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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 black lung benefit trust or private foundation)  
 The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047  
**2012**  
**Open to Public Inspection**

**A For the 2012 calendar year, or tax year beginning 01-01-2012, 2012, and ending 12-31-2012**

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization MDRC  Doing Business As	<b>D</b> Employer identification number  23-7379473
	Number and street (or P O box if mail is not delivered to street address) Room/suite 16 EAST 34TH STREET 19TH FLOOR Suite	<b>E</b> Telephone number  (212) 532-3200
	City or town, state or country, and ZIP + 4 NEW YORK, NY 100164326	<b>G</b> Gross receipts \$ 68,160,973

**F** Name and address of principal officer  
 GORDON BERLIN  
 16 EAST 34th STREET 19th fl  
 NEW YORK, NY 100164326

**H(a)** Is this a group return for affiliates?  Yes  No  
**H(b)** Are all affiliates 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**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities mdrc is dedicated to learning what works to improve the well-being of low income people through our research, we seek to enhance the effectiveness of social policies and programs that affect the poor		
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	13
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	13
	<b>5</b> Total number of individuals employed in calendar year 2012 (Part V, line 2a)	<b>5</b>	343
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	0
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	-3,463
<b>b</b> Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>	0	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b>	<b>Current Year</b>
	<b>9</b> Program service revenue (Part VIII, line 2g)	50,271,251	57,464,407
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,420,532	1,587,159
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	814,624	1,600,557
	<b>12</b> Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	0	0
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1–3)	52,506,407	60,652,123
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)	2,971,018	2,638,444
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	0
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)	25,101,398	27,869,873
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ 18,184	0	0
	<b>17</b> Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	27,623,072	32,650,027
	<b>18</b> Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	55,695,488	63,158,344
<b>19</b> Revenue less expenses Subtract line 18 from line 12	-3,189,081	-2,506,221	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	<b>Beginning of Current Year</b>	<b>End of Year</b>
	<b>21</b> Total liabilities (Part X, line 26)	85,982,863	90,045,462
	<b>22</b> Net assets or fund balances Subtract line 21 from line 20	8,295,903	13,089,954

**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

<b>Sign Here</b>	***** Signature of officer	2013-10-18 Date
	jesus M Amadeo senior vice president Type or print name and title	

<b>Paid Preparer Use Only</b>	Prnt/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Firm's name ▶ GRANT THORNTON LLP			Firm's EIN ▶	
	Firm's address ▶ 666 THIRD AVENUE NEW YORK, NY 100174057			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 to any question 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 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 the effectiveness of social policies and programs that affect the poor With a staff of more than 300, MDRC carries out its mission by mounting large-scale evaluations of government and community programs targeted to low-income people, developing and field-testing promising new approaches, providing technical assistance, and working to ensure that our evidence informs the design and implementation of policies and programs We helped pioneer the use of random assignment - the same highly reliable methodology used to test new medicines - in social policy research Working in partnership with others, MDRC is building an important body of evidence about what works - and doesn't work - to a

**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 \$ 14,148,162 including grants of \$ 156,935 ) (Revenue \$ 952,186 )  
 Family Well-Being and Children's 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 MDRC's 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 Our two-generation approaches hold the most promise, as developmental theory predicts that improving outcomes for both parents and children together has more powerful effects than focusing on either generation alone For 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 For instance, MDRC is the lead evaluator of the federal government's \$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 In the Supporting Healthy Marriage project, we are testing relationship education programs for low-income married couples 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 just recently launched a demonstration project in New York City, Making Pre-K Count, that seeks to improve the math readiness skills of preschool children Finally, MDRC is the lead in the Behavioral Interventions to Advance Self-Sufficiency (BIAS) project, an unprecedented opportunity to apply and test insights about the science of decision-making in the context of social assistance programs areas and populations supported by the Administration for Children and Families (ACF) in the U.S. Department of Health and Human Services Selected highlights in 2012 - Launched the Making Pre-K Count demonstration in New York City, a test of an innovative math-focused intervention for preschools serving low-income children Making Pre-K Count represents the first project in an early childhood initiative at MDRC sponsored by the Robin Hood Foundation - Released final implementation findings and interim impact results from the Supporting Healthy Marriage Demonstration, which is testing relationship and marriage skills programs for low-income married couples - Continued to implement the Head Start CARES Project, which is examining the effects and implementation of a set of evidence-based strategies to improve the social and emotional development of children in more than 100 Head Start centers across the country - Began implementing the Mother and Infant Home Visiting Program Evaluation (MIHOPE) for the U.S. Department of Health and Human Services Home visiting programs provide preventive services to families with young children to prevent child maltreatment, improve maternal and child health outcomes, and increase school readiness - Was awarded the MIHOPE-Strong Start evaluation, a companion to the landmark home visiting study described above - Developed pilot tests for the Behavioral Interventions to Advance Self-Sufficiency (BIAS) Project, the first major opportunity to apply a behavioral research lens to programs that serve poor families in the United States - programs like cash assistance, child care, child support, and child welfare

**4b** (Code ) (Expenses \$ 12,374,301 including grants of \$ 695,053 ) (Revenue \$ 57,445 )  
 K-12 Education For nearly 20 years, MDRC has been learning what works best to raise the academic achievement of young people who are at risk of failing 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 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 Secondary School Reform High school dropout rates remain stubbornly high, especially for African-American and Hispanic students And too many students who do graduate aren't ready for college and work We have examined three prominent comprehensive high school reform interventions that have had some measure of success in improving students' outcomes First Things First, Talent Development, and Career Academies Our Career Academies study marked the first time that a random assignment design had been used to evaluate an ongoing high school reform initiative The results of this study - impressive earnings effects continuing eight years after graduation - provided important lessons for the improvement and expansion of the 2,500 Career Academies now operating In addition, MDRC is conducting a study of the New York City's large-scale high school reform since 2002 closing more than 20 large, low-performing schools and opening more than 200 small high schools in their place Finally, as part of the U.S. Department of Education's Investing in Innovation initiative, MDRC is evaluating the Diplomas Now reform model Improving Reading Skills in the Early Grades MDRC's focus is on interventions that improve classroom instruction in the early grades MDRC played a lead role in the design and execution of the federally mandated evaluation of Reading First, established under the No Child Left Behind Act of 2001, which targeted funding to underperforming schools for scientifically based reading programs The Professional Development in Reading Study tested the impact on reading instruction of intensive professional development and coaching of second-grade teachers We have recently begun an evaluation of Success for All's early reading model, as part of the federal Investing in Innovation initiative Our earlier Evaluation of Enhanced Academic Instruction in After-School Programs tested an effort to strengthen the academic component of after-school programs College Readiness Too many students leave high school unprepared for the rigors of postsecondary education, often ending up in developmental (remedial) education when they enter college MDRC has a number of projects focused on addressing this problem, including "bridge" programs that provide support and academic preparation before students enter college Selected highlights in 2012 - Released follow-up results from MDRC's study of small high school reform in New York City, which is providing rigorous evidence that these schools are narrowing the educational attainment gap and markedly improve graduation rates, particularly for disadvantaged students The report received wide attention, including two editorials in the New York Times - Awarded a contract by the Bill & Melinda Gates Foundation to study the Innovative Professional Development Challenge, which seeks to improve the professional development available to public school teachers - Published a policy brief, Make Me a Match Helping Low-Income and First-Generation Students Make Good College Choices, about MDRC's College Match pilot in Chicago and extended the project to New York City - Conducted evaluations of two programs funded under the U.S. Department of Education's Investing in Innovation (i3) framework - the Success for All program to teach reading to elementary school students, which won a \$50 million scale-up award, and Diplomas Now, a high school reform model that is based on the Talent Development program that we studied in Philadelphia several years back, which won a \$30 million validation grant - Fielded the evaluations of seven programs in the Edna McConnell Clark Foundation's Social Innovation Fund initiative BELL Summer Learning, Communities in Schools, Gateway to College Network, Reading Partners, and The Seed Foundation - Conducting a national evaluation of response to intervention (RTI) programs in elementary schools, RTI offers a multi-tiered framework to identify and serve students who are at risk for academic difficulties and may be eligible for special education services

**4c** (Code ) (Expenses \$ 11,537,059 including grants of \$ 859,382 ) (Revenue \$ 510,003 )  
 Health and Barriers to 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 - people with work-limiting disabilities, those with physical, mental health, or substance abuse problems, long-term welfare recipients, and recipients who have failed in "work-first" programs MDRC has built a portfolio of projects testing innovative strategies to enhance health care services and health outcomes for low-income people, with a particular focus on services for individuals with health- and disability-related barriers to employment At the same time, we are testing programs for ex-prisoners and low-income people who are dependent on federal disability assistance In addition, MDRC has a growing portfolio of projects focused on disconnected youth, which includes the Youth Transition Demonstration and evaluations of YouthBuild, the National Guard Youth ChalleNge program, and Youth Villages The findings of our new studies as they emerge is expected to enhance 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 Selected highlights from 2012 - Launched the nation's first Social Impact Bond, an innovative way to fund promising new programs at no cost to taxpayers, with the City of New York, Goldman Sachs, and Bloomberg Philanthropies MDRC is implementing a cognitive behavioral therapy program for 16- to 18-year-olds detained at New York City's Rikers Island with the goal of reducing the high recidivism rate for this population by focusing on personal responsibility education, training, and counseling - MDRC President Gordon Berlin published a commentary, "How a Safety Net Built Around Work Is Not Up to the Job," in Spotlight on Poverty and Opportunity - Released final results from a ten-year demonstration and evaluation of programs serving hard-to-employ populations, including ex-prisoners, welfare recipients, depressed Medicaid recipients, and parents of children in Early Head Start The transitional jobs program for ex-prisoners reduced recidivism and saved the government money - Conducting an evaluation of the Youth Villages Transitional Living Program in Tennessee - For the Edna McConnell Clark Foundation's Social Innovation Fund Initiative, replicating promising programs for disconnected youth in communities around the country - Continued work on the TANF/SSI Disability Transition Project, which seeks to better understand the relationship between the Temporary Assistance for Needy Families and Supplemental Security Income systems as it relates to welfare applicants and recipients with potential disabilities and to work closely with participating TANF agencies to develop and implement strong pilot tests targeted to that population

(Code ) (Expenses \$ 5,667,776 including grants of \$ 871,074 ) (Revenue \$ 2,984 )  
 YOUTH AND POSTSECONDARY EDUCATION

(Code ) (Expenses \$ 8,979,844 including grants of \$ 56,000 ) (Revenue \$ 64,541 )  
 LOW WAGE WORKER & COMMUNITIES

(Code ) (Expenses \$ 1,855,382 including grants of \$ ) (Revenue \$ )  
 INFORMATION DISSEMINATION, PROGRAM DEVELOPMENT

**4d** Other program services (Describe in Schedule O )  
 (Expenses \$ 16,503,002 including grants of \$ 927,074 ) (Revenue \$ 67,525 )

**4e** Total program service expenses 54,562,524

**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> <input checked="" type="checkbox"/>	Yes	
<b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)? <input checked="" type="checkbox"/>	Yes	
<b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		No
<b>4 Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		No
<b>5</b> 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? <i>If "Yes," complete Schedule C, Part III</i>		No
<b>6</b> 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? <i>If "Yes," complete Schedule D, Part I</i> <input checked="" type="checkbox"/>		No
<b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i> <input checked="" type="checkbox"/>		No
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> <input checked="" type="checkbox"/>		No
<b>9</b> 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? <i>If "Yes," complete Schedule D, Part IV</i> <input checked="" type="checkbox"/>		No
<b>10</b> Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> <input checked="" type="checkbox"/>	Yes	
<b>11</b> 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		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i> <input checked="" type="checkbox"/>	Yes	
<b>b</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? <i>If "Yes," complete Schedule D, Part VII</i> <input checked="" type="checkbox"/>	Yes	
<b>c</b> 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? <i>If "Yes," complete Schedule D, Part VIII</i> <input checked="" type="checkbox"/>		No
<b>d</b> 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? <i>If "Yes," complete Schedule D, Part IX</i> <input checked="" type="checkbox"/>		No
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> <input checked="" type="checkbox"/>	Yes	
<b>f</b> 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)? <i>If "Yes," complete Schedule D, Part X</i> <input checked="" type="checkbox"/>	Yes	
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> <input checked="" type="checkbox"/>	Yes	
<b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> <input checked="" type="checkbox"/>		No
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		No
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States?		No
<b>b</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? <i>If "Yes," complete Schedule F, Parts I and IV</i>		No
<b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? <i>If "Yes," complete Schedule F, Parts II and IV</i>		No
<b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? <i>If "Yes," complete Schedule F, Parts III and IV</i>		No
<b>17</b> 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? <i>If "Yes," complete Schedule G, Part I (see instructions)</i>		No
<b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		No
<b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		No
<b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		No
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		

**Part IV Checklist of Required Schedules** *(continued)*

<b>21</b> Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> . . . . .	<b>21</b>	Yes	
<b>22</b> Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> . . . . .	<b>22</b>		No
<b>23</b> 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? <i>If "Yes," complete Schedule J</i> . . . . .	<b>23</b>	Yes	
<b>24a</b> 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? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25</i> . . . . .	<b>24a</b>		No
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .	<b>24b</b>		
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .	<b>24c</b>		
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .	<b>24d</b>		
<b>25a Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> . . . . .	<b>25a</b>		No
<b>b</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? <i>If "Yes," complete Schedule L, Part I</i> . . . . .	<b>25b</b>		No
<b>26</b> Was a loan to or by a current or former officer, director, trustee, key employee, highest compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i> . . . . .	<b>26</b>		No
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> . . . . .	<b>27</b>		No
<b>28</b> 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)			
<b>a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	<b>28a</b>		No
<b>b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	<b>28b</b>		No
<b>c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	<b>28c</b>		No
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> . . . . .	<b>29</b>		No
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> . . . . .	<b>30</b>		No
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> . . . . .	<b>31</b>		No
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> . . . . .	<b>32</b>		No
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> . . . . .	<b>33</b>		No
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> . . . . .	<b>34</b>		No
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?	<b>35a</b>		No
<b>b</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)? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	<b>35b</b>		
<b>36 Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	<b>36</b>		No
<b>37</b> 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? <i>If "Yes," complete Schedule R, Part VI</i>	<b>37</b>		No
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .	<b>38</b>	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response to any question in this Part V

Table with columns for question ID, question text, and Yes/No response. Includes questions 1a-1b, 1c, 2a-2b, 3a-3b, 4a-4b, 5a-5c, 6a-6b, 7a-7h, 8, 9a-9b, 10a-10b, 11a-11b, 12a-12b, 13a-13c, and 14a-14b.

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 to any question in this Part VI . . . . . [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (13); 1b Enter the number of voting members included in line 1a, above, who are independent (13); 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? (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? (No); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (No); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (No); 6 Did the organization have members or stockholders? (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? (No); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (No); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? (Yes); 8b Each committee with authority to act on behalf of the governing body? (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 (No).

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

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (No); 10b 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?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (Yes); 11b 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 (Yes); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (Yes); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done (Yes); 13 Did the organization have a written whistleblower policy? (Yes); 14 Did the organization have a written document retention and destruction policy? (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? 15a The organization's CEO, Executive Director, or top management official (Yes); 15b Other officers or key employees of the organization (Yes); 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? (No); 16b 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?

Section C. Disclosure

- 17 List the States with which a copy of this Form 990 is required to be filed CA, NY
18 Section 6104 requires an organization to make its Form 1023 (or 1024 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, [X] 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, physical address, and telephone number of the person who possesses the books and records of the organization: LORRAINE KARLEN CONTROLLER 16 EAST 34TH ST NEW YORK, NY (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 to any question 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

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

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			
(1) Isabel Sawhill Director	1 0	X					3,000			
(2) Richard J Murnane Director	1 0	X					4,800			
(3) Mary Jo Bane Vice Chairman	1 0	X					4,000			
(4) Ron Haskins Director	1 0	X					3,800			
(5) James H Johnson Jr Director	1 0	X					3,000			
(6) Jan Nicholson Director	1 0	X					4,500			
(7) Rudolph G Penner Treasurer	1 0	X					4,500			
(8) John S Reed Director	1 0	X								
(9) Michael Roster Director	1 0	X								
(10) Robert Solow Chairman	1 0	X					6,500			
(11) Lawrence Katz Director	1 0	X					3,733			
(12) Bridget Terry Long Director	1 0	X					3,000			
(13) Cecilia Rouse Director	1 0	X					3,500			
(14) Gordon Berlin President	35 0			X			395,792	0	52,622	
(15) Jesus M Amadeo Sr Vice President	35 0			X			288,736		48,378	
(16) Robert J Ivry Sr Vice President	35 0			X			291,654		49,570	
(17) Barbara Goldman Vice President	35 0			X			191,776		23,553	



**Part VIII Statement of Revenue**

Check if Schedule O contains a response to any question 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, 513, or 514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b> Federated campaigns . . . . . <b>1a</b>					
	<b>b</b> Membership dues . . . . . <b>1b</b>					
	<b>c</b> Fundraising events . . . . . <b>1c</b>					
	<b>d</b> Related organizations . . . . . <b>1d</b>					
	<b>e</b> Government grants (contributions) <b>1e</b>	33,826,732				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above <b>1f</b>	23,637,675				
	<b>g</b> Noncash contributions included in lines 1a-1f \$					
	<b>h Total.</b> Add lines 1a-1f . . . . .	57,464,407				
<b>Program Service Revenue</b>	<b>2a</b> MANAGEMENT FEES					
		Business Code				
		900099	1,587,159	1,587,159		
	<b>b</b>					
	<b>c</b>					
	<b>d</b>					
	<b>e</b>					
<b>f</b> All other program service revenue						
<b>g Total.</b> Add lines 2a-2f . . . . .		1,587,159				
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts) . . . . .	999,027		-3,463	1,002,490	
	<b>4</b> Income from investment of tax-exempt bond proceeds . . . . .	0				
	<b>5</b> Royalties . . . . .	0				
	<b>6a</b> Gross rents	(i) Real				
		(ii) Personal				
		<b>b</b> Less rental expenses				
		<b>c</b> Rental income or (loss)	0	0		
	<b>d</b> Net rental income or (loss) . . . . .		0			
	<b>7a</b> Gross amount from sales of assets other than inventory	(i) Securities	8,110,380			
		(ii) Other				
		<b>b</b> Less cost or other basis and sales expenses	7,508,850			
		<b>c</b> Gain or (loss)	601,530			
	<b>d</b> Net gain or (loss) . . . . .		601,530		601,530	
	<b>8a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 . . . . .	<b>a</b>				
		<b>b</b> Less direct expenses . . . . . <b>b</b>				
<b>c</b> Net income or (loss) from fundraising events . . . . .			0			
<b>9a</b> Gross income from gaming activities See Part IV, line 19 . . . . .	<b>a</b>					
	<b>b</b> Less direct expenses . . . . . <b>b</b>					
	<b>c</b> Net income or (loss) from gaming activities . . . . .		0			
<b>10a</b> Gross sales of inventory, less returns and allowances . . . . .	<b>a</b>					
	<b>b</b> Less cost of goods sold . . . . . <b>b</b>					
	<b>c</b> Net income or (loss) from sales of inventory . . . . .		0			
Miscellaneous Revenue	Business Code					
<b>11a</b>						
<b>b</b>						
<b>c</b>						
<b>d</b> All other revenue . . . . .						
<b>e Total.</b> Add lines 11a-11d . . . . .		0				
<b>12 Total revenue.</b> See Instructions . . . . .		60,652,123	1,587,159	-3,463	1,604,020	

**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 to any question in this Part IX

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>		<b>(A)</b> Total expenses	<b>(B)</b> Program service expenses	<b>(C)</b> Management and general expenses	<b>(D)</b> Fundraising expenses
<b>1</b>	Grants and other assistance to governments and organizations in the United States. See Part IV, line 21	2,638,444	2,638,444		
<b>2</b>	Grants and other assistance to individuals in the United States. See Part IV, line 22	0			
<b>3</b>	Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16	0			
<b>4</b>	Benefits paid to or for members	0			
<b>5</b>	Compensation of current officers, directors, trustees, and key employees	1,972,016	1,018,036	943,852	10,128
<b>6</b>	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
<b>7</b>	Other salaries and wages	20,253,694	16,430,928	3,820,845	1,921
<b>8</b>	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	1,036,417	848,638	187,558	221
<b>9</b>	Other employee benefits	3,054,579	2,448,647	605,175	757
<b>10</b>	Payroll taxes	1,553,167	1,244,246	308,158	763
<b>11</b>	Fees for services (non-employees)				
<b>a</b>	Management	0			
<b>b</b>	Legal	149,491	62,592	86,899	
<b>c</b>	Accounting	158,471		158,471	
<b>d</b>	Lobbying	0			
<b>e</b>	Professional fundraising services. See Part IV, line 17	0			
<b>f</b>	Investment management fees	140,245		140,245	
<b>g</b>	Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	4,680,640	3,850,315	829,812	513
<b>12</b>	Advertising and promotion	0			
<b>13</b>	Office expenses	296,112	249,085	46,935	92
<b>14</b>	Information technology	1,087,243	863,636	223,075	532
<b>15</b>	Royalties	0			
<b>16</b>	Occupancy	2,704,341	2,133,823	569,161	1,357
<b>17</b>	Travel	1,431,028	1,289,349	141,514	165
<b>18</b>	Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
<b>19</b>	Conferences, conventions, and meetings	245,298	164,533	80,696	69
<b>20</b>	Interest	2,607		2,607	
<b>21</b>	Payments to affiliates	0			
<b>22</b>	Depreciation, depletion, and amortization	412,474	327,239	85,032	203
<b>23</b>	Insurance	152,759	120,584	32,099	76
<b>24</b>	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)				
<b>a</b>	SURVEY/DATA COLLECTION	9,952,655	9,952,655		
<b>b</b>	SUBCONTRACTORS	9,688,610	9,688,610		
<b>c</b>	PARTICIPANT INCENTIVES	107,691	107,691		
<b>d</b>	FURNITURE & EQUIPMENT	249,364	198,079	51,163	122
<b>e</b>	All other expenses	1,190,998	925,394	264,339	1,265
<b>25</b>	<b>Total functional expenses.</b> Add lines 1 through 24e	63,158,344	54,562,524	8,577,636	18,184
<b>26</b>	<b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**Part X Balance Sheet**

Check if Schedule O contains a response to any question in this Part X

		(A)		(B)
		Beginning of year		End of year
<b>Assets</b>	<b>1</b> Cash—non-interest-bearing . . . . .	2,963,985	<b>1</b>	3,424,776
	<b>2</b> Savings and temporary cash investments . . . . .	10,158,253	<b>2</b>	9,663,300
	<b>3</b> Pledges and grants receivable, net . . . . .	24,904,244	<b>3</b>	23,329,368
	<b>4</b> Accounts receivable, net . . . . .	0	<b>4</b>	0
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L . . . . .	0	<b>5</b>	0
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L . . . . .	0	<b>6</b>	0
	<b>7</b> Notes and loans receivable, net . . . . .	0	<b>7</b>	0
	<b>8</b> Inventories for sale or use . . . . .	0	<b>8</b>	0
	<b>9</b> Prepaid expenses and deferred charges . . . . .	344,267	<b>9</b>	414,691
	<b>10a</b> Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D . . . . .	11,606,350		
	<b>b</b> Less accumulated depreciation . . . . .	10,017,788		
	<b>11</b> Investments—publicly traded securities . . . . .	1,199,089	<b>10c</b>	1,588,562
	<b>12</b> Investments—other securities See Part IV, line 11 . . . . .	36,543,166	<b>11</b>	40,857,337
	<b>13</b> Investments—program-related See Part IV, line 11 . . . . .	9,571,398	<b>12</b>	9,849,056
	<b>14</b> Intangible assets . . . . .	0	<b>13</b>	0
	<b>15</b> Other assets See Part IV, line 11 . . . . .	0	<b>14</b>	0
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	298,461	<b>15</b>	918,372	
	85,982,863	<b>16</b>	90,045,462	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses . . . . .	7,856,324	<b>17</b>	9,154,192
	<b>18</b> Grants payable . . . . .	75,331	<b>18</b>	3,358,889
	<b>19</b> Deferred revenue . . . . .	0	<b>19</b>	0
	<b>20</b> Tax-exempt bond liabilities . . . . .	0	<b>20</b>	0
	<b>21</b> Escrow or custodial account liability Complete Part IV of Schedule D . . . . .	0	<b>21</b>	0
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L . . . . .	0	<b>22</b>	0
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .	0	<b>23</b>	0
	<b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .	0	<b>24</b>	0
	<b>25</b> 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 . . . . .	364,248	<b>25</b>	576,873
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 . . . . .	8,295,903	<b>26</b>	13,089,954
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets . . . . .	32,809,244	<b>27</b>	35,399,495
	<b>28</b> Temporarily restricted net assets . . . . .	35,927,716	<b>28</b>	32,606,013
	<b>29</b> Permanently restricted net assets . . . . .	8,950,000	<b>29</b>	8,950,000
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds . . . . .		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building or equipment fund . . . . .		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>32</b>	
<b>33</b> Total net assets or fund balances . . . . .	77,686,960	<b>33</b>	76,955,508	
<b>34</b> Total liabilities and net assets/fund balances . . . . .	85,982,863	<b>34</b>	90,045,462	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response to any question in this Part XI

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	60,652,123
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	63,158,344
<b>3</b>	Revenue less expenses Subtract line 2 from line 1	<b>3</b>	-2,506,221
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	<b>4</b>	77,686,960
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	1,774,769
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain in Schedule O)	<b>9</b>	
<b>10</b>	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	<b>10</b>	76,955,508

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response to any question in this Part XII

	Yes	No
<b>1</b> Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
<b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant? 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 <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		No
<b>2b</b> Were the organization's financial statements audited by an independent accountant? 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 <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	Yes	
<b>2c</b> 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? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
<b>3a</b> 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?	Yes	
<b>3b</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	Yes	

**SCHEDULE A**  
(Form 990 or 990EZ)

**Public Charity Status and Public Support**

OMB No 1545-0047

**2012**

**Open to Public Inspection**

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. ▶ See separate instructions.

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 11, 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 )
- 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 organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2)**. (Complete Part III )
- 10  An organization organized and operated exclusively to test for public safety See **section 509(a)(4)**.
- 11  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 that describes the type of supporting organization and complete lines 11e through 11h  
 a  Type I b  Type II c  Type III - Functionally integrated d  Type III - Non-functionally integrated
- e  By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)
- f  If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?  
 (i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?  
 (ii) A family member of a person described in (i) above?  
 (iii) A 35% controlled entity of a person described in (i) or (ii) above?
- h Provide the following information about the supported organization(s)

	Yes	No
<b>11g(i)</b>		No
<b>11g(ii)</b>		No
<b>11g(iii)</b>		No

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of monetary support
			Yes	No	Yes	No	Yes	No	
<b>Total</b>									

**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 fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	63,962,840	73,249,174	60,711,048	50,271,251	57,464,407	305,658,720
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge						0
<b>4 Total.</b> Add lines 1 through 3	63,962,840	73,249,174	60,711,048	50,271,251	57,464,407	305,658,720
<b>5</b> 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)						13,596,303
<b>6 Public support.</b> Subtract line 5 from line 4						292,062,417

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
<b>7</b> Amounts from line 4	63,962,840	73,249,174	60,711,048	50,271,251	57,464,407	305,658,720
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	1,649,440	868,400	855,166	851,725	999,027	5,223,758
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on						0
<b>10</b> Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						0
<b>11 Total support</b> (Add lines 7 through 10)						310,882,478
<b>12</b> Gross receipts from related activities, etc. (see instructions)					<b>12</b>	5,801,853

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

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2012 (line 6, column (f) divided by line 11, column (f))	<b>14</b>	93.946 %
<b>15</b> Public support percentage for 2011 Schedule A, Part II, line 14	<b>15</b>	94.568 %

**16a 33 1/3% support test—2012.** 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—2011.** 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—2012.** 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 IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

**b 10%-facts-and-circumstances test—2011.** 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 IV 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 9 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) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
<b>2</b> 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						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6 Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</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						
<b>c</b> Add lines 7a and 7b						
<b>8 Public support</b> (Subtract line 7c from line 6)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						
<b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and <b>stop here</b> <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2012 (line 8, column (f) divided by line 13, column (f))	<b>15</b>	
<b>16</b> Public support percentage from 2011 Schedule A, Part III, line 15	<b>16</b>	

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for <b>2012</b> (line 10c, column (f) divided by line 13, column (f))	<b>17</b>	
<b>18</b> Investment income percentage from <b>2011</b> Schedule A, Part III, line 17	<b>18</b>	

- 19a 33 1/3% support tests—2012.** 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—2011.** 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** **Supplemental Information.** Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

<b>Facts And Circumstances Test</b>

<b>Explanation</b>

SCHEDULE D (Form 990)

OMB No 1545-0047

Supplemental Financial Statements

2012

Open to Public Inspection

Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990. See separate instructions.

Department of the Treasury Internal Revenue Service

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" to Form 990, Part IV, line 6.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate contributions, grants, and value, and two yes/no questions about donor advisement and grant purposes.

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

Form with multiple questions (1-9) about conservation easements, including purpose, acreage, monitoring, and expenses. Includes a sub-table for 'Held at the End of the Year' with rows 2a, 2b, 2c, 2d.

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

Form with questions (1a, 1b, 2a, 2b) about reporting art and historical treasures, including revenues and assets included in Form 990.

**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" to 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
<b>1c</b> Beginning balance	
<b>1d</b> Additions during the year	
<b>1e</b> Distributions during the year	
<b>1f</b> Ending balance	

**2a** Did the organization include an amount on Form 990, Part X, line 21?  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" to Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
<b>1a</b> Beginning of year balance . . . . .	29,049,334	28,752,939	28,033,791	25,833,551	32,190,181
<b>b</b> Contributions . . . . .					
<b>c</b> Net investment earnings, gains, and losses	2,249,733	1,416,573	1,885,338	3,336,798	-5,284,405
<b>d</b> Grants or scholarships . . . . .					
<b>e</b> Other expenditures for facilities and programs . . . . .	1,099,360	1,120,178	1,166,190	1,136,558	1,072,225
<b>f</b> Administrative expenses . . . . .					
<b>g</b> End of year balance . . . . .	30,199,707	29,049,334	28,752,939	28,033,791	25,833,551

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

- a** Board designated or quasi-endowment ▶ 31.700 %
  - b** Permanent endowment ▶ 29.600 %
  - c** Temporarily restricted endowment ▶ 38.700 %
- The percentages in 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
<b>(i)</b> unrelated organizations . . . . .	<b>3a(i)</b>	No
<b>(ii)</b> related organizations . . . . .	<b>3a(ii)</b>	No
<b>b</b> If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? . . . . .	<b>3b</b>	

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

**Part VI Land, Buildings, and Equipment.** 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
<b>1a</b> Land . . . . .				
<b>b</b> Buildings . . . . .				
<b>c</b> Leasehold improvements . . . . .		1,339,899	933,896	406,003
<b>d</b> Equipment . . . . .		10,266,451	9,083,892	1,182,559
<b>e</b> Other . . . . .				
<b>Total.</b> Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				1,588,562



**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**

<b>1</b>	Total revenue, gains, and other support per audited financial statements . . . . .	<b>1</b>	62,286,647
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
<b>a</b>	Net unrealized gains on investments . . . . .	<b>2a</b>	1,774,769
<b>b</b>	Donated services and use of facilities . . . . .	<b>2b</b>	
<b>c</b>	Recoveries of prior year grants . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII ) . . . . .	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	1,774,769
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	60,511,878
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line <b>1</b>		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	140,245
<b>b</b>	Other (Describe in Part XIII ) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	140,245
<b>5</b>	Total revenue Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12 ) . . . . .	<b>5</b>	60,652,123

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**

<b>1</b>	Total expenses and losses per audited financial statements . . . . .	<b>1</b>	63,018,099
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25		
<b>a</b>	Donated services and use of facilities . . . . .	<b>2a</b>	
<b>b</b>	Prior year adjustments . . . . .	<b>2b</b>	
<b>c</b>	Other losses . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII ) . . . . .	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	63,018,099
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line <b>1</b> :		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	140,245
<b>b</b>	Other (Describe in Part XIII ) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	140,245
<b>5</b>	Total expenses Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18 ) . . . . .	<b>5</b>	63,158,344

**Part XIII Supplemental Information**

Complete this part to 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

Identifier	Return Reference	Explanation
Part XIV Supplemental Information	Part V, Line 4	mdrc's board of directors created an endowment fund in 1999 the fund includes permanently restricted, temporarily restricted, and unrestricted contributions that have been designated to the fund for the purpose of matching a \$7 million, five year challenge grant given by the atlantic philanthropies spending from the endowment fund is intended to support program development, information dissemination activities, and corporate strategic initiatives spending from the endowment is approved by the board of directors based on the rules established under mdrc's endowment spending policy
PART XIV SUPPLEMENTAL INFORMATION	PART X, LINE 2 FIN 48 (ASC 740)	MDRC adopted ASC 740-10 as of January 1, 2009 ASC 740-10 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 section provides that the tax effects from an uncertain tax position can only be recognized in the financial statements if the position is "more-likely-than-not" to be sustained if the position were to be challenged by a taxing authority The assessment of the tax position is based solely on the technical merits of the position, without regard to the likelihood that the tax position may be challenged MDRC is exempt from income tax under IRC section 501(c)(3), though it is subject to tax on income unrelated to its exempt purpose, unless that income is otherwise excluded by the Code The tax years ending 2009, 2010, 2011 are still open to audit for both federal and state purposes The adoption of ASC 740-10 did not have a material impact on MDRC's financial statements

Schedule I (Form 990)

OMB No 1545-0047

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

2012

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.

Attach to Form 990

Open to Public Inspection

Department of the Treasury Internal Revenue Service

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?
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 Governments and Organizations in the United States. Complete if the organization answered "Yes" to 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 Code 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

See Additional Data Table

Table with 8 columns: (a) Name and address of organization or government, (b) EIN, (c) IRC Code section if applicable, (d) Amount of cash grant, (e) Amount of non-cash assistance, (f) Method of valuation, (g) Description of non-cash assistance, (h) Purpose of grant or assistance. The table is currently empty.

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

**Part III Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to 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 non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance

**Part IV Supplemental Information.**

Complete this part to provide the information required in Part I, line 2, Part III, column (b), and any other additional information

Identifier	Return Reference	Explanation
SCHEDULE I	PART IV LINE 2	MDRC MONITORS USE OF FUNDS AWARDED THROUGH A COMBINATION OF FINANCIAL REPORTING, PROGRAMMATIC REPORTING, SITE VISITS, AND AUDITS EACH RECIPIENT SIGNS AN AGREEMENT WITH MDRC WHICH SPECIFIES THE RESTRICTED PURPOSE AND PERIOD OF 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

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

## Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code 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
BOROUGH OF MANHATTAN COMMUNITY COLLEGE FDN 199 CHAMBERS STREET NEW YORK, NY 10007	51-0187969	501(c)(3)	220,000				RESTRICTED PURPOSE
CVS1920 Enterprose Parkway Twinsburg, FL 33606	05-0340626		16,000				RESTRICTED PURPOSE
COMMUNITY PREVENTION PTSHP OF BERKS COUNTY 227 NORTH FIFTH STREET READING, PA 19601	23-2735283	501(c)(3)	15,000				RESTRICTED PURPOSE
HOSTOS COMMUNITY COLLEGE FOUNDATION 500 GRAND CONCOURSE BRONX, NY 10451	13-3116643	501(c)(3)	26,000				RESTRICTED PURPOSE AWARD
UNIVERSITY OF NEW MEXICO MSC 01 1447 1 UNIVERSITY OF NEW MEX ALBUQUERQUE, NM 87131	85-6000642	501(c)(3)	42,000				RESTRICTED PURPOSE AWARD
HILLSBOROUGH COUNTY PUBLIC SCHOOLS 5410 20TH Street Tampa, FL 33610	59-6000660	501(c)(3)	6,000				RESTRICTED PURPOSE AWARD
Los Angeles Unifies School 333 South Beaudry Ave Los Angeles, CA 90017	95-6001908	501(C)(3)	20,000				RESTRICTED PURPOSE AWARD
United Negro Fund 8260 Willow Oaks Corp Drive Fairfax, VA 22031	13-1624241	501(C)(3)	100,000				RESTRICTED PURPOSE AWARD
Youth Village Operation 3320 Brothers BLVD Memphis, TN 38133	59-1716970	501(C)(3)	50,000				RESTRICTED PURPOSE AWARD
FREDERICK DOUGLASS HIGH SCHOOL 225 Hamilton E Holmes Drive Atlanta, GA 30318	58-6000134	501(C)(3)	20,000				RESTRICTED PURPOSE AWARD
MT SAN ANTONIO COLLEGE 1100 North Grand Avenue Walnut, CA 91789	95-6002131	501(C)(3)	25,000				RESTRICTED PURPOSE AWARD
OAKLAND UNIFIED SCHOOL DISTRICT College And Career Reading Room 104-MCCLYMONDS Oakland, CA 94607	94-6000385	501(C)(3)	10,000				RESTRICTED PURPOSE AWARD
THE SCHOOL BOARD OF BROWARD COUNTY Broward County Public School 600 SE Third Avenue Fort Lauderdale, FL 33314	59-6000530	501(C)(3)	331,268				RESTRICTED PURPOSE AWARD
BERKS COMMUNITY ACTION PROGRAM 518 WASHINGTON STREET PO BOX 22 READING, PA 19601	23-1704527	501(c)(3)	15,000				RESTRICTED PURPOSE AWARD
BROWARD COLLEGE 111 EAST LAS OLAS BLVD FORT LAUDERDALE, FL 33301	59-1216107	501(c)(3)	8,000				RESTRICTED PURPOSE AWARD
CNM FOUNDATION 525 BUENA VISTA DRIVE SE ALBURQURQUE, NM 87106	85-0338623	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
COMM IN SCHOOLS OF CHARLESTON 600 EAST 5TH STREET CHARLOTTE, NC 28202	58-1661795	501(c)(3)	14,250				RESTRICTED PURPOSE AWARD
COMM IN SCHOOLS OF SAN ANTONIO 1616 E COMMERCE STREET BUILDING 1 SAN ANTONIO, TX 78205	74-2393714	501(c)(3)	12,500				RESTRICTED PURPOSE AWARD
COMMUNITIES IN SCHOOL 425 AUSTIN AVENUE WACO, TX 76701	74-2563411	501(c)(3)	12,000				RESTRICTED PURPOSE AWARD
COMM IN SCHOOLS OF CAPE FEAR 20 NORTH 4TH STREET WILMINGTON, NC 28401	20-3385755	501(c)(3)	5,750				RESTRICTED PURPOSE AWARD

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States							
(a) Name and address of organization or government	(b) EIN	(c) IRC Code 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
CREIGHTON SCHOOL DISTRICT 2701 EAST FLOWER STREET PHOENIX, AZ 85016	86-6000474	501(c)(3)	5,500				RESTRICTED PURPOSE AWARD
DC PUBLIC EDUCATION FUND 1534 14TH STREET NW WASHINGTON, DC 20005	26-1607955	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
EAST BATON ROUGE PARISH 1050 SOUTH FOSTER DRIVE BATON ROUGE, LA 70806	71-6000353	501(c)(3)	30,000				RESTRICTED PURPOSE AWARD
EXCEL HIGH SCHOOL 95 G STREET SOUTH BOSTON, MA 02127	04-6001380	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
FAMILY AND WORKFORCE CENTER OF AMERAT THE MET CENTER 6347 PLYMOUTH AVENUE SAINT LOUIS, MO 63133	45-3762044	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
FRANKLIN PIERCE SCHOOL DISTRICT 315 129TH STREET SOUTH TACOMA, WA 98444	91-6014726	501(c)(3)	6,500				RESTRICTED PURPOSE AWARD
FRONT RANGE COMMUNITY 3645 WEST 112TH AVENUE WESTMINISTER, CO 80031	38-3721881	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
GATEWAY TO COLLEGE PROGRAM ONE MASSASOIT BLVD BROCKTON, MA 02302	04-6002284	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
GATEWAY TO COLLEGE EARLY 4800 MAGNOLIA AVENIE RIVERSIDE, CA 92506	20-1474086	501(c)(3)	22,500				RESTRICTED PURPOSE AWARD
LAKE WASHINGTON INSTITUTE 11605 132ND AVENUE NE KIRKLAND, WA 98034	91-1523302	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
LANEY COLLEGE 900 FALLON STREET OAKLAND, CA 94607	94-1590799	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
LILLA G FREDERICK MIDDLE SCHOOL 270 COLUMBIA ROAD DORCHESTER, MA 02121	04-6001380	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
LOGAN CITY SCHOOL DISTRICT 101 WEST CENTER STREET LOGAN, UT 84321	87-6000500	501(c)(3)	6,500				RESTRICTED PURPOSE AWARD
MACON RESOURCES INC 2121 HUBBARD AVENUE DECATUR, IL 62526	37-1224992	501(c)(3)	15,000				RESTRICTED PURPOSE AWARD
MESA PUBLIC SCHOOLS 63 EAST MAIN STREET MESA, AZ 85201	86-6000481	501(c)(3)	10,500				RESTRICTED PURPOSE AWARD
MIAMI NORLAND SENIOR HIGH SCHOOL 1050 NW 195TH STREET MIAMI, FL 33169	59-6000572	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
MICHIGAN SEPT OD HUMAN SERVICES 235 S GRAND AVENUE LANSING, MI 48909	38-6000134	501(c)(3)	75,000				RESTRICTED PURPOSE AWARD
NORTH MIAMI MIDDLE SCHOOL 700 NE 137TH STREET MIAMI, FL 33161	59-6000572	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
OGDEN SCHOOL DISTRICT 1950 MONROE BLVD OGDEN, UT 84401	87-6000507	501(c)(3)	5,500				RESTRICTED PURPOSE AWARD
PERRY COUNTY FAMILY CENTER 8391 R-SPRING ROAD SUITE 3 - PO BOX 673 NEW BLOOMFIELD, PA 17068	65-1282783	501(c)(3)	15,000				RESTRICTED PURPOSE AWARD

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

(a) Name and address of organization or government	(b) EIN	(c) IRC Code 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
PINNACLE HEALTH FOUNDATION 2645 NORTH THIRD STREET HARRISBURG, PA 17110	25-1778644	501(c)(3)	15,000				RESTRICTED PURPOSE AWARD
PUEBLO COMMUNITY COLLEGE 900 WEST ORMAN AVENUE PUEBLO, CO 81004	38-3721881	501(c)(3)	10,000				RESTRICTED PURPOSE AWARD
RAMSEY COUNTY WORKFORCE 2098 11TH AVENUE EAST NORTH ST PAUL, MN 55109	41-6005875	501(c)(3)	100,000				RESTRICTED PURPOSE AWARD
RESEARCH FOUNDATION OF CUNY 222-05 56TH ANENUE BAYSIDE, NY 11364	13-1988190	501(c)(3)	862,319				RESTRICTED PURPOSE AWARD
RICHLAND SCHOOL DISTRICT 615 SNOW AVENUE RICHLAND, WA 99352	91-6001629	501(c)(3)	6,500				RESTRICTED PURPOSE AWARD
SCHAUMBURG CC SCHOOL DISTRICT 54524 EAST SCHAUMBURG ROAD SHAUMBURG, IL 60194	36-6008077	501(c)(3)	12,500				RESTRICTED PURPOSE AWARD
SINCLAIR COMMUNITY COLLEGE 444 WEST THIRD STREET DAYTON, OH 45402	31-0723444	501(c)(3)	9,512				RESTRICTED PURPOSE AWARD
SNYDER UNION MIFFIN CHILDREN 14 S 11TH STREET MIFFINBURG, PA 17844	23-1706558	501(c)(3)	15,000				RESTRICTED PURPOSE AWARD
SPARKPOINT AT SKYLINE COLLEGE 3300 COLLEGE DRIVE SAN BRUNO, CA 94066	94-3084147	501(c)(3)	15,000				RESTRICTED PURPOSE AWARD
SPRING-FORD AREA SCHOOL 857 SOUTH LEWIS ROAD ROYERSFORD, PA 19468	23-1674212	501(c)(3)	6,500				RESTRICTED PURPOSE AWARD
STANISLAUS COUNTY OFFICE 1100 H STREET MODESTO, CA 95354	77-0467526	501(c)(3)	25,000				RESTRICTED PURPOSE AWARD
SUNRISE CHILDREN FOUNDATION 2795 EAST DESERT INN ROAD LAS VEGAS, NV 89121	88-0306804	501(c)(3)	15,000				RESTRICTED PURPOSE AWARD
TARRANT COUNTY COLLEGE 1500 HOISTON STREET FORT WORTH, TX 76102	75-1217163	501(c)(3)	8,000				RESTRICTED PURPOSE AWARD
YOUTHBUILD PHILADELPHIA 1231 NORTH BROAD STREET PHILLADELPHIA, PA 19122	23-2728467	501(c)(3)	20,000				RESTRICTED PURPOSE AWARD

**Schedule J**  
(Form 990)

**Compensation Information**

OMB No 1545-0047

**2012**

**Open to Public Inspection**

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Department of the Treasury  
Internal Revenue Service

Name of the organization  
MDRC

Employer identification number

23-7379473

**Part I Questions Regarding Compensation**

- 1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.
- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees   |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) |

**b** If any of the boxes in 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.

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?

**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.

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee              | <input type="checkbox"/> Written employment contract                                |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input checked="" type="checkbox"/> Form 990 of other organizations     | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed in 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?
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
- c** Participate in, or receive payment from, an equity-based compensation arrangement?  
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) and 501(c)(4) organizations only must complete lines 5-9.**

**5** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?  
If "Yes," to line 5a or 5b, describe in Part III.

**6** For persons listed in 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?
- b** Any related organization?  
If "Yes," to line 6a or 6b, describe in Part III.

**7** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III.

**8** Were any amounts reported in Form 990, Part VII, paid or accrued 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.

**9** If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
<b>1b</b>		
<b>2</b>		
<b>4a</b>		No
<b>4b</b>		No
<b>4c</b>		No
<b>5a</b>		No
<b>5b</b>		No
<b>6a</b>		No
<b>6b</b>		No
<b>7</b>	Yes	
<b>8</b>		No
<b>9</b>		

**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 in 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 reported as deferred in prior Form 990
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
See Additional Data Table							

**Part III Supplemental Information**

Complete this part to 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.

Identifier	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

**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		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Gordon Berlin	(i) (ii)	371,254 0	20,000 0	4,538 0	22,974 0	29,648 0	448,414 0	0 0
Jesus M Amadeo	(i) (ii)	269,804	10,000	8,932	22,974	25,404	337,114	
Robert J Ivry	(i) (ii)	266,730	15,000	9,924	22,974	26,596	341,224	
Barbara Goldman	(i) (ii)	180,552	6,332	4,892	14,009	9,544	215,329	
Frederick Doolittle	(i) (ii)	218,482	10,000	4,538	18,670	25,659	277,349	
Sharon L Rowser	(i) (ii)	173,861	2,000	3,830	13,526	24,845	218,062	
Thomas Brock	(i) (ii)	177,647	3,000	1,842	13,823	10,170	206,482	
James A Riccio	(i) (ii)	174,254	2,500	2,451	13,527	25,125	217,857	
Howard S Bloom	(i) (ii)	250,350	5,000	8,731	21,845	27,162	313,088	
Charles Michalopoulos	(i) (ii)	178,682	10,000	2,045	13,907	17,821	222,455	
Anne Fenton	(i) (ii)	177,481		1,587	13,814	9,772	202,654	

**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 to provide any additional information.**  
▶ **Attach to Form 990 or 990-EZ.**

OMB No 1545-0047

**2012**

**Open to Public Inspection**

Name of the organization MDRC	Employer identification number 23-7379473
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Identifier	Return Reference	Explanation
Other program services	Part III Other Program Services	<p>Young Adults and Postsecondary Education According to the U.S. Census Bureau, individuals who have a bachelor's degree will earn about \$2.1 million over their lifetimes - about one-third more than those who start but do not complete college and nearly twice as much as those who only have a high school diploma. Additionally, college graduates are more likely to be employed - high school dropouts are five times as likely to be unemployed today as workers with degrees. Although the U.S. Department of Labor forecasts that 70 percent of all new jobs will require a postsecondary credential, 60 million adults currently lack one. Access to higher education has been greatly expanded since the mid-1960s. Unfortunately, rates of persistence and credential completion in remain distressingly low, particularly at community colleges - where only one-third of all students who enter with the intention of earning a degree or certificate actually meet this goal within six years. The reasons behind this problem are myriad - some have to do with the students themselves (for instance, 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 advising and financial aid, uncertainty over how to teach basic skills to adults, and constraints in course offerings and inflexible scheduling). Policymakers and the philanthropic sector have focused new efforts on increasing student persistence and achievement in postsecondary education. For example, the Obama Administration has set a goal for the nation of once again having the highest proportion of college graduates in the world by 2020, and Lumina Foundation for Education is seeking to increase the proportion of Americans with "high-quality" degrees and credentials to 60 percent by the year 2025. Since the launch of its Opening Doors Demonstration in the early 2000s, MDRC has been at the forefront of developing and evaluating strategies to help students succeed, particularly students at community colleges and nonselective four-year institutions. Our current research agenda focuses on the following interventions - revisions to financial aid policies and information to help students pay for college and associated expenses, - improvements in guidance counseling and other support services to help students plan their courses wisely and overcome problems that interfere with school, - improvement of developmental education in the form of accelerated programs, support services, and mentoring programs to get students to master basic skills and move on to college-level courses, - institutional reform, including efforts to help community colleges make better use of student records and other data to improve instruction and services to help more students succeed, and - learning communities or "linked courses" to help students become more engaged in their studies and pass developmental level courses at higher rates. Selected highlights from 2012 - Released two reports providing impact findings from evaluations of learning communities at six community colleges - providing the most definitive evidence to date on the effectiveness of this intervention, particularly for developmental students - Published early findings from MDRC's study of CUNY's innovative and comprehensive Accelerated Study in Associate Programs (ASAP), showing large effects on full-time enrollment and academic achievement among developmental students - Published interim results from sites in the Performance-Based Scholarship Demonstration - Evaluating the Gates Foundation's signature Completion by Design Initiative - Released results from several studies of "bridge programs" that help low-achieving high school students prepare for postsecondary education. Low-Wage Workers and Communities Long regarded as a leading investigator of policies to improve the lives of families on welfare, MDRC is bringing 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 and most rigorous evaluations of such interventions in the country. The concentration of poverty - and an associated lack of access to good jobs, affordable housing, quality goods and services, and economic and political resources - presents special challenges for improving the prospects of residents of 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, a significant employment program undertaken inside some of the nation's poorest inner-city housing projects. Based on the positive findings from Jobs-Plus, we are replicating the program in two cities in a Social Innovation Fund initiative with the Mayor's Fund to Advance New York City and the NYC Center for Economic Opportunity. Selected highlights from 2012 - Released early findings from a demonstration project offering financial incentives to housing voucher recipients, including participants in the federal Family Self-Sufficiency program - Published the final report from the Work Advancement and Support Center Demonstration, an innovative program developed by MDRC to help low-wage workers access work supports and move up the career ladder - Selected by the U.S. Department of Housing and Urban Development to evaluate the federal Family Self-Sufficiency Program and to launch a rent reform demonstration of housing choice voucher programs - Through the Center for Economic Opportunity's Social Innovation Fund Initiative, testing five innovative programs first piloted in New York City in communities around the country - MDRC President Gordon Berlin testified before the House Ways and Means Subcommittee on Human Resources about how the federal government could improve access to federal data to allow for more efficient evaluations of social programs.</p>
GOVERNANCE, MANAGEMENT AND DISCLOSURE	PART VI SECTION A LINE 11A	<p>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. PART VI, SECTION B LINE 12C 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 a determination regarding action that should follow the reporting of an actual or potential conflict. 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, Ethicspoint, which hosts an online site and toll-free number which employees can use to make complaints anonymously or in identifiable form. PART VI, SECTION B LINE 15A 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 TWO TOP PAID OFFICERS OF THE ORGANIZATION BASED ON SURVEY INFORMATION PROVIDED TO THEM FROM BOTH INTERNAL AND EXTERNAL SOURCES. THE INDIVIDUALS ARE MESSRS BERLIN, AMADEO, AND IVRY. EACH YEAR MDRC'S HUMAN RESOURCES FUNCTION CONDUCTS A SURVEY OF POLICY RESEARCH ORGANIZATIONS THAT PERFORM SIMILAR RESEARCH WORK AS MDRC, TO ASCERTAIN THEIR PAY STRUCTURE FOR THE TOP AND SECOND TOP PAID OFFICERS - 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 ANY 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 PARTICIPANTS INCLUDE COMPETING POLICY RESEARCH ORGANIZATIONS, AS WELL AS FOUNDATIONS, ENDOWMENTS, AND UNIVERSITIES. THE RESULTS OF BOTH THE IN-HOUSE AND EXTERNAL SURVEYS AND COMPARISON OF FORM 990S FOR THOSE COMPARABLE NON-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, CHIEF FINANCIAL OFFICER, AND DEVELOPMENT &amp; EXTERNAL AFFAIRS SENIOR VICE PRESIDENT. PART VI, SECTION B LINE 15B THE COMMITTEE ESTABLISHES COMPENSATION LEVELS FOR THE CHIEF FINANCIAL OFFICER, AS REQUIRED BY THE CALIFORNIA NONPROFIT INTEGRITY ACT OF 2004, AND FOR ONE OTHER SENIOR OFFICER. COMPENSATION FOR THE REST OF THE OFFICERS AND EMPLOYEES IS BASED ON A RECOMMENDATION BY THE PRESIDENT TO THE COMMITTEE. HIS RECOMMENDATION ESTABLISHES A MERIT AND BONUS POOL FOR THE COMING YEAR, BASED ON THE ORGANIZATION'S STANDARD PAY PRACTICE (DESCRIBED BELOW). THE PRESIDENT SETS AND APPROVES THE SALARY LEVEL AND BONUS PAYMENTS FOR OFFICERS OTHER THAN THE CHIEF FINANCIAL OFFICER AND THE DEVELOPMENT AND EXTERNAL AFFAIRS SENIOR VICE PRESIDENT, 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 HIS RECOMMENDATIONS 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 COMPARATION). 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 LABOR 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. PART VI, SECTION C LINE 19 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.</p>