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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

2019

Open to Public Inspection

A For the 2019 calendar year, or tax year beginning 01-01-2019 , and ending 12-31-2019

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

C Name of organization
MDRC

% JESUS AMADEO

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) 200 Vesey Street 23rd Floor | Room/suite

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 $ 110,285,033

F Name and address of principal officer:
VIRGINIA KNOX AS OF 101519
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. 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	16
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	16
5	Total number of individuals employed in calendar year 2019 (Part V, line 2a)	5	354
6	Total number of volunteers (estimate if necessary)	6	16
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	82,159
b	Net unrelated business taxable income from Form 990-T, line 39	7b	0

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	65,542,515	67,945,664
	9	Program service revenue (Part VIII, line 2g)	1,626,223	1,508,606
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	2,267,636	2,213,942
	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)	69,436,374	71,668,212
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	6,654,796	3,843,021
	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)	36,010,377	37,414,580
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶45,785		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	29,696,759	31,830,250
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	72,361,932	73,087,851
	19	Revenue less expenses. Subtract line 18 from line 12	-2,925,558	-1,419,639
Net Assets or Fund Balances			Beginning of Current Year	End of Year
	20	Total assets (Part X, line 16)	101,779,979	112,554,344
	21	Total liabilities (Part X, line 26)	26,403,556	31,912,357
	22	Net assets or fund balances. Subtract line 21 from line 20	75,376,423	80,641,987

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

****** | 2020-11-13
Signature of officer | Date

JESUS 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 ▶	
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:

Founded in 1974, MDRC is a nonprofit, nonpartisan social policy and education research organization that is driven by its mission: MDRC is committed to finding solutions to some of the most difficult problems facing the nation - from reducing poverty and bolstering economic self-sufficiency to improving public education and college graduation rates. We design promising new interventions, evaluate existing programs using the highest research standards, and provide technical assistance to build better programs and deliver effective interventions at scale. We work as an intermediary, bringing together public and private funders to test new policy-relevant ideas, and communicate what we learn to policymakers and practitioners - all with the goal of improving the lives of low-income individuals, families, and children. MDRC is dedicated to learning what works to improve the well-being of low-income people. Through our research and the active communication of our findings, we seek to enhance

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 $ 18,147,427 including grants of $ 1,180,505) (Revenue $ 593,509)

See Additional Data

4b (Code:) (Expenses $ 10,245,836 including grants of $ 850,304) (Revenue $ 392,846)

See Additional Data

4c (Code:) (Expenses $ 9,113,811 including grants of $ 1,098,931) (Revenue $ 169,243)

See Additional Data

See Additional Data Table

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

(Expenses $ 21,427,721 including grants of $ 713,281) (Revenue $ 353,008)

4e **Total program service expenses ▶** 58,934,795

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 Revenue Procedure 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		No
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 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 lines 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 in 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	94			
b	Enter the number of Forms W-2G included in 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	354			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			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? If "Yes," see instructions and file Form 4720, Schedule N.			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

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** 16			
b	Enter the number of voting members included in line 1a, above, who are independent	**1b** 16			
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 in 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 in 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 in 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 (or 1024-A if applicable), 990, and 990-T (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 200 VESEY STREET NEW YORK, NY 102812103 (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 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 and/or Box 7 of Form 1099-MISC) 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 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)						**(D)** Reportable compensation from the organization (W-2/1099-MISC)	**(E)** Reportable compensation from related organizations (W-2/1099-MISC)	**(F)** Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
See Additional Data Table										

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: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
See Additional Data Table										

	(D)	(E)	(F)
1b Sub-Total ▶			
c Total from continuation sheets to Part VII, Section A ▶			
d Total (add lines 1b and 1c) ▶	3,238,093	0	596,450

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 ▶ 99

			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 Park PRINCETON, NJ 08543	RESEARCH SUBCONTRACT	5,326,405
abt associates, 10 Fawcett Street CAMBRIDGE, MA 02138	RESEARCH SUBCONTRACT	2,822,271
MEF Associates, Canal Center Plaza ALEXANDRIA, VA 22314	RESEARCH SUBCONTRACT	1,295,953
Decision Information Resources Inc, 3900 Exxex Lane - Suite 900 HOUSTON, TX 77098	RESEARCH SUBCONTRACT	902,216
Teachers College Columbia Universi, 525 West 120th Street Box 21 NEW YORK, NY 10027	RESEARCH SUBCONTRACT	631,226

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 ▶ 12

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 Other Similar Amounts					
1a Federated campaigns	1a				
b Membership dues	1b				
c Fundraising events	1c				
d Related organizations	1d				
e Government grants (contributions)	1e 45,912,513				
f All other contributions, gifts, grants, and similar amounts not included above	1f 22,033,151				
g Noncash contributions included in lines 1a - 1f:$	1g				
h **Total.** Add lines 1a-1f ▶		67,945,664			
Program Service Revenue	Business Code				
2a MANAGEMENT FEES	900090	1,508,606	1,508,606		
b					
c					
d					
e					
f All other program service revenue.					
g **Total.** Add lines 2a–2f. ▶		1,508,606			
Other Revenue					
3 Investment income (including dividends, interest, and other similar amounts) ▶		2,018,759		82,159	1,936,600
4 Income from investment of tax-exempt bond proceeds ▶		0			
5 Royalties ▶		0			

		(i) Real	(ii) Personal
6a Gross rents	6a		
b Less: rental expenses	6b		
c Rental income or (loss)	6c	0	0

	(A)	(B)	(C)	(D)
d Net rental income or (loss) ▶	0			

		(i) Securities	(ii) Other
7a Gross amount from sales of assets other than inventory	7a	38,812,004	
b Less: cost or other basis and sales expenses	7b	38,616,821	
c Gain or (loss)	7c	195,183	

		(A)	(B)	(C)	(D)
d Net gain or (loss) ▶		195,183			195,183
8a Gross income from fundraising events (not including $ ____ of contributions reported on line 1c). See Part IV, line 18	8a 0				
b Less: direct expenses	8b 0				
c Net income or (loss) from fundraising events ▶		0			
9a Gross income from gaming activities. See Part IV, line 19	9a 0				
b Less: direct expenses	9b 0				
c Net income or (loss) from gaming activities ▶		0			
10a Gross sales of inventory, less returns and allowances	10a 0				
b Less: cost of goods sold	10b 0				
c Net income or (loss) from sales of inventory ▶		0			
Miscellaneous Revenue	Business Code				
11a					
b					
c					
d All other revenue					
e **Total.** Add lines 11a–11d ▶		0			
12 **Total revenue.** See instructions ▶		71,668,212	1,508,606	82,159	2,131,783

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	3,843,021	3,843,021		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	0			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	0			
4 Benefits paid to or for members	0			
5 Compensation of current officers, directors, trustees, and key employees	2,843,332	2,139,518	700,955	2,859
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7 Other salaries and wages	26,181,336	19,700,612	6,454,401	26,323
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	1,597,993	1,198,176	398,038	1,779
9 Other employee benefits	4,655,958	3,491,039	1,159,736	5,183
10 Payroll taxes	2,135,961	1,601,544	532,039	2,378
11 Fees for services (non-employees):				
a Management	0			
b Legal	400,245	36,066	364,179	
c Accounting	536,385		536,385	
d Lobbying	0			
e Professional fundraising services. See Part IV, line 17	0			
f Investment management fees	369,404		369,404	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	0			
12 Advertising and promotion	0			
13 Office expenses	128,388	101,829	26,559	
14 Information technology	3,082,098	2,495,855	586,573	-330
15 Royalties	0			
16 Occupancy	3,668,792	2,902,942	766,490	-640
17 Travel	942,422	863,185	79,237	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings	99,084	65,581	33,503	
20 Interest	2,580		2,580	
21 Payments to affiliates	0			
22 Depreciation, depletion, and amortization	965,386	726,424	237,992	970
23 Insurance	367,704	276,685	90,649	370
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 SURVEY EXPENSES	2,726,831	2,726,831		
b SUBCONTRACTORS AND PROF. FEES	16,624,566	15,333,754	1,284,216	6,596
c PARTICIPANT INCENTIVES	127,105	127,105		
d ALL OTHER EXPENSES	1,789,260	1,304,628	484,335	297
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	73,087,851	58,934,795	14,107,271	45,785
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	2,864,167	1	1,291,209
	2	Savings and temporary cash investments	1,277,572	2	21,778,491
	3	Pledges and grants receivable, net	16,610,531	3	15,685,171
	4	Accounts receivable, net	0	4	0
	5	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	0	5	0
	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)	0	6	0
	7	Notes and loans receivable, net	0	7	0
	8	Inventories for sale or use	0	8	0
	9	Prepaid expenses and deferred charges	852,690	9	1,130,699
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D — 10a: 12,744,481			
	b	Less: accumulated depreciation — 10b: 4,009,932	8,961,002	10c	8,734,549
	11	Investments—publicly traded securities	58,557,436	11	49,341,495
	12	Investments—other securities. See Part IV, line 11	9,930,129	12	12,184,790
	13	Investments—program-related. See Part IV, line 11	0	13	0
	14	Intangible assets	0	14	0
	15	Other assets. See Part IV, line 11	2,726,452	15	2,407,940
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)	101,779,979	16	112,554,344
Liabilities	17	Accounts payable and accrued expenses	8,151,512	17	10,212,247
	18	Grants payable	10,037,026	18	12,320,784
	19	Deferred revenue	0	19	0
	20	Tax-exempt bond liabilities	0	20	0
	21	Escrow or custodial account liability. Complete Part IV of Schedule D	0	21	0
	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	0	22	0
	23	Secured mortgages and notes payable to unrelated third parties	0	23	0
	24	Unsecured notes and loans payable to unrelated third parties	0	24	0
	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	8,215,018	25	9,379,326
	26	**Total liabilities.** Add lines 17 through 25	26,403,556	26	31,912,357
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	49,295,971	27	56,017,118
	28	Net assets with donor restrictions	26,080,452	28	24,624,869
		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	75,376,423	32	80,641,987
	33	Total liabilities and net assets/fund balances	101,779,979	33	112,554,344

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	71,668,212
2	Total expenses (must equal Part IX, column (A), line 25)	2	73,087,851
3	Revenue less expenses. Subtract line 2 from line 1	3	-1,419,639
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	75,376,423
5	Net unrealized gains (losses) on investments	5	6,685,203
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	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	80,641,987

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 in 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 Single Audit Act and OMB Circular A-133?	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

Software ID:
Software Version:
EIN: 23-7379473
Name: MDRC

Form 990 (2019)

Form 990, Part III, Line 4a:

Family Well-Being and Childrens Development Children who grow up in poverty face much greater risks of academic failure, poor health, and emotional distress and, as adults, are more likely to be unemployed and poor. MDRCs studies on children and families are providing a new generation of reliable evidence for policymakers about strategies that benefit the social, emotional, and cognitive development of low-income children - some by improving the life prospects of parents and others by working directly with children. For more than two decades, MDRC has been a leader in an expanding field of research that examines how children are affected by welfare reform and other social policies that are primarily designed to affect the employment and income status of their parents. MDRC is studying several initiatives that seek to benefit children by building healthier family relationships, including federal Responsible Fatherhood programs. MDRC is the lead evaluator of the federal governments $1.5 billion investment in home visiting programs, which provide preventive services to families with young children to prevent child maltreatment, improve maternal and child health outcomes, and increase school readiness. Our child care and early education studies aim to deepen policymakers understanding of the effects of early care environments, including Head Start. We have been a leader in developing and testing programs that bolster the emotional and behavioral development of preschoolers and the math skills of preschool children and kindergartners. Were leading the Expanding Childrens Early Learning (ExCEL) Network, a collaboration of local officials, preschool providers, and researchers as active participants in innovation and evidence-building.

Form 990, Part III, Line 4b:

Youth Development, Criminal Justice, and Employment MDRC was originally established to study programs for the "hard-to-employ", Americans who face serious obstacles to finding and keeping steady work. Our very first project, the National Supported Work Demonstration, tested the impact of paid work experience for long-term welfare recipients, ex-offenders, high school dropouts, and substance abusers, and it is still regarded as one of the most comprehensive sources of evidence on employment programs targeted to these groups. Today we are testing tailored interventions for specific hard-to-employ groups - 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, long-term welfare recipients, and people with work-limiting disabilities. The findings of our new studies as they emerge are intended to expand the body of knowledge about how to address particular barriers to employment - and how to implement effective programs in the different public assistance, enforcement, and service delivery systems that interact with the hard-to-employ population.

Form 990, Part III, Line 4c:

Low-Wage Workers and Communities Long regarded as the premier investigator of policies to improve the lives of families on welfare, 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 low-income workers and communities. In a focused portfolio of projects, we are investigating strategies to "make work pay" - providing financial supports that build a safety net around work while continuing to encourage employment - and initiatives to help low-income people find more stable jobs, advance in the labor market, and achieve long-term self-sufficiency. Our studies are among the largest evaluations of such interventions in the country. The concentration of poverty - and 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 low-income neighborhoods. MDRC has evaluated a number of place-based projects that addressed urban poverty and joblessness. Most notable of these was our Jobs-Plus initiative, an ambitious employment programs inside some of the nations poorest inner-city housing projects. Based on the positive findings from Jobs-Plus, the U.S. Department of Housing and Urban Development (HUD) launched the program in nine locations across the country in 2015. We are also evaluating a number of Housing Choice Voucher reforms, helping to improve the nations principal housing assistance programs.

Form 990, Part III **- 4 Program Service Accomplishments (See the Instructions)**

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

(Code:) (Expenses $ 7,448,501 including grants of $ 653,981) (Revenue $ 51,340)
Young adults and postsecondary edu. (see sch. o)

(Code:) (Expenses $ 6,544,246 including grants of $ 59,050) (Revenue $ 127,679)
K-12 education (see schedule o)

Form 990, Part III **- 4 Program Service Accomplishments (See the Instructions)**

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

(Code:) (Expenses $ 3,645,546 including grants of $ 0) (Revenue $ 0)

Infor. dissemination, program dev. (see sch. o)

(Code:) (Expenses $ 2,368,911 including grants of $ 250) (Revenue $ 134,624)

Center for Applied Behavioral Sciences(see sch. o)

Form 990, Part III **- 4 Program Service Accomplishments (See the Instructions)**

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

(Code:) (Expenses $ 1,420,517 including grants of $ 0) (Revenue $ 39,365)

Center for Data Insights (see sch. o)

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(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)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
Gordon Berlin President (Thru 10/14/2019)	40.0 0.0			X				593,763	0	40,140
Jesus M Amadeo Sr. Vice President & CFO	40.0 0.0			X				421,082	0	55,822
Virginia W Knox President (Effec. 10/15/2019)	40.0 0.0			X				301,945	0	60,617
Dan J Bloom Sr. Vice President & Dir. PRED	40.0 0.0			X				256,618	0	64,793
Sharon Rowser Vice President & Dep. Dir PRED	40.0 0.0			X				231,949	0	46,233
James A Riccio Policy Area Director	40.0 0.0					X		234,327	0	40,991
Charles Michalopoulos Chief Economist	40.0 0.0					X		242,166	0	32,356
Carolyn Hill Senior Fellow	40.0 0.0					X		188,614	0	71,171
Patricia Weiss Human Resources Director	40.0 0.0					X		195,947	0	58,385
John Hutchins Communications Director	40.0 0.0					X		201,165	0	47,281

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
Barbara Goldman Vice President (Through 12/19)	40.0 0.0			X				216,199	0	28,898
Frederick Doolittle Senior Fellow	40.0 0.0						X	154,318	0	49,763
Mary Jo Bane Chair	1.0 0.0	X						0	0	0
Ronald Haskins Director	1.0 0.0	X						0	0	0
James H Johnson Director	1.0 0.0	X						0	0	0
Lawrence Katz Director	1.0 0.0	X						0	0	0
Bridget Terry Long Director	1.0 0.0	X						0	0	0
Richard J Murnane Director	1.0 0.0	X						0	0	0
Michael Roster Director	1.0 0.0	X						0	0	0
Cecilia Rouse Director	1.0 0.0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
Isabel Sawhill Director	1.0 0.0	X						0	0	0
Robert Solow Chairman Emeritus	1.0 0.0	X						0	0	0
Jan Nicholson Director	1.0 0.0	X						0	0	0
Rudolph Penner Treasurer	1.0 0.0	X						0	0	0
Josh B McGee Director	1.0 0.0	X						0	0	0
Robert Denham Director	1.0 0.0	X						0	0	0
Rebecca Blank Director (AS OF 4/2019)	1.0 0.0	X						0	0	0
Hilary Hoynes Director (As of 12/2019)	1.0 0.0	X						0	0	0
John B King Jr Director (As of 12/2019)	1.0 0.0	X						0	0	0

SCHEDULE A
(Form 990 or 990EZ)

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

2019

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 or 990-EZ).)

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 331/3% 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 331/3% 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 in 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? Yes	No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
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) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1	Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . .	86,282,823	60,427,127	62,938,410	65,542,615	67,945,664	343,136,639
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
3	The value of services or facilities furnished by a governmental unit to the organization without charge..						0
4	**Total.** Add lines 1 through 3	86,282,823	60,427,127	62,938,410	65,542,615	67,945,664	343,136,639
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). .						15,126,115
6	**Public support.** Subtract line 5 from line 4.						328,010,524

Section B. Total Support

	Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
7	Amounts from line 4. .	86,282,823	60,427,127	62,938,410	65,542,615	67,945,664	343,136,639
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . . .	1,454,533	1,417,747	1,567,329	1,720,168	1,936,600	8,096,377
9	Net income from unrelated business activities, whether or not the business is regularly carried on . .	0	0	0	0	82,159	82,159
10	Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). .						0
11	**Total support.** Add lines 7 through 10						351,315,175

12 Gross receipts from related activities, etc. (see instructions) **12** 8,531,531

13 **First five 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 2019 (line 6, column (f) divided by line 11, column (f)) . . . . **14** 93.366 %

15 Public support percentage for 2018 Schedule A, Part II, line 14 . . . . **15** 98.087 %

16a **33 1/3% support test—2019.** 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—2018.** 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—2019.** 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—2018.** 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) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(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) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(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 in 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 five 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 2019 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2018 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2019** (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from **2018** Schedule A, Part III, line 17	18	

19a **331/3% support tests—2019.** 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—2018.** 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 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 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 (b) and (c) 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 12a or 12b in Part I, answer (b) and (c) 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 (b) and (c) 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 or 990-EZ) .*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? *If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).*	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 in 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 in 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 in (b) and (c) below, the governing body of a supported organization?	**11a**		
b	A family member of a person described in (a) above?	**11b**		
c	A 35% controlled entity of a person described in (a) or (b) above? *If "Yes" to a, b, or c, provide detail in* ***Part VI.***	**11c**		

Section B. Type I Supporting Organizations

			Yes	No
1	Did the 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 (2), 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 (a) and (b) 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 in (a) 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 (a) and (b) 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? *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 1-1/2% 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 .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	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in **Part VI**). See instructions	
7 **Total annual distributions.** Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in **Part VI**). See instructions	
9 Distributable amount for 2019 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	**(i)** **Excess Distributions**	**(ii)** **Underdistributions Pre-2019**	**(iii)** **Distributable Amount for 2019**
1 Distributable amount for 2019 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2019 (reasonable cause required-- explain in **Part VI**). See instructions.			
3 Excess distributions carryover, if any, to 2019:			
a From 2014.			
b From 2015.			
c From 2016.			
d From 2017.			
e From 2018.			
f **Total** of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2019 distributable amount			
i Carryover from 2014 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2019 from Section D, line 7: $			
a Applied to underdistributions of prior years			
b Applied to 2019 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2019, 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 2019. 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 2020.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2015.			
b Excess from 2016.			
c Excess from 2017.			
d Excess from 2018.			
e Excess from 2019.			

Additional Data

Software ID:
Software Version:
EIN: 23-7379473
Name: MDRC

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

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

2019

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 SFAS 116 (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 SFAS 116 (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 SFAS 116 (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	35,338,197	37,465,989	32,880,037	31,905,254	32,931,824
b Contributions					
c Net investment earnings, gains, and losses	5,324,803	-851,877	4,979,020	1,347,027	-696,744
d Grants or scholarships					
e Other expenditures for facilities and programs	2,034,344	1,275,915	393,068	372,244	329,826
f Administrative expenses					
g End of year balance	38,628,656	35,338,197	37,465,989	32,880,037	31,905,254

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

a Board designated or quasi-endowment ▶ 40.480 %

b Permanent endowment ▶ 23.170 %

c Temporarily restricted endowment ▶ 36.350 %

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

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	0	11,970,230	3,362,487	8,607,743
d Equipment	0	774,251	647,445	126,806
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* ▶				8,734,549

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) MIDDLE MARKET LENDING	4,330,105	F
(B) REAL ASSETS (LIMITED PSHIPS)	1,019,782	F
(C) EQUITY LONG/SHORT	5,676,338	F
(D) PRIVATE EQUITY	1,158,565	F
(E)		
(F)		
(G)		
(H)		
Total. *(Column (b) must equal Form 990, Part X, col. (B) line 12.)* ▶	12,184,790	

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)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 15.)* ▶	

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	0
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 25.)* ▶	9,379,326

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	77,984,011
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a	6,685,203		
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	6,685,203
3	Subtract line **2e** from line **1**			3	71,298,808
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	369,404		
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	369,404
5	Total revenue. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12.)			5	71,668,212

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	72,718,447
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	
3	Subtract line **2e** from line **1**			3	72,718,447
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	369,404		
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	369,404
5	Total expenses. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18.)			5	73,087,851

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
See Additional Data Table	

Part XIII **Supplemental Information** ***(continued)***

Return Reference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 23-7379473
Name: MDRC

Supplemental Information

Return Reference	Explanation
Form 990, Schedule D, Part V	MDRC's Board of Directors created an endowment fund in 1999. The fund includes permanently restricted, temporarily restricted, and unrestricted contributions that have been designa ted to the fund for the purpose of matching a $7 Million, five year challenge grant given by The Atlantic Philanthropies. Spending from the endowment fund is intended to support pr ogram development, information dissemination activities, and corporate strategic initiativ es. Spending from the endowment is approved by the Board of Directors based on the rules e stablished under MDRC's Endowment Spending Policy.

Supplemental Information

Return Reference	Explanation
Form 990, Schedule D, 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 uncertai n 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 authorit y. The assessment of the tax position is based solely on the technical merits of the posit ion, without regard to the likelihood that the tax position may be challenged. MDRC is exe mpt from federal income tax under IRC section 501(c)(3), though it is subject to tax on in come 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.

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

2019

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
See Add'l Data					
3a Sub-total	0	0			11,614,079
b Total from continuation sheets to Part I . . .					
c **Totals** (add lines 3a and 3b)	0	0			11,614,079

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)

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)

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.

990 Schedule F, Supplemental Information

Return Reference	Explanation
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:
EIN: 23-7379473
Name: MDRC

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Central America and the Caribbean	0	0	Investments		10,462,024
Europe (Including Iceland and Greenland)	0	0	Investments		1,152,055

Note: To capture the full content of this document, please select landscape mode (11" x 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

2019

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) See Additional Data							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table . . . . ▶ 56

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

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
SCHEDULE I	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 THE 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

Software ID:
Software Version:
EIN: 23-7379473
Name: MDRC

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
CUYAHOGA COMMUNITY COLLEGE 700 Carneie Avenue Cleveland, OH 44115	34-0896630	501(c)(3)	19,550				RESTRICTED PURPOSE AWARD
HOUSTON HOUSING AUTHORITY 2640 Fountain View Drive Houston, TX 77057	74-6001238	501(c)(3)	564,442				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
UNITED WAY OF GREATER ATLANTA 100 EDGEWOOD AVENUE NE ATLANTA, GA 30303	58-0566194	501(c)(3)	380,500				RESTRICTED PURPOSE AWARD
CHILDREN'S INSTITUTE INC 2121 W TEMPLE STREET LOS ANGELES, CA 90026	95-1641424	501(c)(3)	67,787				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	**(h)** Purpose of grant or assistance
PASSAGES CONNECTING FATHERS & SONS INC PO BOX 91831 CLEVELAND, OH 44114	51-0455278	501(c)(3)	127,310				RESTRICTED PURPOSE AWARD
RESEARCH FOUNDATION OF CUNY 3721 FILLMORE AVENUE BROOKLYN, NY 11234	13-1988190	501(c)(3)	33,224				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	**(h)** Purpose of grant or assistance
SEEDCO 22 CORLANDT STREET 33RD FLOOR NEW YORK, NY 10007	13-2875743	501(c)(3)	66,291				RESTRICTED PURPOSE AWARD
ANOKA-RAMSEY COMMUNITY COLLEGE 11200 Mississippi Blvd North Coon Rapids, MN 55433	41-1687554	501(c)(3)	20,000				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
CENTURY COLLEGE 3300 Century Avenue North White Bear Lake, MN 55110	41-1687554	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
HOUSING AUTH OF BALTIMORE CITY 417 E Fayette Street Baltimore, MD 21202	52-6000889	501(c)(3)	447,794				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
MINNEAPOLIS COMMUITY AND TECHNICAL COLLEGE 1501 Hennepin Avenue Minneapolis, MN 55403	41-1687554	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
NORMANDALE COMMUNITY COLLEGE 9700 France Avenue South Bloomington, MN 55431	41-1687554	501(c)(3)	20,000				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
STARK STATE COLLEGE 6200 Frank Avenue NW NMorth Canton, OH 44720	34-1055865	501(c)(3)	50,000				RESTRICTED PURPOSE AWARD
THE FORTUNE SOCIETY INC 29-76 Northern Blvd long Island City, NY 11101	13-2645436	501(c)(3)	70,320				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
WASHINGTON STATE DSHS PO Box 45445 Olympia, WA 98504	91-6001088	501(C)(3)	95,967				RESTRICTED PURPOSE AWARD
BANNING HIGH SCHOOL ACADEMY 100 West Westward Banning, CA 92220	77-0468223	501(c)(3)	15,000				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
CHILD CARE RESOURCE CENTER INC 20001 Praine Street Chatworth, CA 91311	95-3081695	501(c)(3)	38,382				RESTRICTED PURPOSE AWARD
CHILD360 Los Angeles Universal Preschool Los Angeles, CA 90071	22-3902958	501(c)(3)	257,558				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
COMMUNITY COLLEGE OF BALTIMORE County Foundation Inc Baltimore, MD 21222	20-3246676	501(c)(3)	100,000				RESTRICTED PURPOSE AWARD
FAMILY DEVELOPMENT SERVICE INC 3637 North Meridian Street Indianapolis, IL 46208	35-1990571	501(c)(3)	73,334				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	**(h)** Purpose of grant or assistance
FAY BICCARD GLICK NEIGHBORHOOD 2990 W 71st Street Indianapolis, IL 46268	35-1738809	501(c)(3)	6,198				RESTRICTED PURPOSE AWARD
HEARTLAND ALLIANCE HEALTH 208 S Lasalle Street Chicago, IL 60604	36-3775696	501(c)(3)	17,000				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
JUST PLANE KIDS 2555 East Avenue P Palmdale, CA 93550	93-1123958	501(c)(3)	6,198				RESTRICTED PURPOSE AWARD
LOS RIOS COMMUNITY COLLEGE DISTRICT 1919 Spanos Court Sacramenta, CA 95825	94-1575340	501(c)(3)	8,000				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
LUME INSTITUTE LLC 6646 Vernon Avenue St Louis, MO 63130	43-0958608	501(c)(3)	6,316				RESTRICTED PURPOSE AWARD
MINNESOTA STATE COLLEGES & UNIVERSITIES 30 7th Street East St Paul, MD 55101	41-1687554	501(c)(3)	67,500				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
ST MARTIN'S CHILD CENTER 6315 Garfield Avenue Berkeley, MO 63134	42-1001293	501(c)(3)	8,330				RESTRICTED PURPOSE AWARD
UNITED 4 CHILDREN 1310 Papin Street St Louis, MO 63103	43-0953838	501(c)(3)	60,968				RESTRICTED PURPOSE AWARD

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
URBAN LEAGUE OF METROPOLITAN ST LOUIS 3701 Grandel Square St Louis, MO 63108	43-9653605	501(c)(3)	5,208				RESTRICTED PURPOSE AWARD
CRYSTAL STAIRS INC 5110 W Goldleaf Circle Ste 150 Los Angeles, CA 90056	95-3510046	501(C)(3)	19,200				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
PEOPLE FOR PEOPLE INC 800 North Broad Street Suite 700 Philadelphia, PA 19130	23-2676655	501(C)(3)	41,155				Restricted Purpose Award
MADISON AREA TECHNICAL COLLEGE PO Box 14316 Madison, WI 537080316	39-1086718	501(C)(3)	10,000				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	**(h)** Purpose of grant or assistance
INDIANA ASSC EDUCATION OF YOUNG CHILDREN 2955 N Meridian Street Ste 120 Indianapolis, IN 46208	31-1000350	501(C)(3)	5,940				Restricted Purpose Award
IVY TECHNICAL COMMUNITY COLLEGE OF INDIANA 50 W Fall Creek Parkway North Driv Indianapolis, IN 46208	35-1180631	501(C)(3)	150,000				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
TEACHING STRATEGIES LLC 3088 Momentum Place Chicago, IL 606895330	52-1608039	501(C)(3)	141,407				Restricted Purpose Award
EAST TENTH UNITED METHODIST CHILDREN 2327 Easy 10th Street Indianapolis, IN 46201	35-1976975	501(C)(3)	6,315				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
TAYLOR SCHOOL DISTRICT 23033 Northline Road Taylor, MI 48180	38-6004191	501(C)(3)	67,000				Restricted Purpose Award
COASTAL HORIZONS CENTER INC 615 Shipyard Blvd Wilmington, NC 28412	56-0950370	501(C)(3)	10,875				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
ESSEX COUNTY COLLEGE 303 University Avenue Newark, NJ 07102	22-1821292	501(C)(3)	50,000				Restricted Purpose Award
BRIDGEPORT HOSPITAL FOUNDATION INC 267 Grant Street Bridgeport, CT 06610	22-2908968	501(C)(3)	7,125				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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COLUMBUS EARLY LEARNING CENTERS 240 N Champion Avenue Columbus, OH 43203	31-4379619	501(C)(3)	10,816				Restricted Purpose Award
CREATIVE CHILD CHARE INC 630 Morrison Road Suite 130 Gahanna, OH 43230	31-0795403	501(C)(3)	18,816				Restriced Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
A CHILD'S WORLD 4010 Guion Lane Indianapolis, IN 46268	20-3431602	501(C)(3)	5,056				Restriced Purpose Award
MEXICAN AMERICAN OPPORTUNITY FOUNDATION 5657 E Washington Blvd Commerce, CA 90040	95-2594166	501(C)(3)	6,656				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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KINGDOM HOUSE 1321 S 11th Street St Louis, MO 63104	43-0652648	501(C)(3)	5,440				Restricted Purpose Award
LITTLE SCHOLARS CHILDCARE & PRESCHOOL PO Box 53771 Indianapolis, IN 462530771	27-1122413	501(C)(3)	5,056				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
YMCA OF CENTRAL OHIO 1907 Leonard Avenue Suite 150 Columbus, OH 43219	31-4379594	501(C)(3)	21,760				Restricted Purpose Award
ST LAWRENCE CATHOLIC CHURCH - INDIANAPOLIS 6950 E 46th Street Indianapolis, IN 46226	35-0919344	501(C)(3)	6,784				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
FAMILY AND WORKFORCE CENTERS OF AMERICA 6347 Plymouth Avenue St Louis, MO 63133	45-3762044	501(C)(3)	6,784				Restricted Purpose Award
PASSAIC COUNTY COMMUNITY COLLEGE 1 College Blvd Paterson, NJ 07505	22-1907901	501(C)(3)	50,000				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
ACTION FOR CHILDREN 78 Jefferson Avenue Columbus, OH 43215	31-0820393	501(C)(3)	114,988				Restricted Purpose Award
PARALLEL EMPLOYMENT GROUP INC 6925 S 6th Street Suite 300 Oak Creek, WI 53154	39-1592000	501(C)(3)	100,187				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	**(h)** Purpose of grant or assistance
BAKERSFIELD COLLEGE 2100 Chester Avenue Bakersfield, CA 93301	95-6006644	501(C)(3)	50,000				Restricted Purpose Award
CHAFFEY COMMUNITY COLLEGE DISTRICT 5885 Haven Avenue Rancho Cucamonga, CA 917373002	95-6000558	501(C)(3)	50,000				Restricted Purpose Award

Form 990,Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
CITY OF NEW YORK - PS 217 1100 Newkirk Avenue Brooklyn, NY 11230	13-6400434	501(C)(3)	45,000				Restricted Purpose Award
CITY OF NEW YORK - PS 197 1599 East 22nd Street Brooklyn, NY 11210	13-6400434	501(C)(3)	45,000				Restricted Purpose Award

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

2019

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 and/or 1099-MISC compensation			**(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				
See Additional Data Table								

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 bonus payouts to individuals listed in the Form 990, Part VII, are described in Schedule O, Part VI, Line 15 narrative.

Additional Data

Software ID:
Software Version:
EIN: 23-7379473
Name: MDRC

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title		(B)(i) Base Compensation	(B)(ii) Bonus & incentive compensation	(B)(iii) Other reportable compensation	(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
1Gordon Berlin President (Thru 10/14/2019)	(i)	500,012	86,278	7,473	25,185	14,955	633,903	0
	(ii)	0	0	0	0	0	0	0
1Jesus M Amadeo Sr. Vice President & CFO	(i)	359,986	54,746	6,350	25,185	30,637	476,904	0
	(ii)	0	0	0	0	0	0	0
2Barbara Goldman Vice President (Through 12/19)	(i)	208,494	0	7,705	16,903	11,995	245,097	0
	(ii)	0	0	0	0	0	0	0
3Frederick Doolittle Senior Fellow	(i)	149,485	0	4,833	10,380	39,383	204,081	0
	(ii)	0	0	0	0	0	0	0
4James A Riccio Policy Area Director	(i)	222,620	5,000	6,707	18,746	22,245	275,318	0
	(ii)	0	0	0	0	0	0	0
5Charles Michalopoulos Chief Economist	(i)	233,026	7,000	2,140	19,711	12,645	274,522	0
	(ii)	0	0	0	0	0	0	0
6Virginia W Knox President (Effec. 10/15/2019)	(i)	276,226	22,000	3,719	22,523	38,094	362,562	0
	(ii)	0	0	0	0	0	0	0
7Dan J Bloom Sr. Vice President & Dir. PRED	(i)	246,724	6,500	3,394	22,140	42,653	321,411	0
	(ii)	0	0	0	0	0	0	0
8Sharon Rowser Vice President & Dep. Dir PRED	(i)	220,645	4,000	7,304	18,745	27,488	278,182	0
	(ii)	0	0	0	0	0	0	0
9Carolyn Hill Senior Fellow	(i)	187,678	0	936	22,977	48,194	259,785	0
	(ii)	0	0	0	0	0	0	0
10Patricia Weiss Human Resources Director	(i)	192,087	1,500	2,360	15,746	42,639	254,332	0
	(ii)	0	0	0	0	0	0	0
11John Hutchins Communications Director	(i)	195,833	3,500	1,832	16,183	31,098	248,446	0
	(ii)	0	0	0	0	0	0	0

SCHEDULE O
(Form 990 or 990-EZ)

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

2019

Open to Public Inspection

Name of the organization
MDRC

Employer identification number
23-7379473

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI - Policies & Procedures	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.

990 Schedule O, Supplemental Information

Return Reference	Explanation
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.

990 Schedule O, Supplemental Information

Return Reference	Explanation
PART VI, SECTION B LINE 15A	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 2019 are Dr. Knox and Mr. Amadeo. Each year MDRC's Human Resources function conducts a review of the Form 990's 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 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 990's 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.

990 Schedule O, Supplemental Information

Return Reference	Explanation
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.

990 Schedule O, Supplemental Information

Return Reference	Explanation
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 Officer Senior Fellow, Frederick Doolittle, is reported as a former officer on the Form 990 as he is still currently employed by MDRC, but in a non-officer capacity.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART III, LINE 4D - OTHER PROGRAMS	Postsecondary Education Access to higher education has been greatly expanded since the mid -1960s. Unfortunately, rates of persistence and credential completion in remain distressin gly low, particularly at community colleges - where only one third of all students who ent er with the intention of earning a degree or certificate actually meet this goal within si x years. The reasons behind this problem are myriad: a lack of adequate preparation in the K-12 system and the challenge of balancing work, family, and school responsibilities and others are the result of institutional or policy constraints (for instance, insufficient a dvising and financial aid, uncertainty over how to teach basic skills to adults, and const raints in course offerings and inflexible scheduling). Policymakers and the philanthropic sector have focused new efforts on increasing student persistence and achievement in posts econdary education. Since the launch of its Opening Doors Demonstration in the early 2000s , MDRC has been directly involved developing and evaluating strategies to help students su cceed, particularly students at community colleges and nonselective four-year institutions . Through our work, we have identified the most effective programs developed by others, he lped replicate those programs in new contexts, and assisted communities and institutions i n developing new interventions based on evidence developed in studies available. Our curre nt centerpiece project, SUCCESS, focuses on helping states and higher education institutio ns adopt and scale the more successful interventions that have been developed and tested. K-12 Education For 25 years, MDRC has been learning what may be most effective to raise th e academic achievement of young people who are at risk of failing. We collaborate with pub lic school systems, charter organizations, and national nonprofits to evaluate their progr ams and to use that information to help them develop evidence-based strategies for continu ous program improvement. At a time of growing national and state interest in improving low -performing schools and better preparing students for college and work, our evaluations of comprehensive high school reform models and career and technical education programs have established MDRC as a respected voice in education research and policy and as a leader in designing rigorous education evaluations. At the elementary school level, we are studying a cluster of programs designed to raise literacy and math skills in elementary and middle schools and to improve teaching and learning by investing in the skills of teachers. Cente r for Effective Career and Technical Education Motivated by a desire to address both educa tion and wage disparities, policymakers, educators, employers, and philanthropists have in creasingly begun to invest in new models of career and technical education (CTE) that are based on the premise that all students need postsecondary credentials to adapt to an incre asingly complex labor market.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART III, LINE 4D - OTHER PROGRAMS	No longer simply a stand-alone vocational class in high school or an occupational skills c ourse at a community college, CTE now encompasses a broad range of multi-faceted models - including career pathways, apprenticeships, sectoral training, and employer relationships - and services everyone from secondary and college students to at-risk youth and adult wor kers. Building on MDRCs 20-year history of studying CTE programs, the Center incubates new ideas, synthesizes findings and lessons learned, and disseminates this knowledge to polic ymakers, practitioners, and other researchers in order to help ensure that expansion of CT E programs is informed by a growing evidence base. The Center draws on knowledge across ed ucation and training systems and uses a broad lens to detect cross-cutting issues, develop a targeted research agenda, and share findings. Center for Criminal Justice Research The criminal justice system is emerging from decades of "get tough" policies that quadrupled t he rate of incarceration nationally, to the point where the United States, with less than 5 percent of the worlds population, now holds more than 20 percent of the worlds prisoners . Driven by budget pressures, questions about the most effective way to respond to crime, and concerns about unequal treatment under the law, a growing number of states and localit ies are reforming their criminal justice systems. They seek to reduce incarceration and in crease fairness by changing the way cases are handled from the front end of the system (ar rest and pretrial) to the back end (incarceration and reentry). The MDRC Center for Crimin al Justice Research works with national and local criminal justice agencies, policymakers, courts, and community-based organizations to answer pressing questions and improve both t he effectiveness of the criminal justice system and the outcomes of individuals involved i n it. 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 delive red. CABS has collaborated with scores of education and human service programs in more tha n two dozen states to develop and test behavioral interventions to improve outcomes for cl ients and students. CABS combines MDRCs expertise in social programs with insights from be havioral science. Projects that are affiliated with CABS develop innovative, low-cost inte rventions to improve the effectiveness of social programs and the experiences of the famil ies and individuals receiving these services. Interventions are based on research from beh avioral science, including behavioral economics, social psychology, cognitive psychology, and organizational behavior. P

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART III, LINE 4D - OTHER PROGRAMS	roblems tackled by the Center address relevant policies in human services programs, educat ional settings, and employment training programs. Using a diagnostic methodology to identi fy opportunities most amenable to light-touch, high-impact interventions, CABS designs int erventions and tests their impact through experimentation and provides technical assistanc e to social service agencies implementing such approaches. In 2019, we developed a dedicat ed CABS website that highlights the breadth of the centers work with 100 agencies, educati onal institutions, and nonprofits in 26 states using behavioral science to solve problems and improve outcomes. Center for Data Insights Across the social sector, government agenci es, educational institutions, and nonprofit organizations are all benefiting from greater access both to more detailed and frequent data and to a variety of options for increased c omputing power. With data-science tools and guidance in applying them, practitioners can h arness multiple sources of data to gain new insights about the individuals they serve, the contexts in which they operate, their staff members, and their program features. When suc h tools are incorporated into daily operations in a responsible way, they can help practit ioners improve their programs and the lives of those they serve. With the launch of the MD RC Center for Data Insights, MDRC is furthering its long-standing commitment to helping or ganizations with which we collaborate their programs and systems by harnessing the benefit s of operational data-science techniques - those that produce actionable insights that can affect daily practice. Ranging from simple descriptive summaries to advanced machine lear ning algorithms, the centers projects aim to use institutions increasingly rich data to pr ovide new insights that can help them refine and target their services. The centerpiece of CDIs work is a major federal project the TANF Data Initiative which works with welfare ag encies in building long-term staff capacity at the local, state, and federal levels, while also making immediate contributions to the quality of TANF data.the quality of TANF data.