND THE FUTURE OF CAREER AND TECHNICAL EDUCATION. MDRC'S INFORMATION AND DISSEMINATION EFFORTS ARE FUNDED BOTH BY PROJECT FUNDS AND BY ITS ENDOWMENT AND GRANTS FROM FOUNDATIONS.PROGRAM DEVELOPMENT: MDRC OPERATES MORE THAN 100 ACTIVE PROJECTS, FUNDED BY GOVERNMENT AGENCIES AND FOUNDATIONS, THROUGH ITS FIVE POLICY AREAS AND TWO CENTERS. MDRC'S PROGRAM DEVELOPMENT DEPARTMENT WORKS WITH THE POLICY AREAS AND CENTERS TO INCUBATE NEW WORK AND FIND SUPPORTERS TO FUND IT.METHODOLOGY: MDRC IS KNOWN FOR DEVELOPING AND USING CUTTING-EDGE RESEARCH METHODOLOGIES AND SHARING THEM WITH THE LARGER FIELD THROUGH JOURNAL ARTICLES, WORKING PAPERS, TOOLS FOR RESEARCHERS, AND ITS REFLECTIONS ON METHODOLOGY BLOG. AS A DEMONSTRATION OF OUR COMMITMENT TO OPEN SCIENCE AND RESEARCH REPLICABILITY, MDRC MAKES AVAILABLE PUBLIC USE DATA FILES AND RESTRICTED USE DATA FILES FROM ITS EVALUATIONS FOR OTHER RESEARCHERS TO ACCESS.STRATEGIC INITIATIVES: MDRC MAINTAINS CROSS-DEPARTMENTAL WORKING GROUPS FOCUSED ON DEVELOPING AND MAINTAINING CORPORATE STRATEGIES RELATED TO QUANTITATIVE METHODS, IMPLEMENTATION RESEARCH, PROGRAM OPERATIONS, AND DATA SECURITY. WE LAUNCHED AN EQUITY COLLABORATIVE IN 2020 TO INTEGRATE PERSPECTIVES OF DIVERSITY, EQUITY, AND INCLUSION MORE FULLY IN OUR WORK WITH PROGRAM OPERATORS, PRACTITIONERS, AND RESEARCH PARTICIPANTS. OUR OFFICE OF DIVERSITY AND INCLUSION IS DEVELOPING A THREE-YEAR DIVERSITY, EQUITY, INCLUSION, AND BELONGING PLAN TO ADVANCE OUR INTERNAL DIEB STRATEGY.

(Code:) (Expenses $ 3,647,173 including grants of $ 9,992) (Revenue $ 156,898)

CENTER FOR DATA INSIGHTSTHE CENTER FOR DATA INSIGHTS FURTHERS MDRC'S LONG-STANDING COMMITMENT TO HELPING ORGANIZATIONS WITH WHICH WE COLLABORATE THEIR PROGRAMS AND SYSTEMS BY HARNESSING THE BENEFITS OF OPERATIONAL DATA-SCIENCE TECHNIQUES THOSE THAT PRODUCE ACTIONABLE INSIGHTS THAT CAN AFFECT DAILY PRACTICE. RANGING FROM SIMPLE DESCRIPTIVE SUMMARIES TO ADVANCED MACHINE LEARNING ALGORITHMS, THE CENTER'S PROJECTS AIM TO USE INSTITUTIONS' INCREASINGLY RICH DATA TO PROVIDE NEW INSIGHTS THAT CAN HELP THEM REFINE AND TARGET THEIR SERVICES.

(Code:) (Expenses $ 2,051,288 including grants of $ 10,000) (Revenue $ 68,669)

CENTER FOR APPLIED BEHAVIORAL SCIENCE (CABS)TOO OFTEN, PROGRAMS AND POLICIES DO NOT CONSIDER THE WAY PEOPLE ACTUALLY THINK AND BEHAVE. IT IS OFTEN ASSUMED THAT THOSE MOST IN NEED WILL FIND A WAY TO OVERCOME OBSTACLES, BUT BEHAVIORAL SCIENCE DEMONSTRATES THAT EVEN SMALL HASSLES CREATE BARRIERS THAT PREVENT THOSE IN NEED OF SERVICES FROM RECEIVING THEM. APPLYING THESE INSIGHTS CAN IMPROVE THE WAY PROGRAMS ARE DESIGNED AND SERVICES ARE DELIVERED. CABS HAS COLLABORATED WITH MORE THAN 100 AGENCIES, EDUCATIONAL INSTITUTIONS, AND NONPROFITS IN 26 STATES TO DEVELOP AND TEST BEHAVIORAL INTERVENTIONS TO IMPROVE OUTCOMES FOR CLIENTS AND STUDENTS.

4d Other program services (Describe in Schedule O.)

(Expenses $ 24,523,036 including grants of $ 867,357) (Revenue $ 310,581)

4e **Total program service expenses** ▶ 70,632,228

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	Yes	
2	Is the organization required to complete *Schedule B, Schedule of Contributors*? See instructions.	2	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		No
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		No
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? *If "Yes," complete Schedule C, Part III*	5		No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D,* Part I	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D,* Part III	8		No
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? *If "Yes," complete Schedule D, Part V*	10	Yes	
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D,* Part VI.	11a	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b	Yes	
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d	Yes	
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e	Yes	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f	Yes	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	Yes	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		No
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		No
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b	Yes	
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		No
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16		No
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I.* See instructions.	17		No
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		No
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		No
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21	Yes	

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L,* Part I	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L,* Part I	25b		No
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L,* Part III	27		No
28	Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		No
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		No
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		No
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		No
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O.	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	154		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c Yes	

Part V **Statements Regarding Other IRS Filings and Tax Compliance** *(continued)*

2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	**2a** 392			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		**2b**	Yes	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?		**3a**	Yes	
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation in Schedule O*		**3b**	Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		**4a**		No
b	If "Yes," enter the name of the foreign country: ▶ _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		**5a**		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		**5b**		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		**5c**		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		**6a**		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		**6b**		
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?		**7a**		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		**7b**		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		**7c**		No
d	If "Yes," indicate the number of Forms 8282 filed during the year	**7d**			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		**7e**		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		**7f**		No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		**7g**		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		**7h**		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		**8**		
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?		**9a**		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		**9b**		
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	**10a**			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	**10b**			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	**11a**			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	**11b**			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?		**12a**		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	**12b**			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O.		**13a**		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	**13b**			
c	Enter the amount of reserves on hand	**13c**			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		**14a**		No
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O*		**14b**		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year?		**15**		No
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		**16**		No
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.		**17**		

Part VI **Governance, Management, and Disclosure.** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI . . . . . ☑

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	1a	15		
b	Enter the number of voting members included in line 1a, above, who are independent	1b	15		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2			No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3			No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			No
6	Did the organization have members or stockholders?	6			No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		Yes	
b	Each committee with authority to act on behalf of the governing body?	8b		Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*	9			No

Section B. Policies (*This Section B requests information about policies not required by the Internal Revenue Code.*)

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	Yes	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a	Yes	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c	Yes	
13	Did the organization have a written whistleblower policy?	13	Yes	
14	Did the organization have a written document retention and destruction policy?	14	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	Yes	
b	Other officers or key employees of the organization	15b	Yes	
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ▶ CA, DC, NY

18 Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☑ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records:
▶JESUS AMADEO SR VP & CFO 200 VESEY STREET 23RD FLOOR NEW YORK, NY 10281 2103 (212) 532-3200

Part VII **Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII . . . . . ☑

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional Trustee;	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) BRIDGET TERRY LONG DIRECTOR/CHAIR (AS OF 09/2022)	1.00 0.00	X		X				0	0	0
(2) MARY JO BANE PAST CHAIR (THRU 12/06/2022)	1.00 0.00	X		X				0	0	0
(3) REBECCA BLANK TREASURER	1.00 0.00	X		X				0	0	0
(4) ROBERT DENHAM DIRECTOR	1.00 0.00	X						0	0	0
(5) AOIFINN DEVITT DIRECTOR	1.00 0.00	X						0	0	0
(6) RONALD HASKINS DIRECTOR (THRU 09/2022)	1.00 0.00	X						0	0	0
(7) HILARY HOYNES DIRECTOR	1.00 0.00	X						0	0	0
(8) LAWRENCE KATZ DIRECTOR	1.00 0.00	X						0	0	0
(9) MILTON J LITTLE JR - DIR TREASURER (AS OF 12/2022)	1.00 0.00	X		X				0	0	0
(10) JOSH B MCGEE DIRECTOR	1.00 0.00	X						0	0	0
(11) RICHARD J MURNANE DIRECTOR	1.00 0.00	X						0	0	0
(12) ELOY ORTIZ OAKLEY DIRECTOR	1.00 0.00	X						0	0	0
(13) MICHAEL ROSTER DIRECTOR	1.00 0.00	X						0	0	0
(14) ROBERT SOLOW THRU 12062022 CHAIRMAN EMERITUS (VOTING)	1.00 0.00	X						0	0	0
(15) NAOMI GOLDSTEIN DIRECTOR (AS OF 10/2022)	1.00 0.00	X						0	0	0
(16) SUSAN T GOODEN DIRECTOR (AS OF 10/2022)	1.00 0.00	X						0	0	0
(17) MELISSA S KEARNEY DIRECTOR	1.00 0.00	X						0	0	0

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(18) JOHN B KING JR DIRECTOR (AS OF 10/2022)	1.00 0.00	X						0	0	0
(19) VIRGINIA W KNOX PRESIDENT	40.00 0.00			X				537,852	0	73,887
(20) JESUS M AMADEO SR. VICE PRESIDENT & CFO	40.00 0.00			X				456,910	0	55,410
(21) DAN J BLOOM - SR VICE PRES DIR., POLICY, RESEARCH & EVAL. DEPT.	40.00 0.00			X				292,384	0	62,480
(22) ROSE KOB VICE PRESIDENT & GENERAL COUNSEL	40.00 0.00			X				239,945	0	20,063
(23) JOHN MARTINEZ VICE PRESIDENT & DIR. PROG. DEV.	40.00 0.00			X				225,974	0	31,471
(24) JAMES A RICCIO PRINCIPAL RESEARCH FELLOW	40.00 0.00					X		248,103	0	43,229
(25) CHARLES MICHALOPOULOS CHIEF ECONOMIST	40.00 0.00					X		257,339	0	33,848
(26) PATRICIA WEISS HR DIRECTOR	40.00 0.00					X		232,201	0	55,402
(27) JOHN HUTCHINS CHIEF COMMUNICATIONS OFFICER	40.00 0.00					X		234,923	0	46,375
(28) KATE GUALTIERI CHIEF OF STAFF	40.00 0.00					X		220,370	0	18,881
(29) BARBARA GOLDMAN VP, DIR DEPLOYMENT & ACCOUNTABILITY	40.00 0.00						X	154,381	0	1,546

1b Sub-Total . . . . . ▶			
c Total from continuation sheets to Part VII, Section A . . ▶			
d Total (add lines 1b and 1c) . . . . . ▶	3,100,382	0	442,592

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶ 112

		Yes	No
3 Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	**3**	Yes	
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	**4**	Yes	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization?*If "Yes," complete Schedule J for such person*	**5**		No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
MATHEMATICA POLICY RESEARCH INC 600 ALEXANDER PK STE 100 PRINCETON, NJ 08540	RESEARCH SUBCONTRACT	6,440,859
ABT ASSOCIATES INC PO BOX 84-5586 BOSTON, MA 022845586	RESEARCH SUBCONTRACT	4,877,863
RTI INTERNATIONAL PO BOX 900002 RALEIGH, NC 276759000	RESEARCH SUBCONTRACT	2,816,815
MEF ASSOCIATES 1330 BRADDOCK PL STE 220 ALEXANDRIA, VA 22314	RESEARCH SUBCONTRACT	2,018,910
HOUSTON HOUSING AUTHORITY 2640 FOUNTAIN VIEW DR HOUSTON, TX 77057	RESEARCH SUBCONTRACT	1,535,714

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶ 53

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII . . . . . ☐

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants, and OtherAmt Similar Amounts	1a Federated campaigns . .	1a			
	b Membership dues . .	1b			
	c Fundraising events . .	1c			
	d Related organizations	1d			
	e Government grants (contributions)	1e	50,305,384		
	f All other contributions, gifts, grants, and similar amounts not included above	1f	28,345,015		
	g Noncash contributions included in lines 1a - 1f:$	1g			
	h **Total.** Add lines 1a-1f . . . . . ▶		78,650,399		

Program Service Revenue	Business Code				
2a MANAGEMENT FEES	900090	1,809,578	1,809,578		
b					
c					
d					
e					
f All other program service revenue.					
g **Total.** Add lines 2a–2f. . . . . ▶	1,809,578				

Other Revenue					
3 Investment income (including dividends, interest, and other similar amounts)		1,404,054			1,404,054
4 Income from investment of tax-exempt bond proceeds ▶					
5 Royalties . . . . . ▶					

		(i) Real	(ii) Personal
6a Gross rents	6a		
b Less: rental expenses	6b		
c Rental income or (loss)	6c		
d Net rental income or (loss) . . . . . ▶			

		(i) Securities	(ii) Other				
7a Gross amount from sales of assets other than inventory	7a	21,061,968					
b Less: cost or other basis and sales expenses	7b	20,160,610					
c Gain or (loss)	7c	901,358					
d Net gain or (loss) . . . . . ▶				901,358			901,358

8a Gross income from fundraising events (not including $ _____ of contributions reported on line 1c). See Part IV, line 18	8a					
b Less: direct expenses	8b					
c Net income or (loss) from fundraising events . . ▶						
9a Gross income from gaming activities. See Part IV, line 19 . . .	9a					
b Less: direct expenses	9b					
c Net income or (loss) from gaming activities . . ▶						
10a Gross sales of inventory, less returns and allowances . .	10a					
b Less: cost of goods sold . .	10b					
c Net income or (loss) from sales of inventory . . ▶						

OtherRevenueMiscAmt	Business Code				
11a					
b					
c					
d All other revenue					
e **Total.** Add lines 11a–11d . . . . . ▶					
12 **Total revenue.** See instructions . . . . ▶		82,765,389	1,809,578	0	2,305,412

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX . . . . . ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	2,083,628	2,083,628		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,753,064	1,349,528	403,536	
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	155,927	155,927		
7 Other salaries and wages	29,387,846	22,587,193	6,800,653	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	1,594,716	1,225,052	369,664	
9 Other employee benefits	5,930,630	4,555,876	1,374,754	
10 Payroll taxes	2,312,510	1,776,457	536,053	
11 Fees for services (non-employees):				
a Management				
b Legal	378,435	178,435	200,000	
c Accounting				
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	379,191		379,191	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)				
12 Advertising and promotion				
13 Office expenses	38,166	29,177	8,989	
14 Information technology	4,684,780	4,106,422	576,859	1,499
15 Royalties				
16 Occupancy	3,731,286	2,761,461	969,825	
17 Travel	504,600	365,404	139,196	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	256,420	148,964	107,456	
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	695,011	535,027	159,984	
23 Insurance	295,697	227,631	68,066	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a SUBCONTRACTOR EXPENSES	25,376,909	23,786,830	1,590,079	
b SURVEY EXPENSES	1,284,984	1,284,984		
c COMMUNICATION EXPENSES	775,775	595,185	180,590	
d SITE PROGRAM PAYMENTS	558,934	558,934		
e All other expenses	3,561,907	2,320,113	1,241,794	
25 **Total functional expenses.** Add lines 1 through 24e	85,740,416	70,632,228	15,106,689	1,499
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ▶ ☐ if following SOP 98-2 (ASC 958-720).				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX . . . . . ☐

				(A) Beginning of year		(B) End of year
Assets	1	Cash–non-interest-bearing		3,974,293	1	4,464,875
	2	Savings and temporary cash investments		39,205,922	2	29,214,497
	3	Pledges and grants receivable, net		25,110,149	3	28,348,883
	4	Accounts receivable, net			4	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		1,757,378	9	2,691,182
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 12,604,888			
	b	Less: accumulated depreciation	10b 5,734,381	7,565,518	10c	6,870,507
	11	Investments—publicly traded securities		46,215,685	11	40,225,447
	12	Investments—other securities. See Part IV, line 11		18,756,707	12	18,056,720
	13	Investments—program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11		1,333,954	15	33,721,973
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		143,919,606	16	163,594,084
Liabilities	17	Accounts payable and accrued expenses		16,083,919	17	10,977,336
	18	Grants payable		12,811,241	18	19,862,237
	19	Deferred revenue			19	
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		8,742,184	25	41,115,784
	26	**Total liabilities.** Add lines 17 through 25		37,637,344	26	71,955,357
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ▶ ☑ and complete lines 27, 28, 32, and 33.**				
	27	Net assets without donor restrictions		79,806,296	27	71,265,623
	28	Net assets with donor restrictions		26,475,966	28	20,373,104
		Organizations that do not follow FASB ASC 958, check here ▶ ☐ and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		106,282,262	32	91,638,727
	33	Total liabilities and net assets/fund balances		143,919,606	33	163,594,084

Part XI Reconcilliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI . . . . . ☑

1	Total revenue (must equal Part VIII, column (A), line 12)	1	82,765,389
2	Total expenses (must equal Part IX, column (A), line 25)	2	85,740,416
3	Revenue less expenses. Subtract line 2 from line 1	3	-2,975,027
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	106,282,262
5	Net unrealized gains (losses) on investments	5	-11,446,671
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-221,837
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column	10	91,638,727

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII . . . . . ☐

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☑ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		No
	If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	Yes	
	If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☑ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	Yes	
	If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a	Yes	
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.	3b	Yes	

Additional Data

Return to Form

Software ID:

Software Version:

Form 990, Special Condition Description:

Special Condition Description

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
MDRC

Employer identification number
23-7379473

Part I **Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☑ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)

9 ☐ An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:

10 ☐ An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)

11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**

12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**

d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations . . . . . .

g Provide the following information about the supported organization(s).

(i) Name of supported organization	**(ii)** EIN	**(iii)** Type of organization (described on lines 1- 10 above (see instructions))	**(iv)** Is the organization listed in your governing document?		**(v)** Amount of monetary support (see instructions)	**(vi)** Amount of other support (see instructions)
			Yes	**No**		
Total						

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)** (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . .	65,542,615	67,945,664	62,468,182	89,213,706	78,650,399	363,820,566
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge..						
4 **Total.** Add lines 1 through 3	65,542,615	67,945,664	62,468,182	89,213,706	78,650,399	363,820,566
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . .						22,903,822
6 **Public support.** Subtract line 5 from line 4.						340,916,744

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
7 Amounts from line 4. .	65,542,615	67,945,664	62,468,182	89,213,706	78,650,399	363,820,566
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . . .	1,720,168	1,936,600	1,209,689	1,526,814	1,404,054	7,797,325
9 Net income from unrelated business activities, whether or not the business is regularly carried on. .		82,159	56,153			138,312
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). .						
11 **Total support.** Add lines 7 through 10						371,756,203

12 Gross receipts from related activities, etc. (see instructions) **12** 7,691,740

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** . . . . . ▶☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2022 (line 6, column (f) divided by line 11, column (f)) . . . . . **14** 91.700 %

15 Public support percentage for 2020 Schedule A, Part II, line 14 . . . . . **15** 90.450 %

16a **33 1/3% support test—2022.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ▶☑

b **33 1/3% support test—2021.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ▶☐

17a **10%-facts-and-circumstances test—2022.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶☐

b **10%-facts-and-circumstances test—2021.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . . ▶☐

Part III **Support Schedule for Organizations Described in Section 509(a)(2)**
(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . .						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year.						
c Add lines 7a and 7b. .						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
9 Amounts from line 6. . .						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . .						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b.						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . .						
13 **Total support.** (Add lines 9, 10c, 11, and 12.). .						

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**. . . . . ▶☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2022 (line 8, column (f) divided by line 13, column (f))	15
16	Public support percentage from 2021 Schedule A, Part III, line 15	16

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2022** (line 10c, column (f) divided by line 13, column (f))	17
18	Investment income percentage from **2021** Schedule A, Part III, line 17	18

19a **33 1/3% support tests-2022.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ▶☐

b **33 1/3% support tests—2021.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ▶☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions . . . . ▶☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, of Part I, complete Sections A and B. If you checked box 12b, of Part I, complete Sections A and C. If you checked box 12c, of Part I, complete Sections A, D, and E. If you checked box 12d, of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in **Part VI** how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in **Part VI** when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in **Part VI** what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in **Part VI,** including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in **Part VI.***	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990) .*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in **Part VI.***	9a		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in **Part VI.***	9b		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in **Part VI.***	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).*	10b		

Part IV **Supporting Organizations** (continued)

			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	**11a**		
b	A family member of a person described on 11a above?	**11b**		
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to 11a, 11b, or 11c, provide detail in* ***Part VI.***	**11c**		

Section B. Type I Supporting Organizations

			Yes	No
1	Did the officers, directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? *If "No," describe in* ***Part VI*** *how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	**1**		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* ***Part VI*** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.*	**2**		

Section C. Type II Supporting Organizations

			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in* ***Part VI*** *how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).*	**1**		

Section D. All Type III Supporting Organizations

			Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	**1**		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? *If "No," explain in* ***Part VI*** *how the organization maintained a close and continuous working relationship with the supported organization(s).*	**2**		
3	By reason of the relationship described in line 2 above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* ***Part VI*** *the role the organization's supported organizations played in this regard.*	**3**		

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year **(see instructions)**:

- **a** ☐ The organization satisfied the Activities Test. Complete **line 2** below.
- **b** ☐ The organization is the parent of each of its supported organizations. Complete **line 3** below.
- **c** ☐ The organization supported a governmental entity. Describe in **Part VI** how you supported a government entity (see instructions)

2 Activities Test. **Answer lines 2a and 2b below.**

			Yes	No
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	**2a**		
b	Did the activities described on line 2a, above constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	**2b**		

3 Parent of Supported Organizations. **Answer lines 3a and 3b below.**

a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No", provide details in* ***Part VI.***	**3a**		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI.*** *the role played by the organization in this regard.*	**3b**		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 *(explain in **Part VI**)*. **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

	Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1		
2	Recoveries of prior-year distributions	2		
3	Other gross income (see instructions)	3		
4	Add lines 1 through 3	4		
5	Depreciation and depletion	5		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7	Other expenses (see instructions)	7		
8	**Adjusted Net Income** (subtract lines 5, 6 and 7 from line 4)	8		

	Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):	1		
a	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
c	Fair market value of other non-exempt-use assets	1c		
d	**Total** (add lines 1a, 1b, and 1c)	1d		
e	**Discount** claimed for blockage or other factors (*explain in detail in **Part VI***):			
2	Acquisition indebtedness applicable to non-exempt use assets	2		
3	Subtract line 2 from line 1d	3		
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 0.035	6		
7	Recoveries of prior-year distributions	7		
8	**Minimum Asset Amount** (add line 7 to line 6)	8		

	Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2	Enter 85% of line 1	2		
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4	Enter greater of line 2 or line 3	4		
5	Income tax imposed in prior year	5		
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

Part V **Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

Section D - Distributions		**Current Year**
1 Amounts paid to supported organizations to accomplish exempt purposes	**1**	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	**2**	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	**3**	
4 Amounts paid to acquire exempt-use assets	**4**	
5 Qualified set-aside amounts (*prior IRS approval required - provide details in* ***Part VI***)	**5**	
6 Other distributions (*describe in* ***Part VI***). See instructions	**6**	
7 **Total annual distributions.** Add lines 1 through 6.	**7**	
8 Distributions to attentive supported organizations to which the organization is responsive (*provide details in* ***Part VI***). See instructions	**8**	
9 Distributable amount for 2022 from Section C, line 6	**9**	
10 Line 8 amount divided by Line 9 amount	**10**	

Section E - Distribution Allocations (see instructions)	**(i) Excess Distributions**	**(ii) Underdistributions Pre-2022**	**(iii) Distributable Amount for 2022**
1 Distributable amount for 2022 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2022 (reasonable cause required-- *explain in* ***Part VI***). See instructions.			
3 Excess distributions carryover, if any, to 2022:			
a From 2017.			
b From 2018.			
c From 2019.			
d From 2020.			
e From 2021.			
f **Total** of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2022 distributable amount			
i Carryover from 2017 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2022 from Section D, line 7: $			
a Applied to underdistributions of prior years			
b Applied to 2022 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2022, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, *explain in* ***Part VI***. See instructions.			
6 Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, *explain in* ***Part VI***. See instructions.			
7 **Excess distributions carryover to 2023.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2018.			
b Excess from 2019.			
c Excess from 2020.			
d Excess from 2021.			
e Excess from 2022.			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

Return Reference	Explanation

Additional Data

Return to Form

Software ID:

Software Version:

Schedule B

(Form 990)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ **Attach to Form 990, 990-EZ, or 990-PF.**
▶ **Go to *www.irs.gov/Form990* for the latest information.**

OMB No. 1545-0047

2022

Name of the organization	**Employer identification number**
MDRC	23-7379473

Organization type (check one):

Filers of:	**Section:**
Form 990 or 990-EZ	☐ 501(c)( ) (enter number) organization
	☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	☐ 527 political organization
Form 990-PF	☐ 501(c)(3) exempt private foundation
	☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
	☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule.**
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or other property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** $5,000 or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year . . . . . ▶ $ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization
MDRC

Employer identification number
23-7379473

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

Contributors

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
RESTRICTED	,	$ RESTRICTED	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)

Name of organization
MDRC

Employer identification number
23-7379473

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

Name of organization
MDRC

Employer identification number
23-7379473

Part III ***Exclusively*** **religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of $1,000 or less for the year. (Enter this information once. See instructions.) ▶ $ _____**

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP 4	Relationship of transferor to transferee

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
MDRC

Employer identification number
23-7379473

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements.
Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).
☐ Preservation of land for public use (e.g., recreation or education)
☐ Preservation of an historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

			Held at the End of the Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year
▶ _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year
▶ $ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 ▶ $ _____

(ii) Assets included in Form 990, Part X ▶ $ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 ▶ $ _____

b Assets included in Form 990, Part X ▶ $ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- **a** ☐ Public exhibition
- **b** ☐ Scholarly research
- **c** ☐ Preservation for future generations
- **d** ☐ Loan or exchange programs
- **e** ☐ Other .....

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?. . . ☐ **Yes** ☐ **No**

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? . . . . . ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIII and complete the following table:

		Amount
c	Beginning balance	**1c**
d	Additions during the year	**1d**
e	Distributions during the year	**1e**
f	Ending balance	**1f**

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . . ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII . . . . ☐

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	49,518,042	42,593,632	38,628,656	35,338,197	37,465,989
b Contributions . . .					
c Net investment earnings, gains, and losses	-7,280,675	8,319,132	5,404,557	5,324,803	-851,877
d Grants or scholarships . . .					
e Other expenditures for facilities and programs . . .	1,613,729	1,394,722	1,439,581	2,034,344	1,275,915
f Administrative expenses					
g End of year balance	40,623,638	49,518,042	42,593,632	38,628,656	35,338,197

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- **a** Board designated or quasi-endowment ▶ 49.849 %
- **b** Permanent endowment ▶ 22.032 %
- **c** Term endowment ▶ 28.119 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
(i) Unrelated organizations		No
(ii) Related organizations		No
b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		12,250,992	5,381,855	6,869,137
d Equipment		353,896	352,526	1,370
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* . . ▶				6,870,507

Part VII **Investments - Other Securities.**
Complete if the organization answered "Yes" on Form 990, Part IV, line 11b.See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A) EQUITY LONG/SHORT	9,164,078	F
(B) MIDDLE MARKET LENDING	6,084,902	F
(C) PRIVATE EQUITY	2,074,530	F
(D) REAL ASSETS (LIMITED PSHIPS)	733,210	F
(D)		
(E)		
(F)		
(G)		
(H)		
Total. *(Column (b) must equal Form 990, Part X, col. (B) line 12.)* ▶	18,056,720	

Part VIII **Investments - Program Related.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 13.)* ▶		

Part IX **Other Assets.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)OPERATING RIGHT-OF-USE ASSETS	32,617,981
(2)457(B) PLAN ASSETS	1,103,992
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 15.)* ▶	33,721,973

Part X **Other Liabilities.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f.
See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 25.)* ▶	41,115,784

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☑

Part XI **Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	70,717,690
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a	-11,446,671		
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	-11,446,671
3	Subtract line **2e** from line **1**			3	82,164,361
4	Amounts included on Form 990, Part VIII, line 12, but not on line **1**:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	379,191		
b	Other (Describe in Part XIII.)	4b	221,837		
c	Add lines **4a** and **4b**			4c	601,028
5	Total revenue. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12.)			5	82,765,389

Part XII **Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	85,361,225
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	0
3	Subtract line **2e** from line **1**			3	85,361,225
4	Amounts included on Form 990, Part IX, line 25, but not on line **1:**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	379,191		
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	379,191
5	Total expenses. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18.)			5	85,740,416

Part XIII

Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference	Explanation
PART V, LINE 4:	MDRC'S BOARD OF DIRECTORS CREATED AN ENDOWMENT FUND IN 1999. THE FUND INCLUDES PERMANENTLY RESTRICTED, TEMPORARILY RESTRICTED, AND UNRESTRICTED CONTRIBUTIONS THAT HAVE BEEN DESIGNATED TO THE FUND FOR THE PURPOSE OF MATCHING A $7 MILLION, FIVE YEAR CHALLENGE GRANT GIVEN BY THE PREDECESSOR ORGANIZATION OF THE ATLANTIC PHILANTHROPIES. SPENDING FROM THE ENDOWMENT FUND IS INTENDED TO SUPPORT PROGRAM DEVELOPMENT, INFORMATION DISSEMINATION ACTIVITIES, AND CORPORATE STRATEGIC INITIATIVES. SPENDING FROM THE ENDOWMENT IS APPROVED BY THE BOARD OF DIRECTORS BASED ON THE RULES ESTABLISHED UNDER MDRC'S ENDOWMENT SPENDING POLICY. PART IX, OPERATING RIGHT-OF-USE ASSETS, LINE (1) AND PART X, OPERATING LEASE LIABILITIES, LINE 1(2): THE FINANCIAL ACCOUNTING STANDARDS BOARD ("FASB") IMPLEMENTED A NEW LEASE ACCOUNTING STANDARD THAT BECAME EFFECTIVE FOR MDRC IN THE YEAR ENDING DECEMBER 31, 2022. THIS ACCOUNTING STANDARD WAS EFFECTUATED TO IMPROVE THE TRANSPARENCY SURROUNDING KEY INFORMATION PERTAINING TO AN EXEMPT ORGANIZATION'S LEASING ARRANGEMENTS (AND TO ENSURE THAT ALL ORGANIZATIONS WERE RECORDING THE TRANSACTIONS UNIFORMLY ON THEIR BALANCE SHEETS).
PART X, LINE 2:	MDRC FOLLOWS GUIDANCE THAT CLARIFIES THE ACCOUNTING FOR UNCERTAINTY IN TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN, INCLUDING ISSUES RELATING TO FINANCIAL STATEMENT RECOGNITION AND MEASUREMENT. THIS GUIDANCE PROVIDES THAT THE TAX EFFECTS FROM AN UNCERTAIN TAX POSITION CAN ONLY BE RECOGNIZED IN THE FINANCIAL STATEMENTS IF THE POSITION IS MORE-LIKELY-THAN-NOT TO BE SUSTAINED IF THE POSITION WERE TO BE CHALLENGED BY A TAXING AUTHORITY. THE ASSESSMENT OF THE TAX POSITION IS BASED SOLELY ON THE TECHNICAL MERITS OF THE POSITION, WITHOUT REGARD TO THE LIKELIHOOD THAT THE TAX POSITION MAY BE CHALLENGED. MDRC IS EXEMPT FROM FEDERAL INCOME TAX UNDER IRC SECTION 501(C)(3), THOUGH IT IS SUBJECT TO TAX ON INCOME UNRELATED TO ITS EXEMPT PURPOSE, UNLESS THAT INCOME IS OTHERWISE EXCLUDED BY THE CODE. MDRC HAS PROCESSES PRESENTLY IN PLACE TO ENSURE THE MAINTENANCE OF ITS TAX-EXEMPT STATUS; TO IDENTIFY AND REPORT UNRELATED INCOME; TO DETERMINE ITS FILING AND TAX OBLIGATIONS IN JURISDICTIONS FOR WHICH IT HAS NEXUS; AND TO IDENTIFY AND EVALUATE OTHER MATTERS THAT MAY BE CONSIDERED TAX POSITIONS. MDRC HAS DETERMINED THAT THERE ARE NO MATERIAL UNCERTAIN TAX POSITIONS THAT REQUIRE RECOGNITION OR DISCLOSURE IN ITS FINANCIAL STATEMENTS.
PART XI, LINE 4B - OTHER ADJUSTMENTS:	RESCINDED GRANTS

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE F (Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
MDRC

Employer identification number
23-7379473

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 **For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . . ☐ Yes ☐ No

2 **For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activites per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	**(b)** Number of offices in the region	**(c)** Number of employees, agents, and independent contractors in the region	**(d)** Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	**(e)** If activity listed in (d) is a program service, describe specific type of service(s) in the region	**(f)** Total expenditures for and investments in the region
(1) CENTRAL AMERICA AND THE CARIBBEAN			INVESTMENTS		18,054,787
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					
(8)					
(9)					
(10)					
(11)					
(12)					
(13)					
(14)					
(15)					
(16)					
(17)					
3a Sub-total	0	0			18,054,787
b Total from continuation sheets to Part I . . .	0	0			0
c Totals (add lines 3a and 3b)	0	0			18,054,787

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than $5,000. Part II can be duplicated if additional space is needed.

1 **(a)** Name of organization	**(b)** IRS code section and EIN (if applicable)	**(c)** Region	**(d)** Purpose of grant	**(e)** Amount of cash grant	**(f)** Manner of cash disbursement	**(g)** Amount of noncash assistance	**(h)** Description of noncash assistance	**(i)** Method of valuation (book, FMV, appraisal, other)
(1)								
(2)								
(3)								
(4)								
(5)								
(6)								
(7)								
(8)								
(9)								
(10)								
(11)								
(12)								
(13)								
(14)								
(15)								
(16)								

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . . ▶ _____

3 Enter total number of other organizations or entities . . . . . ▶

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	**(b)** Region	**(c)** Number of recipients	**(d)** Amount of cash grant	**(e)** Manner of cash disbursement	**(f)** Amount of noncash assistance	**(g)** Description of noncash assistance	**(h)** Method of valuation (book, FMV, appraisal, other)
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

Part IV Foreign Forms

1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* . . . . . ☑ Yes ☐ No

2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* . . . . . ☐ Yes ☑ No

3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)* . . . . . ☑ Yes ☐ No

4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* . ☑ Yes ☐ No

5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* . . . . . ☑ Yes ☐ No

6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990).* . . . . . ☐ Yes ☑ No

Part V **Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

ReturnReference	Explanation
PART III ACCOUNTING METHOD:	
SCHEDULE F, PART IV	MDRC INVESTS IN DOMESTIC AND FOREIGN LIMITED PARTNERSHIPS THAT MAY OWN AN INTEREST IN A FOREIGN CORPORATION, PASSIVE FOREIGN INVESTMENT COMPANY, OR FOREIGN PARTNERSHIP. MDRC, LIKEWISE, MAKES DIRECT INVESTMENTS INTO CORPORATIONS DOMICILED OUTSIDE THE UNITED STATES. NEVERTHELESS, MDRC'S INVESTMENT ACTIVITIES MAY NOT REACH THE THRESHOLDS REQUIRED FOR FILING THE FORMS 926, 5471, 8621 OR 8865. TO THE EXTENT SUCH A FORM WAS COMPLETED, IT HAS BEEN FILED WITH THE ORGANIZATION'S FORM 990-T.

Additional Data

Software ID:

Software Version:

Note: To capture the full content of this document, please select landscape mode (11" × 8.5") when printing.

Schedule I (Form 990)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations, Governments and Individuals in the United States

Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22.
▶ **Attach to Form 990.**
▶ **Go to *www.irs.gov/Form990* for the latest information.**

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
MDRC

Employer identification number
23-7379473

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . . ☑ Yes ☐ No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.

Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than $5,000. Part II can be duplicated if additional space is needed.

(a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) ACTION FOR CHILDREN 78 JEFFERSON AVENUE SUITE 1515 COLUMBUS,OH 43215	31-0820393	501(C)(3)	86,145	0			RESTRICTED PURPOSE A
(2) ARKANSAS STATE UNIVERSITY ATTN TONI HOLT SUITE 1515 STATE UNIVERSITY,AR 72467	71-6000556	115	93,288	0			RESTRICTED PURPOSE A
(3) BOARD OF REGENTS NEVADA SYSTEM OF HIGHER EDUCATION ATTN CONTROLLERS OFFICE SUITE 1515 ELKO,NV 89801	88-6000024	501(C)(3)	20,000	0			RESTRICTED PURPOSE A
(4) BRIGHTPOINT 125 S WACKER DRIVE STE 1400 SUITE 1515 CHICAGO,IL 60606	36-2167743	501(C)(3)	66,496	0			RESTRICTED PURPOSE A
(5) CENTER FOR FAMILY SERVICES INC 584 BENSON STREET SUITE 1515 CAMDEN,NJ 08103	22-3669704	501(C)(3)	55,000	0			RESTRICTED PURPOSE A
(6) CHAUTAUQUA OPPORTUNITIES INC 17 WEST COURTNEY STREET SUITE 1515 DUNKIRK,NY 14048	16-0905222	501(C)(3)	55,000	0			RESTRICTED PURPOSE A
(7) CHILD360 LOS ANGELES UNIVERSAL PRESCHOOL SUITE 1515 LOS ANGELES,CA 90071	22-3902958	501(C)(3)	95,286	0			RESTRICTED PURPOSE A
(8) CHILDREN'S FORUM INC 1211 GOVERNORS SQUARE BLVD STE 1515 TALLAHASSEE,FL 32301	65-0165007	501(C)(3)	57,246	0			RESTRICTED PURPOSE A
(9) CHILDRENS SERVICE SOCIETY OF UTAH 655 E 4500 S STE 200 SUITE 1515 SALT LAKE CITY,UT 84107	87-0212451	501(C)(3)	50,773	0			RESTRICTED PURPOSE A
(10) CITY OF LONG BEACH 2525 GRAND AVE SUITE 1515 LONG BEACH,CA 90815	95-6000733	115	55,000	0			RESTRICTED PURPOSE A
(11) COMMUNITY COORDINATED CARE FOR CHILDREN INC 3500 WEST COLONIAL DRIVE SUITE 1515 ORLANDO,FL 32808	59-1371754	501(C)(3)	5,094	0			RESTRICTED PURPOSE A
(12) CONNECTIONS TO SUCCESS 3000 LITTLE HILLS EXPRESSWAY SUITE 1515 ST CHARLES,MO 63301	43-1859283	501(C)(3)	55,000	0			RESTRICTED PURPOSE A
(13) DALLAS COLLEGE 4343 IH-30 SUITE 1515 MESQUITE,TX 75150	75-1213149	115	7,500	0			RESTRICTED PURPOSE A
(14) EARLY LEARNING COALITION OF ST LUCIE 5000 DUNN ROAD SUITE 1515 FORT PIERCE,FL 34981	59-3679509	501(C)(3)	72,941	0			RESTRICTED PURPOSE A
(15) ELK GROVE UNIFIED SCHOOL DISTRICT 9510 ELK GROVE - FLORIN ROAD SUITE 1515 ELK GROVE,CA 95624	94-6002501	115	10,000	0			RESTRICTED PURPOSE A
(16) HOUSING AUTHORITY OF BALTIMORE CITY 417 E FAYETTE STREET SUITE 1515 BALTIMORE,MD 21202	52-6000889	115	321,899	0			RESTRICTED PURPOSE A
(17) HOUSING OPPORTUNITIES COMMISSION OF MONTGOMERY COUNTY 10400 DETRICK AVENUE SUITE 1515 KENSINGTON,MD 20895	52-0859090	115	55,000	0			RESTRICTED PURPOSE A
(18) HOUSTON HOUSING AUTHORITY 2640 FOUNTAIN VIEW DRIVE SUITE 1515 HOUSTON,TX 77057	74-6001238	115	16,685	0			RESTRICTED PURPOSE A
(19) HUMAN SERVICES ASSOCIATION 6800 FLORENCE AVENUE SUITE 1515 BELL GARDENS,CA 90201	95-1816054	501(C)(3)	5,696	0			RESTRICTED PURPOSE A
(20) IMPACT FOR EQUITY 25 EAST WASHINGTON STREET STE 1515 CHICAGO,IL 606021852	36-2675852	501(C)(3)	333,333	0			RESTRICTED PURPOSE A
(21) JEWISH FAMILY & CHILDREN'S SERVICE OF THE SUNCOAST INC 2688 FRUITVILLE ROAD SUITE 1515 SARASOTA,FL 34237	59-2693318	501(C)(3)	50,000	0			RESTRICTED PURPOSE A
(22) LENA FOUNDATION 361 CENTENNIAL PARKWAY SUITE 1515 LOUISVILLE,CO 80027	26-3784465	501(C)(3)	10,000	0			RESTRICTED PURPOSE A
(23) LORAIN COUNTY COMMUNITY COLLEGE 1005 NORTH ABBE ROAD SUITE 1515 ELYRIA,OH 44035	34-0930187	501(C)(3)	6,000	0			RESTRICTED PURPOSE A
(24) LOS ANGELES UNIVERSAL PRESC DEBTOR CASE#222-12797 270 CORAL CIRCLE SUITE 1515 EL SEGUNDO,CA 90245	22-3902958	501(C)(3)	40,245	0			RESTRICTED PURPOSE A
(25) METROPOLITAN MILWAUKEE FAIR HOUSING COUNCIL INC 759 N MILWAUKEE STREET SUITE 1515 MILWAUKEE,WI 53202	39-1286685	501(C)(3)	124,448	0			RESTRICTED PURPOSE A
(26) MEXICAN AMERICAN OPPORTUNITY FOUNDATION (HSA LA) 401 N GARFIELD AVENUE SUITE 1515 MONTEBELLO,CA 90640	95-2594166	501(C)(3)	6,180	0			RESTRICTED PURPOSE A
(27) MINNESOTA DEPARTMENT OF HUMAN SERVICES STATE OF MINNESOTA SUITE 1515 ST PAUL,MN 551640951	41-6007162	115	9,992	0			RESTRICTED PURPOSE A
(28) MONTEFIORE MEDICAL CENTER 555 SOUTH BROADWAY SUITE 1515 TARRYTOWN,NY 10591	13-1740114	501(C)(3)	55,075	0			RESTRICTED PURPOSE A
(29) NATIONAL CENTER FOR MONTESSORI IN THE PUBLIC SECTOR 125 WHITING LN SUITE 1515 WEST HARTFORD,CT 06119	47-3737369	501(C)(3)	10,000	0			RESTRICTED PURPOSE A
(30) NATIONAL OPINION RESEARCH CENTER AT THE UNIVERSITY OF CHICAGO STE 1515 CHICAGO,IL 60603	36-2167808	501(C)(3)	7,763	0			RESTRICTED PURPOSE A
(31) NEW JERSEY COUNCIL OF COUNTY COLLEGES 330 WEST STATE STREET SUITE 1515 TRENTON,NJ 08618	22-3085497	501(C)(3)	10,000	0			RESTRICTED PURPOSE A
(32) NINTH DISTRICT OPPORTUNITY INC 308 SPRING STREET SUITE 1515 GAINESVILLE,GA 30503	58-0974656	501(C)(3)	14,398	0			RESTRICTED PURPOSE A
(33) PASSAGES CONNECTING FATHERS AND SONS INC 3631 PERKINS AVENUE SUITE 1515 CLEVELAND,OH 44114	51-0455278	501(C)(3)	55,835	0			RESTRICTED PURPOSE A
(34) PASSAIC COUNTY COMMUNITY COLLEGE 1 COLLEGE BOULEVARD SUITE 1515 PATERSON,NJ 07505	22-1907901	115	10,000	0			RESTRICTED PURPOSE A
(35) PINEBROOK FAMILY ANSWERS 402 N FULTON STREET SUITE 1515 ALLENTOWN,PA 18102	23-2112204	501(C)(3)	29,947	0			RESTRICTED PURPOSE A
(36) PUBLIC HEALTH MANAGEMENT CORPORATION CENTER SQUARE EAST SUITE 1515 PHILADELPHIA,PA 19102	23-7221025	501(C)(3)	31,507	0			RESTRICTED PURPOSE A
(37) REGENTS OF THE UNIVERSITY OF MINNESOTA 200 OAK STREET SE SUITE 1515 MINNEAPOLIS,MN 554552070	41-6007513	501(C)(3)	10,000	0			RESTRICTED PURPOSE A
(38) SESAME WORKSHOP 1900 BROADWAY SUITE 1515 NEW YORK,NY 10023	13-2655731	501(C)(3)	10,000	0			RESTRICTED PURPOSE A
(39) THE AGRICULTURAL AND LABOR PROGRAM INC 300 LYNCHBURG ROAD SUITE 1515 LAKE ALFRED,FL 338502576	59-1634148	501(C)(3)	7,355	0			RESTRICTED PURPOSE A
(40) THE FAMILY PARTNERSHIP 1527 E LAKE ST SUITE 1515 MINNEAPOLIS,MN 55407	41-0693858	501(C)(3)	10,000	0			RESTRICTED PURPOSE A
(41) TOOLS OF THE MIND PO BOX 829 SUITE 1515 SHIRLEY,MA 01464	83-2864497	501(C)(3)	10,000	0			RESTRICTED PURPOSE A
(42) TRINITY VALLEY COMMUNITY COLLEGE 100 CARDINAL DR SUITE 1515 ATHENS,TX 75751	75-6001769	115	7,500	0			RESTRICTED PURPOSE A
(43) WATERFORD INSTITUTE INC PO BOX 250 SUITE 1515 WEST JORDAN,UT 840840250	51-0202349	501(C)(3)	10,000	0			RESTRICTED PURPOSE A
(44) ZENO 1404 E YESLER WAY SUITE 1515 SEATTLE,WA 98122	20-5570858	501(C)(3)	10,000	0			RESTRICTED PURPOSE A

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table . . . . . ▶ 48

3 Enter total number of other organizations listed in the line 1 table . . . . . ▶ 0

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	**(b)** Number of recipients	**(c)** Amount of cash grant	**(d)** Amount of noncash assistance	**(e)** Method of valuation (book, FMV, appraisal, other)	**(f)** Description of noncash assistance
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Return Reference	Explanation
PART I, LINE 2:	MDRC MONITORS USE OF FUNDS AWARDED THROUGH A COMBINATION OF FINANCIAL REPORTING, PROGRAMMATIC REPORTING, SITE VISITS AND AUDITS. EACH RECIPIENT SIGNS AN AGREEMENT WITH MDRC WHICH SPECIFIES THE RESTRICTED PURPOSE AND PERIOD OF AWARD, A PAYMENT SCHEDULE, AND A REPORTING SCHEDULE FOR FINANCIAL AND PROGRAMMATIC REPORTS. MDRC FINANCE AND PROGRAMMATIC STAFF PERFORM A COORDINATED REVIEW OF REPORTS SUBMITTED TO ENSURE COMPLIANCE WITH THE TERMS OF THE AWARD. PROGRAMMATIC STAFF COMMUNICATE FREQUENTLY WITH RECIPIENTS REGARDING THE RESEARCH ACTIVITIES BEING FUNDED AND MAKE PERIODIC SITE VISITS TO THE RECIPIENT. IN ADDITION, FINANCE STAFF AT MDRC REVIEW AUDIT REPORTS OF RECIPIENTS AND PERIODICALLY PERFORM ON-SITE FINANCIAL REVIEWS.

Additional Data

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Software ID:

Software Version:

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
▶ Attach to Form 990.
▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
MDRC

Employer identification number
23-7379473

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropiate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.			
	☐ First-class or charter travel ☐ Housing allowance or residence for personal use			
	☐ Travel for companions ☐ Payments for business use of personal residence			
	☐ Tax idemnification and gross-up payments ☐ Health or social club dues or initiation fees			
	☐ Discretionary spending account ☐ Personal services (e.g., maid, chauffeur, chef)			
b	If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	**1b**		
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?	**2**		
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.			
	☑ Compensation committee ☐ Written employment contract			
	☑ Independent compensation consultant ☑ Compensation survey or study			
	☑ Form 990 of other organizations ☑ Approval by the board or compensation committee			
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a	Receive a severance payment or change-of-control payment?	**4a**		No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	**4b**		No
c	Participate in, or receive payment from, an equity-based compensation arrangement?	**4c**		No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.			
	Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a	The organization?	**5a**		No
b	Any related organization?	**5b**		No
	If "Yes," on line 5a or 5b, describe in Part III.			
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:			
a	The organization?	**6a**		No
b	Any related organization?	**6b**		No
	If "Yes," on line 6a or 6b, describe in Part III.			
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III	**7**	Yes	
8	Were any amounts reported on Form 990, Part VII, paid or accured pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	**8**		No
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	**9**		

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 VIRGINIA W KNOX PRESIDENT	(i)	481,045	51,073	5,734	34,065	39,822	611,739	0
	(ii)	0	0	0	0	0	0	0
2 JESUS M AMADEO SR. VICE PRESIDENT & CFO	(i)	405,081	36,975	14,854	29,632	25,778	512,320	0
	(ii)	0	0	0	0	0	0	0
3 DAN J BLOOM - SR VICE PRES DIR., POLICY, RESEARCH & EVAL. DEPT.	(i)	285,720	1,500	5,164	22,953	39,527	354,864	0
	(ii)	0	0	0	0	0	0	0
4 JAMES A RICCIO PRINCIPAL RESEARCH FELLOW	(i)	240,494	1,500	6,109	20,068	23,161	291,332	0
	(ii)	0	0	0	0	0	0	0
5 CHARLES MICHALOPOULOS CHIEF ECONOMIST	(i)	247,837	6,500	3,002	20,608	13,240	291,187	0
	(ii)	0	0	0	0	0	0	0
6 PATRICIA WEISS HR DIRECTOR	(i)	222,700	6,500	3,001	18,603	36,799	287,603	0
	(ii)	0	0	0	0	0	0	0
7 JOHN HUTCHINS CHIEF COMMUNICATIONS OFFICER	(i)	228,231	5,000	1,692	19,098	27,277	281,298	0
	(ii)	0	0	0	0	0	0	0
8 ROSE KOB VICE PRESIDENT & GENERAL COUNSEL	(i)	232,007	6,500	1,438	18,786	1,277	260,008	0
	(ii)	0	0	0	0	0	0	0
9 JOHN MARTINEZ VICE PRESIDENT & DIR. PROG. DEV.	(i)	223,269	1,500	1,205	18,119	13,352	257,445	0
	(ii)	0	0	0	0	0	0	0
10 KATE GUALTIERI CHIEF OF STAFF	(i)	218,321	1,500	549	17,295	1,586	239,251	0
	(ii)	0	0	0	0	0	0	0
11 BARBARA GOLDMAN VP, DIR DEPLOYMENT & ACCOUNTABILITY	(i)	9,051	128,620	16,710	1,546	0	155,927	0
	(ii)	0	0	0	0	0	0	0

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
PART I, LINE 7	THE PROCEDURES USED FOR DETERMINING THE PRESIDENT'S 2022 BONUS PAYMENT IS DESCRIBED IN FULL DETAIL IN SCHEDULE O IN RESPONSE TO THE FORM 990, PART VI, LINE 15(A) QUESTION. FOR ALL OTHER BONUSES AUTHORIZED BY MDRC IN 2022, FOR THE MOST PART, THOSE BONUSES ARE FIXED BONUSES INSOFAR AS THE AMOUNT IS SET BY AN EMPLOYEE'S LEVEL. ELIGIBILITY FOR SUCH BONUSES IS NOT MANDATORY AND SHALL BE DETERMINED ON THE RECOMMENDATION OF THE VARIOUS DEPARTMENT HEADS. MRDC'S PRESIDENT ULTIMATELY AUTHORIZES AND APPROVES THE BONUS ALLOCATION ON A YEARLY BASIS. PLEASE REFER TO SCHEDULE O, PART VI, LINE 15(B) FOR EVEN MORE INFORMATION.

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.
▶ Go to *www.irs.gov/Form990* for the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
MDRC

Employer identification number
23-7379473

Return Reference	Explanation
PART III, LINE 1:	MDRC WAS FOUNDED IN 1974 ON THE NOTION THAT HIGH-QUALITY RESEARCH AND EVIDENCE CAN PLAY A VITAL ROLE IN REDUCING POVERTY AND INEQUITY IN THE UNITED STATES. WE HOLD TRUE TO THAT VISION TODAY. A NONPROFIT, NONPARTISAN ORGANIZATION, MDRC CONDUCTS RIGOROUS STUDIES OF PROGRAMS AND POLICIES THAT AFFECT PEOPLE WITH LOW INCOMES, ACTIVELY DISSEMINATES THE LESSONS TO POLICYMAKERS AND PRACTITIONERS, AND WORKS DIRECTLY WITH PROGRAMS AND AGENCIES TO HELP IMPROVE THEIR EFFECTIVENESS. OUR DIVERSE, INTERDISCIPLINARY STAFF OF RESEARCHERS AND FORMER EDUCATORS AND PROGRAM OPERATORSSUPPORTED BY EXPERTS IN FINANCE, LAW, TECHNOLOGY, HUMAN RESOURCES, AND COMMUNICATIONSWORK IN COMMUNITIES ACROSS THE COUNTRY, IN A WIDE RANGE OF DOMAINS, INCLUDING PRE-K TO POSTSECONDARY EDUCATION, CRIMINAL JUSTICE, HOUSING, AND JOB TRAINING. UNDERLYING ALL OUR WORK IS A DEEP RESPECT FOR THE KNOWLEDGE OF ON-THE-GROUND PROGRAM STAFF AND INDIVIDUALS DIRECTLY AFFECTED BY THE PROGRAMS AND POLICIES WE STUDY. OVER THE YEARS, MDRC HAS BROUGHT ITS UNIQUE APPROACH TO AN EVER-GROWING RANGE OF POLICY AREAS AND CENTERS AND TARGET POPULATIONS, AS DESCRIBED BELOW. ONCE KNOWN PRIMARILY FOR EVALUATIONS OF STATE WELFARE-TO-WORK PROGRAMS, TODAY MDRC IS ALSO STUDYING PUBLIC SCHOOL REFORMS, EMPLOYMENT PROGRAMS FOR EX-OFFENDERS AND PEOPLE WITH DISABILITIES, AND PROGRAMS TO HELP LOW-INCOME STUDENTS SUCCEED IN COLLEGE. MDRC'S PROJECTS ARE ORGANIZED INTO EIGHT RESEARCH AREAS: -FAMILY WELL-BEING AND CHILD DEVELOPMENT -YOUTH DEVELOPMENT, CRIMINAL JUSTICE, AND EMPLOYMENT -K-12 EDUCATION -POSTSECONDARY EDUCATION -ECONOMIC MOBILITY, HOUSING, AND COMMUNITIES -INFORMATION, DISSEMINATION, PROGRAM DEVELOPMENT, METHODOLOGY AND STRATEGIC INITIATIVES -CENTER FOR DATA INSIGHTS -CENTER FOR APPLIED BEHAVIORAL SCIENCE (CABS) WHAT WE BELIEVE - RIGOROUS, NONPARTISAN RESEARCH, ACTIVE DISSEMINATION OF WHAT WE LEARN, AND HANDS-ON TECHNICAL ASSISTANCE CAN PROMOTE MORE EFFECTIVE PUBLIC POLICIES AND PROGRAMS, IMPROVE THE LIVES OF FAMILIES WITH LOW INCOMES, AND ADDRESS STUBBORN INEQUITIES IN OUR SOCIETY. - OUR RESEARCH INDEPENDENCE IS ESSENTIAL TO OUR ABILITY TO ACHIEVE OUR MISSION. WE VALUE INPUT FROM FUNDERS AND OTHER KEY STAKEHOLDERS, BUT, ULTIMATELY, WE MUST BE ABLE TO RELEASE AND DISSEMINATE WHAT WE LEARN, FREE FROM POLITICAL CONSIDERATIONS. - RESEARCH, DISSEMINATION, AND TECHNICAL ASSISTANCE ARE MOST EFFECTIVE WHEN THEY ARE SHAPED BY THE WISDOM OF THE STAFF WHO ADMINISTER PUBLIC SYSTEMS AND PROGRAMS AND OF THE INDIVIDUALS WHO EXPERIENCE THEM. - OUR WORK IS STRONGER WHEN OUR STAFF REPRESENT DIVERSE BACKGROUNDS AND PERSPECTIVES, OUR MANAGEMENT PRACTICES ARE INCLUSIVE, AND OUR ORGANIZATIONAL CULTURE PROMOTES GROWTH, LEARNING, AND INNOVATION. SERVICES WE PROVIDE AT MDRC, WE COLLABORATE WITH PUBLIC AGENCIES, EDUCATIONAL INSTITUTIONS, NONPROFITS, AND OTHER ORGANIZATIONS THAT ARE DEDICATED TO IMPROVING THE LIVES OF INDIVIDUALS, FAMILIES, AND COMMUNITIES. - CONDUCT RESEARCH AND EVALUATIONS: WE DO RESEARCH TO DEFINE POLICY PROBLEMS, UNDERSTAND PROGRAMS AND SYSTEMS AND THE INEQUITIES THEY PRODUCE, AND IDENTIFY PROMISING INTERVENTIONS. WE ALSO RUN INDEPENDENT, RIGOROUS EVALUATIONS TO ASSESS THE IMPACT AND IMPLEMENTATION OF PROGRAMS AND POLICIES. - CREATE AND TEST NEW INTERVENTIONS: WE WORK WITH OTHER ORGANIZATIONS TO DESIGN NEW INTERVENTIONS AND TEST THEM IN THE REAL WORLD. - IMPROVE PROGRAMS AND PROCESSES: WE HELP ORGANIZATIONS IMPROVE THEIR PROGRAMS AND PRACTICES, SCALE EFFECTIVE INTERVENTIONS, AND BUILD THEIR CAPACITIES FOR DATA MANAGEMENT AND ANALYSIS. - PROMOTE THE USE OF EVIDENCE IN POLICYMAKING: WE SHARE EVIDENCE-BACKED AND PRACTICAL LESSONS FOR IMPROVING PROGRAMS AND POLICIES WITH POLICYMAKERS AND OTHER KEY DECISIONMAKERS. - DESIGN INNOVATIVE METHODS, APPROACHES, AND TOOLS: WE CREATE NEW METHODOLOGIES AND TOOLS FOR EVALUATION AND DATA ANALYSIS, GENERATE APPROACHES TO ADVANCING EQUITY IN RESEARCH AND TECHNICAL ASSISTANCE, AND PRODUCE PUBLIC USE DATA FILES FROM OUR PROJECTS FOR OTHER RESEARCHERS TO USE. ACHIEVEMENTS IN 2022 MDRC HAD A SUCCESSFUL YEAR IN 2022-WELCOMING MANY TALENTED NEW STAFF AS WELL AS NEW BOARD MEMBERS AND A NEW BOARD CHAIR, LAUNCHING NEW PROJECTS, PROVIDING TECHNICAL ASSISTANCE TO HELP PROGRAM ADMINISTRATORS IMPROVE THEIR SERVICE DELIVERY, AND DEVELOPING AND RELEASING NEW FINDINGS TO INFORM THE DECISIONS OF POLICYMAKERS AND PROGRAM PROVIDERS. SOME OF THE HIGHLIGHTS FROM 2022 INCLUDE: LONG-TIME BOARD MEMBER BRIDGET TERRY LONG SUCCEEDED MARY JO BANE AS CHAIR OF THE MDRC BOARD OF DIRECTORS. FORMER U.S. EDUCATION SECRETARY JOHN KING REJOINED THE BOARD, AND NAOMI GOLDSTEIN, SUSAN GOODEN, AND MELISSA KEARNEY BECAME BOARD MEMBERS. JOHN MARTINEZ WAS NAMED MDRC VICE PRESIDENT. MARTINEZ ALSO ASSUMED THE PRESIDENCY OF THE ASSOCIATION FOR PUBLIC POLICY ANALYSIS AND MANAGEMENT AND SERVED AS CHAIR OF THE PLANNING COMMITTEE FOR APPAM'S ANNUAL CONFERENCE, "THE POWER OF INCLUSION: INCORPORATING DIVERSE VOICES IN PUBLIC POLICY ANALYSIS AND MANAGEMENT." THE EVIDENCE AND EQUITY COLLABORATIVE, OF WHICH MDRC IS ONE OF NINE FOUNDING MEMBERS, LAUNCHED A PUBLIC WEBSITE. THE ORGANIZATIONS IN THE EVIDENCE AND EQUITY COLLABORATIVE ARE WORKING TO SUPPORT DIVERSITY IN THEIR WORKPLACES, STRENGTHEN INCLUSIVE PRACTICES IN PROGRAMS AND POLICY RESEARCH, AND BUILD A FOUNDATION FOR EQUITABLE ANALYSIS READY TO INFORM SYSTEMS, POLICIES, AND PROGRAMS ACROSS THE NATION.
FORM 990, PART III, LINE 1	MDRC LAUNCHED A NUMBER OF LARGE NEW PROJECTS, INCLUDING: - EXPANDING SUCCESS, AN AMBITIOUS EFFORT TO NARROW AND ULTIMATELY ELIMINATE INEQUITIES IN COLLEGE COMPLETION AND ECONOMIC MOBILITY RATES FOR STUDENTS OF COLOR AND STUDENTS FROM LOW-INCOME FAMILIES. - GOOGLE'S CAREER CERTIFICATES INITIATIVES, AN EVALUATION OF INDUSTRY-RECOGNIZED CREDENTIALS THAT PREPARE PEOPLE FOR IN-DEMAND, ENTRY-LEVEL JOBS IN THE FIELDS OF DATA ANALYTICS, IT SUPPORT, PROJECT MANAGEMENT, AND USER EXPERIENCE DESIGN. - PERSONALIZED LEARNING INITIATIVE, CONDUCTED WITH THE UNIVERSITY OF CHICAGO EDUCATION LAB, AIMS TO DETERMINE HOW SCHOOLS CAN PROVIDE TUTORING AND OTHER SUPPLEMENTAL INSTRUCTION TO SERVE THE LARGEST NUMBER OF STUDENTS IN AS COST-EFFECTIVE A MANNER AS POSSIBLE. WE RELEASED FINDINGS FROM HIGH-PROFILE EVALUATIONS, INCLUDING: - EVALUATION OF NEW YORK CITY'S P-TECH 9-14 SCHOOLS: THE NEW YORK CITY P-TECH 9-14 MODEL OFFERS ACCELERATED HIGH SCHOOL COURSE WORK, EARLY COLLEGE, AND WORK-BASED LEARNING EXPERIENCES. P-TECH STUDENTS ARE 30 PERCENTAGE POINTS MORE LIKELY TO TAKE COLLEGE COURSES IN HIGH SCHOOL THAN COMPARISON GROUP STUDENTS. THEY ALSO EARN 6.4 MORE COLLEGE CREDITS BY THE END FOR THEIR FOURTH YEAR. - PAYCHECK

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	PLUS: THE PAYCHECK PLUS DEMONSTRATION IN NEW YORK AND ATLANTA OFFERED AN EXPANDED EARNED INCOME TAX CREDIT TO LOW-INCOME WORKERS WITHOUT DEPENDENT CHILDREN. THE MORE GENEROUS CREDIT INCREASED AFTER-BONUS EARNINGS, LED TO A SMALL INCREASE IN EMPLOYMENT RATES, AND DID NOT REDUCE WORK EFFORT AMONG HIGHER EARNERS. - WORKADVANCE SECTORAL TRAINING: SECTORAL STRATEGIES TRAIN PEOPLE FOR INDUSTRIES WITH STRONG LOCAL DEMAND. AFTER SEVEN YEARS, WORKADVANCE SECTOR PROGRAMS INCREASED EARNINGS IN THE LONGER TERM AND LED TO CAREER ADVANCEMENT GAINS. - GRAMEEN AMERICA: GRAMEEN AMERICA PROVIDES MICROLOANS TO WOMEN LIVING IN POVERTY SEEKING TO LAUNCH OR EXPAND SMALL BUSINESSES. THE PROGRAM RESULTED IN A REDUCTION OF MATERIAL HARDSHIP AND AN INCREASE IN CREDIT SCORES, BUSINESS OWNERSHIP, BUSINESS EARNINGS, AND NONRETIREMENT SAVINGS. IT ALSO IMPROVED PARTICIPANTS' FEELINGS OF OVERALL FINANCIAL WELL-BEING. - STUDY OF TRAINING IN MULTI-TIERED SYSTEMS OF SUPPORT FOR BEHAVIOR: DISRUPTIVE BEHAVIORS IN SCHOOL CAN HINDER STUDENTS' LEARNING AND LONG-TERM SUCCESS. THIS STUDY EVALUATED A "MULTI-TIERED SYSTEMS OF SUPPORT FOR BEHAVIOR" PROGRAM, WHICH REINFORCES GOOD BEHAVIOR AND PROVIDES SUPPLEMENTAL SUPPORT TO STUDENTS IN NEED. OVERALL STUDENT OUTCOMES DID NOT IMPROVE BUT STUDENTS WHO STRUGGLED THE MOST SAW SOME SHORT-TERM BENEFITS. WE PROVIDED TECHNICAL ASSISTANCE TO STATE AGENCIES TO HELP THEM MAKE THE MOST OF THE DATA THEY COLLECT. TO CITE JUST TWO EXAMPLES: - THE TANF DATA INNOVATION PROJECT WAS CREATED TO EXPAND THE ROUTINE USE, INTEGRATION, AND ANALYSIS OF TEMPORARY ASSISTANCE FOR NEEDY FAMILIES AND EMPLOYMENT DATA BY AGENCY STAFF TO IMPROVE PROGRAM SERVICES AND OUTCOMES FOR FAMILIES WITH LOW INCOMES. IT OFFERED IN-DEPTH TECHNICAL ASSISTANCE AND TRAINING TO SUPPORT CROSS-DISCIPLINARY TEAMS OF STAFF AT EIGHT STATE AND COUNTY TANF PROGRAMS. - AFTER MDRC ASSESSED THE POTENTIAL EFFECTS OF A POLICY CHANGE, CALIFORNIA STATE UNIVERSITY ULTIMATELY DECIDED NOT TO PROCEED WITH A PROPOSAL THAT WOULD HAVE REQUIRED STUDENTS TO TAKE AN ADDITIONAL YEAR OF HIGH SCHOOL MATH, SCIENCE, OR OTHER QUANTITATIVE REASONING COURSE FOR ADMISSIONS. WE CAPITALIZED ON A DATABASE WE DEVELOPED OF MORE THAN 30 RANDOM ASSIGNMENT STUDIES OF INTERVENTIONS AT NEARLY 50 POSTSECONDARY INSTITUTIONS TO PRODUCE SYNTHESES OF "WHAT WORKS" TO PROMOTE STUDENT SUCCESS AND TO CREATE A RETURN-ON-INVESTMENT TOOL FOR COMMUNITY COLLEGE ADMINISTRATORS TO CALCULATE THE VALUE OF ADOPTING EVIDENCE-BASED INTERVENTIONS. MDRC PUBLISHED COMMENTARIES ON POLICY-RELEVANT TOPICS IN A VARIETY OF FORUMS, INCLUDING: - WORKSHIFT (ON HOW SECTORAL TRAINING CAN REDUCE RACIAL DISPARITIES IN EMPLOYMENT), - CRIME REPORT (ON THE MISLEADING USE OF DATA IN DEBATES ABOUT BAIL REFORM), - THE 74 (ON TRAINING PROGRAMS FOR GREEN JOBS), AND - ROUTE FIFTY (ON ENCOURAGING LANDLORDS TO ACCEPT HOUSING VOUCHERS). CREATED AND LAUNCHED THE RECONNECTING YOUTH WEBSITE FOR THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES. RECONNECTING YOUTH INCLUDES (1) A SEARCHABLE DATABASE WITH INFORMATION ABOUT 78 PROGRAMS SERVING YOUNG PEOPLE WHO ARE DISCONNECTED, ACCOMPANIED BY A SUMMARY OF KEY FINDINGS FROM AN ANALYSIS OF INFORMATION PROVIDED BY THE PROGRAMS, AND (2) A COLLECTION OF 60 STUDIES ABOUT PROGRAMS SERVING YOUNG PEOPLE WHO ARE DISCONNECTED, WITH A FILTERABLE VISUAL REPRESENTATION OF THE EVIDENCE ORGANIZED BY PRACTICES AND OUTCOMES. CONTINUED WORK ON SEVERAL LARGER MULTIYEAR PROJECTS, INCLUDING: - THE PROCEDURAL JUSTICE-INFORMED ALTERNATIVES TO CONTEMPT (PJAC) PROJECT IS TESTING THE INTEGRATION OF PROCEDURAL JUSTICE (THE IDEA OF FAIRNESS IN PROCESSES) INTO ENFORCEMENT AT SIX CHILD SUPPORT AGENCIES. - THE BUILDING EVIDENCE ON EMPLOYMENT STRATEGIES (BEES) PROJECT IS EVALUATING THE EFFECTIVENESS OF INNOVATIVE PROGRAMS DESIGNED TO BOOST EMPLOYMENT AND EARNINGS AMONG AMERICANS WITH LOW INCOMES. - MEASURES FOR EARLY SUCCESS: AN AMBITIOUS MULTIYEAR EFFORT TO DEVELOP NEW SCALABLE, TECHNOLOGY-BASED, AND EQUITY-INFORMED MEASUREMENT TOOLS FOR CHILDREN'S PRESCHOOL CLASSROOM EXPERIENCES AND EARLY CHILDHOOD SKILLS DEVELOPMENT.
FORM 990, PART VI, SECTION B, LINE 11B	990 REVIEW PROCESS THE FORM 990 REVIEW PROCESS AT MDRC INCLUDES AN INTERNAL REVIEW BY MDRC'S SENIOR VICE PRESIDENT/CHIEF FINANCIAL OFFICER AND PRESIDENT AS WELL AS EXTERNAL REVIEW BY GRANT THORNTON. THE FORM 990 IS THEN REVIEWED BY THE AUDIT COMMITTEE OF THE BOARD OF DIRECTORS. THE FULL BOARD IS PROVIDED WITH A COPY OF THE FORM 990 PRIOR TO ITS BEING FILED WITH THE IRS. THE FULL BOARD DISCUSSES THE FORM 990 POST-FILING AT ITS SCHEDULED ANNUAL MEETING IN DECEMBER.
FORM 990, PART VI, SECTION B, LINE 12C	CONFLICT OF INTEREST POLICY ENFORCEMENT & MONITORING DIRECTORS AND OFFICERS ARE REQUIRED TO COMPLETE AND SIGN AN ANNUAL CONFLICT OF INTEREST DISCLOSURE STATEMENT. THE STATEMENTS ARE REVIEWED BY THE CORPORATE SECRETARY AND THE PRESIDENT FOR ACTUAL OR POSSIBLE CONFLICTS OF INTEREST. IF ANY IS DISCLOSED, OR INFERRED, THESE ACTUAL OR POSSIBLE CONFLICTS OF INTEREST ARE BROUGHT TO THE ATTENTION OF THE CHAIRMAN OF THE BOARD. IN RESPONSE, THE CHAIRMAN MIGHT CONVENE A GROUP OF DISINTERESTED DIRECTORS TO DISCUSS AND ADDRESS THE CONFLICT. ALL EMPLOYEES, INCLUDING OFFICERS WHO ARE ALSO STAFF MEMBERS AND KEY EMPLOYEES, ARE REQUIRED TO READ AND SIGN A CODE OF ETHICS, WHICH INCLUDES INFORMATION ABOUT CONFLICTS OF INTEREST. ANNUALLY, EACH EMPLOYEE MUST SIGN A STATEMENT DISCLOSING THE PRESENCE OR ABSENCE OF CONFLICTS OF INTEREST ON BEHALF OF THE EMPLOYEE AND FAMILY MEMBERS. FAILURE TO DO SO CAN RESULT IN DISCIPLINARY ACTION UP TO AND INCLUDING TERMINATION. THESE STATEMENTS ARE REVIEWED BY THE HUMAN RESOURCES DEPARTMENT AND, AS APPROPRIATE, BY COUNSEL FOR DETERMINATION REGARDING ACTION THAT SHOULD FOLLOW THE REPORTING OF AN ACTUAL OR POTENTIAL CONFLICT OF INTEREST. IN ADDITION TO THE REQUIRED ANNUAL REPORT, ALL EMPLOYEES ARE INSTRUCTED BY THE CODE OF ETHICS THAT THEY HAVE A RESPONSIBILITY TO REPORT A VIOLATION OF THE CODE. EMPLOYEES CAN REPORT ANY SUCH VIOLATION TO MDRC SUPERVISORY PERSONNEL, THE HUMAN RESOURCES DEPARTMENT, OR TO AN INDEPENDENT ORGANIZATION, LIGHTHOUSE SERVICES, WHICH HOSTS AN ONLINE SITE AND TOLL-FREE NUMBER WHICH EMPLOYEES CAN USE TO MAKE COMPLAINTS ANONYMOUSLY OR IN IDENTIFIABLE FORM.
FORM 990, PART VI, SECTION B, LINE 15	PROCESS FOR DETERMINING COMPENSATION THE FINANCE AND COMPENSATION COMMITTEE ("THE COMMITTEE") OF MDRC'S BOARD OF DIRECTORS ESTABLISHES EACH YEAR THE COMPENSATION AND BONUS PAYMENTS, IF ANY, FOR THE TOP PAID AND NEXT TOP PAID OFFICER OF THE ORGANIZATION BASED ON SURVEY INFORMATION PROVIDED TO THEM FROM BOTH INTERNAL AND EXTERNAL SOURCES. THE INDIVIDUALS AT THE END OF 2022 ARE DR. KNOX AND MR. AMADEO. EACH YEAR MDRC'S HUMAN RESOURCES FUNCTION CONDUCTS A REVIEW OF THE FORM 990 AND OTHER DOCUMENTS OF RESEARCH ORGANIZATIONS THAT PERFORM SIMILAR RESEARCH AS MDRC, TO ASCERTAIN THEIR PAY STRUCTURES FOR THE TOP AND SECOND TOP PAID OFFICERS, WHICH IS TYPICALLY THE CEO OR PRESIDENT AND THE COO/CFO. INCLUDED IN THIS SURVEY IS THE BASE SALARY AND BONUS PAYMENTS MADE TO THE TOP AND SECOND TOP PAID EXECUTIVES OF THESE OTHER POLICY RESEARCH FIRMS, ALONG WITH SUCH COMPARABLE FACTORS AS SIZE OF THE ORGANIZATION AS MEASURED BY HEADCOUNT AND OPERATING BUDGETS. THIS SURVEY INFORMATION IS SUPPLEMENTED BY COMPARABLE INFORMATION PROVIDED FROM AN EXTERNAL, THIRD PARTY CONSULTING FIRM CALLED THE NATIONAL THINK TANK COMPENSATION SURVEY (NTTC) CONDUCTED BY AKRON INCORPORATED, A WASHINGTON DC BASED COMPENSATION CONSULTING FIRM. THE NTTC COMPILES THE BASE SALARY AND BONUS PAYMENT INFORMATION PROVIDED BY SURVEY PARTICIPANTS AND

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	DISPLAYS THE INFORMATION ANONYMOUSLY BY QUARTILE, LOCATION, AND FIRM SIZE (STATED IN TERMS OF EMPLOYEES AND BUDGET). SURVEY PARTICIPANT INCLUDE COMPETING POLICY RESEARCH ORGANIZATIONS, AS WELL AS FOUNDATIONS, ENDOWMENTS, AND UNIVERSITIES. THE RESULTS OF BOTH THE IN-HOUSE AND EXTERNAL SURVEYS AND COMPARISON OF FORM 990S FOR THOSE COMPARABLE NOT-FOR-PROFIT ORGANIZATIONS ARE PRESENTED TO THE COMMITTEE, WHICH THEN DELIBERATES, AND BASED ON THE INFORMATION PROVIDED, ESTABLISHES THE PAY LEVEL FOR MDRC'S PRESIDENT AND CHIEF FINANCIAL OFFICER. THE COMPENSATION OF THE PRESIDENT AND CHIEF FINANCIAL OFFICER IS APPROVED BY THE BOARD. PART VI, SECTION B LINE 15B PROCESS FOR DETERMINING COMPENSATION THE COMMITTEE ESTABLISHES COMPENSATION LEVELS FOR THE CHIEF FINANCIAL OFFICER, AS REQUIRED BY THE CALIFORNIA NONPROFIT INTEGRITY ACT OF 2004. COMPENSATION FOR THE REST OF THE OFFICERS AND EMPLOYEES IS BASED ON A RECOMMENDATION BY THE PRESIDENT TO THE COMMITTEE. THE RECOMMENDATION FROM THE PRESIDENT ESTABLISHES A MERIT AND BONUS POOL FOR THE COMING YEAR, BASED ON THE ORGANIZATION'S STANDARD PAY PRACTICE AS DESCRIBED BELOW. THE PRESIDENT SETS AND APPROVES THE SALARY LEVEL AND BONUS PAYMENTS FOR OFFICERS OTHER THAN THE CHIEF FINANCIAL OFFICER, AND FOR OTHER KEY EMPLOYEES. EACH YEAR, MDRC'S PRESIDENT RECOMMENDS TO THE BOARD A SALARY POOL FOR MERIT INCREASES AND DISCRETIONARY BONUSES TO BE PAID TO OTHER OFFICERS AND KEY EMPLOYEES IN THE ORGANIZATION. THE MERIT INCREASE AND BONUS POOLS ARE GENERALLY COMPETITIVE WITHIN THE TWO MARKETPLACES IN WHICH THE ORGANIZATION COMPETES FOR HUMAN TALENT (NEW YORK AND CALIFORNIA). THE PRESIDENT BASES THE RECOMMENDATION ON SURVEY INFORMATION PROVIDED BY THE ORGANIZATION'S HUMAN RESOURCES DEPARTMENT, WHICH IN TURN, OBTAINS LOCAL LABOR MARKET PAY PRACTICES FROM EXTERNAL THIRD PARTY CONSULTING FIRMS SUCH AS MERCER HUMAN RESOURCES CONSULTING AND TOWERS PERRIN COMPENSATION CONSULTING, AS WELL AS CONDUCTING A SURVEY OF PAY PRACTICES FROM OTHER POLICY RESEARCH ORGANIZATIONS. TYPICAL MERIT INCREASE POOLS IN RECENT YEARS HAVE BEEN IN THE FOUR PERCENT (4%) TO FIVE PERCENT (5%) RANGE. ONCE THE MERIT INCREASE POOL HAS BEEN ESTABLISHED AND APPROVED BY THE BOARD, MDRC ESTABLISHES EACH EMPLOYEE'S SALARY BASED ON TWO FACTORS: PERFORMANCE ON THE JOB DURING THE MOST RECENT CALENDAR YEAR (MDRC USES A FOUR TIER PERFORMANCE RATING SYSTEM), AND WHERE AN EMPLOYEE'S SALARY FALLS WITHIN THE SALARY RANGE ESTABLISHED FOR THEIR POSITION (CALLED A COMPA-RATIO). HOLDING PERFORMANCE CONSTANT, MDRC'S COMPENSATION SYSTEM PROVIDES A GREATER INCREASE IN SALARY TO THOSE EMPLOYEES WHO ARE LOW IN THEIR SALARY RANGES AND PROVIDES SMALLER INCREASES IN SALARY TO THOSE EMPLOYEES WHO ARE HIGH IN THEIR SALARY RANGES. SALARY RANGES ARE DETERMINED BY AN INTERNAL JOB EVALUATION COMMITTEE BASED ON JOB DESCRIPTIONS OF WORK PERFORMED, COUPLED WITH MARKET SALARY INFORMATION FROM THIRD PARTY SOURCES. THE SAME SALARY SYSTEM IS DEPLOYED FOR OTHER OFFICERS, KEY EMPLOYEES, AND THE GENERAL EMPLOYEE POPULATION OF THE ORGANIZATION.
FORM 990, PART VI, SECTION C, LINE 19	AVAILABILITY OF DOCUMENTS MDRC'S FINANCIAL STATEMENTS ARE MADE AVAILABLE TO THE PUBLIC THROUGH THE MDRC WEBSITE AND A HARD COPY IS PROVIDED UPON REQUEST. MDRC'S GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY ARE GENERALLY AVAILABLE TO THE PUBLIC UPON REQUEST.
PART VII-A LINE 1 - FORMER OFFICERS:	VICE PRESIDENT, DIRECTOR OF DEPLOYMENT AND ACCOUNTABILITY, BARBARA GOLDMAN, IS REPORTED AS A FORMER OFFICER ON THE FORM 990 AS SHE IS STILL CURRENTLY EMPLOYED BY MDRC, BUT IN A NON-OFFICER CAPACITY.
FORM 990, PART XI, LINE 9:	RESCINDED GRANTS -221,837.

Additional Data

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