

Financial Statements and Report of  
Independent Certified Public  
Accountants

**MDRC**

For the year ended December 31, 2024, with  
comparative information for 2023

## Contents

	Page
Report of Independent Certified Public Accountants	3
Financial Statements	
Statement of financial position as of December 31, 2024, with comparative information for 2023	5
Statement of activities for the year ended December 31, 2024, with comparative totals for 2023	6
Statement of cash flows for the year ended December 31, 2024, with comparative information for 2023	7
Notes to financial statements	8

---

**GRANT THORNTON LLP**

757 Third Ave., 9th Floor  
New York, NY 10017-2013

**D** +1 212 599 0100

**F** +1 212 370 4520

**REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS**

To the Board of Directors of  
MDRC

**Opinion**

We have audited the financial statements of MDRC, which comprise the statement of financial position as of December 31, 2024 and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of MDRC as of December 31, 2024, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**Basis for opinion**

We conducted our audit of the financial statements in accordance with auditing standards generally accepted in the United States of America (US GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of MDRC and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Responsibilities of management for the financial statements**

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about MDRC's ability to continue as a going concern for one year after the date the financial statements are available to be issued.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is

not a guarantee that an audit conducted in accordance with US GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with US GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of MDRC's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about MDRC's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

#### **Report on 2023 summarized comparative information**

We have previously audited MDRC's 2023 financial statements (not presented herein), and we expressed an unmodified audit opinion on those audited financial statements in our report dated September 26, 2024. In our opinion, the accompanying summarized comparative information as of and for the year ended December 31, 2023 is consistent, in all material respects, with the audited financial statements from which it has been derived.

*Grant Thornton LLP*

New York, New York  
July 24, 2025

**MDRC**

**STATEMENTS OF FINANCIAL POSITION**

**December 31, 2024, with comparative information for 2023**

	<b>2024</b>	<b>2023</b>
<b>ASSETS</b>		
Cash and cash equivalents	\$ 2,741,340	\$ 1,762,379
Contracts and grants receivable, net	14,743,447	23,495,760
Prepays and other assets	3,455,593	3,262,333
Investments (Note 3)	102,833,586	104,041,260
457(b) plan assets (Note 7)	1,126,865	1,125,243
Right-of-use assets - operating lease	26,697,940	29,673,475
Fixed assets, net (Note 4)	5,605,515	6,238,894
Total assets	\$ 157,204,286	\$ 169,599,344
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts payable and accrued expenses	\$ 9,836,957	\$ 13,233,386
Grant advances (Note 5)	20,828,567	22,515,770
Operating lease liabilities (Note 6)	33,384,827	36,815,690
457(b) plan liability (Note 7)	1,126,865	1,125,243
Total liabilities	65,177,216	73,690,089
<b>Commitments and contingencies (Notes 3 and 6)</b>		
<b>Net assets</b>		
Net assets without donor restrictions		
Undesignated	33,744,820	34,430,891
Plant fund	5,605,515	6,238,894
Board-designated - strategic purposes (Notes 2 and 3)	9,090,677	11,787,157
Board-designated - endowment fund (Note 8)	22,733,192	21,991,643
Total net assets without donor restrictions	71,174,204	74,448,585
Net assets with donor restrictions (Note 9)		
Donor-restricted endowment funds (Note 8)	20,852,866	21,460,670
Total net assets	92,027,070	95,909,255
Total liabilities and net assets	\$ 157,204,286	\$ 169,599,344

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

MDRC

STATEMENTS OF ACTIVITIES

Year ended December 31, 2024, with comparative totals for 2023

	Without Donor Restrictions	With Donor Restrictions	2024 Total	2023 Total
<b>Operating activities</b>				
Revenues and support				
Government contracts and grants				
Federal	\$ 35,433,928	\$ -	\$ 35,433,928	\$ 40,511,162
New York City	105,473	-	105,473	-
Contributions, contracts and grants				
Foundations	38,938,600	-	38,938,600	28,208,898
Universities and other	9,192,443	-	9,192,443	11,106,354
Spending policy withdrawal (Note 8)	1,800,303	-	1,800,303	1,710,553
Management fees	878,757	-	878,757	955,841
	<u>86,349,504</u>	<u>-</u>	<u>86,349,504</u>	<u>82,492,808</u>
Total revenues and support				
<b>Expenses (Note 13)</b>				
Research areas				
Economic mobility, housing, and communities	7,286,457	-	7,286,457	8,404,097
K-12 Education	13,353,682	-	13,353,682	10,948,450
Youth development, criminal justice, and employment	17,914,955	-	17,914,955	15,261,257
Family well-being and child development	16,903,147	-	16,903,147	15,570,735
Postsecondary education	7,066,732	-	7,066,732	7,211,595
Center for applied behavioral science	2,989,531	-	2,989,531	2,840,523
Center for data insights	3,735,890	-	3,735,890	3,222,606
Information dissemination, program development, methodology and strategic initiatives	6,916,920	-	6,916,920	4,894,058
	<u>76,167,314</u>	<u>-</u>	<u>76,167,314</u>	<u>68,353,321</u>
Total research areas				
Supporting services				
Fundraising	3,921	-	3,921	2,172
General and administrative	17,454,156	-	17,454,156	16,352,395
	<u>17,458,077</u>	<u>-</u>	<u>17,458,077</u>	<u>16,354,567</u>
Total supporting services				
Total expenses	<u>93,625,391</u>	<u>-</u>	<u>93,625,391</u>	<u>84,707,888</u>
Change in net assets from operating activities	<u>(7,275,887)</u>	<u>-</u>	<u>(7,275,887)</u>	<u>(2,215,080)</u>
<b>Nonoperating activities</b>				
Interest and dividends, net	2,609,356	754,716	3,364,072	2,713,387
Realized and unrealized appreciation in fair value of investments	1,392,150	437,783	1,829,933	5,482,774
Spending policy withdrawal	-	(1,800,303)	(1,800,303)	(1,710,553)
	<u>4,001,506</u>	<u>(607,804)</u>	<u>3,393,702</u>	<u>6,485,608</u>
Changes in net assets from nonoperating activities				
<b>CHANGES IN NET ASSETS</b>	<u>(3,274,381)</u>	<u>(607,804)</u>	<u>(3,882,185)</u>	<u>4,270,528</u>
<b>Net assets, beginning of year</b>	<u>74,448,585</u>	<u>21,460,670</u>	<u>95,909,255</u>	<u>91,638,727</u>
<b>Net assets, end of year</b>	<u>\$ 71,174,204</u>	<u>\$ 20,852,866</u>	<u>\$ 92,027,070</u>	<u>\$ 95,909,255</u>

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

**MDRC**

**STATEMENTS OF CASH FLOWS**

**Year ended December 31, 2024, with comparative information for 2023**

	<b>2024</b>	<b>2023</b>
<b>Cash flows from operating activities</b>		
Changes in net assets	\$ (3,882,185)	\$ 4,270,528
Adjustments to reconcile changes in net assets to net cash (used in) provided by operating activities:		
Depreciation and amortization	654,452	689,431
Loss on disposal of fixed assets	28,714	-
Decrease in right-of-use asset	2,975,535	2,944,506
Realized and unrealized appreciation in fair value of investments	(1,829,933)	(5,482,774)
Change in operating assets and liabilities:		
Decrease in contracts and grants receivable, net	8,752,313	4,853,123
Increase in prepaids and other assets	(193,260)	(571,151)
Increase in 457(b) plan assets	(1,622)	(21,251)
(Decrease) increase in accounts payable and accrued expenses	(3,396,429)	2,256,050
(Decrease) increase in grant advances	(1,687,203)	2,653,533
Decrease in operating lease liability	(3,430,863)	(3,196,102)
Increase in 457(b) plan liability	1,622	21,251
	<b>(2,008,859)</b>	<b>8,417,144</b>
<b>Cash flows from investing activities</b>		
Purchase of furniture, equipment, and leasehold improvements	(49,785)	(57,818)
Purchase of investments	(32,213,285)	(41,892,739)
Proceeds from sales of investments	35,250,890	30,830,917
	<b>2,987,820</b>	<b>(11,119,640)</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>978,961</b>	<b>(2,702,496)</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>1,762,379</b>	<b>4,464,875</b>
<b>Cash and cash equivalents, end of year</b>	<b>\$ 2,741,340</b>	<b>\$ 1,762,379</b>

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

## MDRC

### NOTES TO FINANCIAL STATEMENTS

December 31, 2024 and 2023

#### NOTE 1 - ORGANIZATION

MDRC is a publicly supported, not-for-profit Delaware corporation, exempt from federal income tax under Section 501(a) of the U.S. Internal Revenue Code (“IRC”) as a Section 501(c)(3) organization. MDRC designs, manages, and evaluates new and existing educational and social policies and programs for disadvantaged populations with the goal of improving their effectiveness.

Founded in 1974 and located in New York City, California, and Washington, D.C., MDRC is best known for mounting rigorous, large-scale, real-world tests of new and existing policies and programs. Its projects are a mix of demonstrations (field tests of promising new program approaches) and evaluations of ongoing government and community initiatives. MDRC’s staff bring an unusual combination of research and organizational experience to their work, providing expertise on the latest in qualitative and quantitative methods and on program design, development, implementation and management. MDRC seeks to learn not just whether a program is effective, but also, how and why the program’s effects occur. In addition, it tries to place each project’s findings in the broader context of related research to build knowledge about what works across the social and education policy fields. MDRC’s findings, lessons, and best practices are proactively shared with a broad audience in the policy and practitioner community, as well as with the general public and the media.

Over the years, MDRC has brought its unique approach to an ever-growing range of policy areas and centers and target populations, as described below. Once known primarily for evaluations of state welfare-to-work programs, today MDRC is also studying public school reforms, employment programs for ex-offenders and people with disabilities, and programs to help low-income students succeed in college. MDRC’s projects are organized into eight research areas:

- Economic Mobility, Housing, and Communities
- K-12 Education
- Youth Development, Criminal Justice, and Employment
- Family Well-being and Child Development
- Postsecondary Education
- Center for Applied Behavioral Science
- Center for Data Insights
- Information Dissemination, Program Development, Methodology and Strategic Initiatives

Working in almost every state and all the nation’s largest cities, MDRC conducts its projects in collaboration with national, state, and local governments, public school systems, colleges, universities, community organizations, and numerous private philanthropies.

MDRC is substantially funded through contracts and grants awarded by government agencies, private foundations, universities, and corporations.

## MDRC

### NOTES TO FINANCIAL STATEMENTS - CONTINUED

December 31, 2024 and 2023

#### NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

##### ***Basis of Accounting***

The accompanying financial statements have been prepared using the accrual basis of accounting in conformity with accounting principles generally accepted in the United States of America ("U.S. GAAP").

MDRC reports information regarding its financial position and changes in net assets in accordance with the existence or absence of donor-imposed restrictions, as follows:

##### Net Assets Without Donor Restrictions

*Undesignated funds* - include all funds that are expendable, at the discretion of MDRC, for carrying on daily programmatic and administrative operations. These funds have neither been restricted by donors nor set aside for any specific purpose(s) by the Board of Directors.

*Plant fund* - includes the property, plant and equipment owned by MDRC, net of accumulated depreciation and amortization.

*Board-designed - strategic purposes* - includes an unsolicited, unrestricted gift in the amount of \$15 million from MacKenzie Scott and Dan Jewett (the "Gift") received during 2021. The Gift can help secure MDRC's future by accelerating strategic initiatives and innovative ideas that are important for developing new areas of programmatic focus and new approaches to MDRC's work, particularly those for which no external sources of funds are available and can strengthen MDRC by enhancing the capacity of staff through training and professional development. The Board of Directors has designated the Gift to be used for these strategic purposes. The use of these resources is not externally/donor-restricted.

*Board-designated - endowment fund* - includes amounts designated by MDRC's Board of Directors as an endowment fund for purposes of satisfying a \$7 million, five-year challenge grant given to MDRC by the organization that preceded The Atlantic Philanthropies, Inc. It is the intention of MDRC's governing Board that the designation of these net assets without donor restrictions will remain as a fund of permanent duration. However, the use of these resources is not externally donor restricted.

MDRC's Board of Directors created an Endowment Fund in May 1999 (see Note 8) comprised of certain contributions without donor restrictions designated by MDRC's governing board, together with donor restricted contributions to be held in perpetuity, and certain donor-restricted contributions received for this purpose in the form of term endowments and all earnings therefrom.

##### Net Assets with Donor Restrictions

*Research purposes* - includes resources that have been limited by donor-imposed stipulations, that either expire with the passage of time and/or can be fulfilled and removed by actions of MDRC, pursuant to those stipulations. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported on the statement of activities as net assets released from donor restrictions. Contributions, contracts and grants with donor restrictions, received and utilized in the same year, are reflected in the statement of activities as net assets without donor restrictions.

## MDRC

### NOTES TO FINANCIAL STATEMENTS - CONTINUED

December 31, 2024 and 2023

*Donor-restricted endowment funds* - includes funds whereby the donors have stipulated that the principal contributed be invested and maintained in perpetuity. Income earned from these investments is available for expenditure according to restrictions, if any, imposed by donors and a standard of prudence required by the Delaware State Uniform Prudent Management of Institutional Funds Act ("UPMIFA"). The donors have authorized MDRC, on an annual basis, to withdraw funds from the term endowment fund in support of its core operating activities, based on up to 4% of the portfolio's average fair value over the preceding 12 quarters. As of December 31, 2024 and 2023, these funds, along with earnings thereon, net of annual disbursements, have not been restricted by the donor in perpetuity. However, since they are still donor-restricted for a specified period of time, they are reflected as part of net assets with donor restrictions on the statement of financial position (see also Note 9).

#### ***Cash and Cash Equivalents***

MDRC includes in cash and cash equivalents all highly liquid short-term investments with original maturities of 90 days or less at the date of purchase, except for such amounts considered to be held for long-term investment purposes.

#### ***Investments***

Investments, which consist of equity, fixed income, and mutual funds, are stated at fair value, and certificates of deposit, which are carried at cost. Limited partnership investments and similar interests are stated at estimated fair value. The values assigned to limited partnership investments and similar interests, which may include investments in both non-exchange traded and market-traded securities, are provided by the respective general partner or investment manager as of the reporting date. Such investments are subject to volatility in market conditions. Accordingly, it is reasonably possible that the reported fair value of such investments could substantially change in the near-term and such changes could be material.

All investments with readily determinable market values are reported on the financial statements at fair value. The statement of activities recognizes unrealized gains and losses on investments as increases or decreases, respectively, in net assets without donor restrictions unless their use is restricted by explicit donor stipulations. Investment purchase and sale transactions are recorded on a trade date basis. Interest is recognized when earned. Dividends are recognized as of the ex-dividend date.

#### ***Fixed Assets***

Furniture and equipment are recorded at cost and depreciated on a straight-line basis over the estimated useful lives of the related assets, which range from three to five years. Leasehold improvements are recorded at cost and amortized over the life of the related asset or the remaining life of the lease, whichever is shorter. MDRC capitalizes furniture and equipment with a cost of \$5,000 or more and with useful lives greater than three years.

#### ***Revenue Recognition***

MDRC's sources of revenue include contract and contribution revenues primarily from agreements with agencies of the federal government.

Generally, it has been concluded that fixed fee, fee-bearing cost reimbursable, and time and materials contracts are exchange transactions subject to Accounting Standards Codification ("ASC") 606, *Revenue from Contracts with Customers* (ASC 606), and grants and non-fee-bearing cost reimbursable contracts are contributions subject to ASC 958, *Not-for-Profit Entities* (ASC 958).

## MDRC

### NOTES TO FINANCIAL STATEMENTS - CONTINUED

December 31, 2024 and 2023

#### Contributions

Contributions (including unconditional promises to give) are recorded as increases to support with or without donor restrictions, depending on the existence or absence of donor-imposed restrictions. MDRC records contributions of cash and other assets when an unconditional promise to give is received from a donor. Grants and non-fee-bearing cost reimbursable contracts are classified as contributions in instances where there is not an exchange of commensurate value. Where these agreements contain barriers and restrictions with a right of return, contribution revenue is recognized upon satisfaction of the indicated condition(s), which is generally by the occurrence of an allowable cost in accordance with the terms of the relevant grant or contract. Any unexpended funds received in advance are reported as grant advances on the statement of financial position.

#### Exchange Transactions

In accordance with ASC 606 for exchange transactions, MDRC recognizes revenue when, or as, performance obligations are satisfied under a contract. A performance obligation is the unit of account for revenue recognition and refers to a promise in a contract to transfer a distinct service or good to the customer. For the majority of contracts, MDRC combines multiple promises being either highly interrelated or through providing a significant integration of services that represent a combined output. Performance obligations may be satisfied over time or at a point in time, however, the majority of MDRC's performance obligations are satisfied over time.

MDRC evaluates whether it has an enforceable contract with a customer when rights of the parties and payment terms are identified, and collectability is probable. MDRC also evaluates if a contract has multiple promises and if each promise should be accounted for as separate performance obligations or as a single performance obligation.

For the majority of its exchange transactions, MDRC recognizes revenue over time as there is a continuous transfer of control to the customer over the contract's period of performance.

Generally, the cost-to-cost method is used to recognize revenue over time for fixed price and cost reimbursable contracts. The cost-to-cost method recognizes revenue based on the entity's efforts or inputs to the satisfaction of a performance obligation relative to the total expected inputs to the satisfaction of that performance obligation. The cost-to-cost method is considered a faithful representation of the delivery of services as efforts to complete a contract are expended over the period of performance.

#### Allowance for Credit Losses

The carrying value of contracts and grants receivable is reduced by an appropriate allowance, if needed, for credit losses. MDRC determines its allowance using the specific identification method. MDRC writes off contributions, contracts and grants receivables when they become uncollectible, and payments subsequently received on such receivables, if any, are recorded as income in the period received.

#### ***Operating Measure***

MDRC classifies its statement of activities into operating and nonoperating activities. Operating activities include all income and expenses related to carrying out MDRC's mission. Nonoperating activities are limited to gains (losses) from investments, including amounts and activities pertaining to MDRC's Endowment Fund along with any reclassifications to establish or utilize any Board-designated funds.

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

***Spending Policy Withdrawal***

On a yearly basis, a transfer is made from the Endowment Fund, which is comprised of net assets restricted by donors to be held in perpetuity or over a specified period of time and Board-designated net assets held for a similar purpose for general support. The amount of the withdrawal is determined by applying the Board-approved spending policy, which is 4% of a moving average of the fair value of the endowment fund investments over the 12 preceding quarters. A spending collar of 6% over or under the previous year's withdrawal is applied but may be waived by the Board of Directors.

***Use of Estimates***

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

***Fair Value Measurements***

The Financial Accounting Standards Board ("FASB") issued ASC Topic 820, which defines fair value, establishes a framework for measuring fair value, and expands disclosures about fair value measurements. The standard provides a consistent definition of fair value, which focuses on an exit price between market participants in an orderly transaction. The standard also prioritizes, within the measurement of fair value, the use of market-based information over entity-specific information and establishes a three-level hierarchy for fair value measurements based on the transparency of information used in the valuation of an asset or liability as of the measurement date.

Assets and liabilities, subject to the standard, measured and reported at fair value are classified and disclosed in one of the following categories:

- Level 1 - Quoted prices are available in active markets for identical assets or liabilities as of the measurement date.
- Level 2 - Pricing inputs, including broker quotes, are generally those other than exchange quoted prices in active markets, which are either directly or indirectly observable as of the measurement date, and fair value is determined through the use of models or other valuation methodologies.
- Level 3 - Pricing inputs are unobservable for the asset or liability and include situations where there is little, if any, market activity for the asset or liability. The inputs into the determination of fair value require significant management judgment or estimation.

Fair value estimates are made at a specific point in time, based on available market information and judgments about the financial asset, including estimates of timing, amount of expected future cash flows and the credit standing of the issuer. In certain cases, fair value estimates cannot be substantiated by comparison to independent markets.

MDRC

NOTES TO FINANCIAL STATEMENTS - CONTINUED

December 31, 2024 and 2023

**Income Taxes**

MDRC follows guidance that clarifies the accounting for uncertainty in tax positions taken or expected to be taken in a tax return, including issues relating to financial statement recognition and measurement. This guidance provides that the tax effects from an uncertain tax position can only be recognized in the financial statements if the position is “more-likely-than-not” to be sustained if the position were to be challenged by a taxing authority. The assessment of the tax position is based solely on the technical merits of the position, without regard to the likelihood that the tax position may be challenged.

MDRC is exempt from federal income tax under IRC Section 501(c)(3), though it is subject to tax on income unrelated to its exempt purpose, unless that income is otherwise excluded by the IRC. MDRC has processes presently in place to ensure the maintenance of its tax-exempt status, to identify and report unrelated income, to determine its filing and tax obligations in jurisdictions for which it has nexus, and to identify and evaluate other matters that may be considered tax positions. MDRC has determined that there are no material uncertain tax positions that require recognition or disclosure in its financial statements.

**Presentation of Certain Prior Year Information**

The accompanying financial statements include certain prior year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with U.S. GAAP. Accordingly, such information should be read in conjunction with MDRC’s financial statements as of and for the year ended December 31, 2023, from which the summarized information was derived.

**Subsequent Events**

MDRC evaluated its December 31, 2024 financial statements for subsequent events through July 24, 2025, the date the financial statements were available to be issued. MDRC has received termination notices on seven contracts and two grants for projects funded from the U.S. Department of Education (ED), the U.S. Department of Health and Human Services (HHS), the U.S. Department of Justice (DOJ), and the U.S. Department of Labor (DOL). These funding agreement terminations have led to a reduction in personnel effected on February 28, 2025. MDRC is not aware of any other material subsequent events which would require recognition or disclosure in the accompanying financial statements.

**NOTE 3 - INVESTMENTS**

The composition of MDRC’s investments as of December 31, 2024 and 2023 follows:

	2024	
	Level 1	Total
Equity mutual funds	\$ 14,454,594	\$ 14,454,594
Fixed income mutual funds	36,618,594	36,618,594
	<u>\$ 51,073,188</u>	51,073,188
Alternative investments reported at NAV		21,080,717
Cash and cash equivalents		30,475,645
Certificates of deposit		204,036
Total		<u>\$ 102,833,586</u>

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

	2023	
	Level 1	Total
Equity mutual funds	\$ 20,844,421	\$ 20,844,421
Fixed income mutual funds	29,894,685	29,894,685
	\$ 50,739,106	50,739,106
Alternative investments reported at NAV		19,447,427
Cash and cash equivalents		33,657,847
Certificates of deposit		196,880
Total		\$ 104,041,260

The composition of MDRC's investments, by purpose and investment type, as of December 31, 2024 and 2023 follows:

	2024	2023
<b>Endowment</b>		
Fixed income mutual funds	\$ 19,106,165	\$ 15,942,384
Equity mutual funds	8,997,651	13,257,431
Real assets	655,874	712,047
Long and short equity funds	5,146,260	4,775,349
Private equity	2,356,220	2,425,113
Alternative credit investment	1,089,757	-
Credit instruments	6,234,131	6,339,989
	43,586,058	43,452,313
<b>Board-designated - strategic purposes</b>		
Cash and money market funds	5,663,270	1,685,373
Fixed income mutual funds	558,983	4,463,088
Equity mutual funds	241,944	3,235,445
Long and short equity funds	2,626,480	2,403,251
	9,090,677	11,787,157
<b>Undesignated reserve for program initiatives and operational reserves</b>		
Cash and money market funds	24,812,375	31,972,474
Certificate of deposit	204,036	196,880
Fixed income mutual funds	16,953,446	9,489,213
Equity mutual funds	5,214,999	4,351,545
Long and short equity funds	2,971,995	2,791,678
	50,156,851	48,801,790
Total investments	\$ 102,833,586	\$ 104,041,260

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

MDRC uses the net asset value (“NAV”) per ownership interest to report the fair value of all underlying investments which (a) do not have a readily determinable fair value and (2) prepare their financial statements consistent with the measurement principles of an investment company or have the attributes of an investment company. The following tables list investments by major asset category which have a reported fair value using a NAV as of December 31, 2024 and 2023:

Alternative Investment Strategy	Number of Funds	NAV in Funds	2024		Timing to Draw Down Commitments	Redemption Terms	Redemption Restrictions
			\$ Amount of Unfunded Commitments				
Alternative investments:							
Middle market lending	5	\$ 6,234,131	\$ 337,500		2025	Four funds liquidate as underlying investments are sold. One fund is quarterly with 90 days' notice.	One fund is subject to a one-year lockup period.
Alternative credit investment	1	1,089,757	-		N/A	Quarterly with 90 days' notice after completion of 24-month lockup period.	Subject to 24-month lockup period from date of capital contribution, April 8, 2024
Real assets (limited partnerships)	2	655,874	-		N/A	As underlying investments are sold.	N/A
Equity long/short	2	10,744,735	-		N/A	One fund is quarterly with 60 days' notice and one fund is monthly with 30 days' notice.	N/A
Private equity (limited partnerships)	3	2,356,220	1,257,732		N/A	As underlying investments are sold.	N/A
<b>Total alternative investments</b>	<b>13</b>	<b>\$ 21,080,717</b>	<b>\$ 1,595,232</b>				

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

Alternative Investment Strategy	Number of Funds	NAV in Funds	2023		Redemption Terms	Redemption Restrictions
			\$ Amount of Unfunded Commitments	Timing to Draw Down Commitments		
Alternative investments:						
Middle market lending	5	\$ 6,339,989	\$ 337,500	2024	Four funds liquidate as underlying investments are sold. One fund is quarterly with 90 days' notice.	One fund is subject to a one-year lockup period.
Real assets (limited partnerships)	2	712,047	-	N/A	As underlying investments are sold.	N/A
Equity long/short	2	9,970,279	-	N/A	One fund is quarterly with 60 days' notice and one fund is monthly with 30 days' notice.	N/A
Private equity (limited partnerships)	3	2,425,112	1,427,949	N/A	As underlying investments are sold.	N/A
Total alternative investments	<u>12</u>	<u>\$ 19,447,427</u>	<u>\$ 1,765,449</u>			

Investment management fees are netted against interest and dividends and totaled \$307,949 and \$291,171 in 2024 and 2023, respectively.

The fair value of investments is based on quoted market prices, except for MDRC's investment in limited partnerships, private equity, hedge funds and similar interests, which collectively represent alternative investments, for which quoted market prices are not available. The estimated fair value of these investments is based on the reported NAV provided by the respective general partner or investment manager as of the measurement date.

Because alternative investments are not readily marketable, their estimated fair value is subject to uncertainty and, therefore, may differ from the value that would have been used had a ready market for such investments existed. Such difference could be material.

Investments, in general, are exposed to various systematic and specific investment risks, such as interest rate, credit and overall market volatility. Due to the level of risk associated with certain investments, it is possible that changes in the values of investments could occur in the near-term and such changes could materially affect the amounts reported on the accompanying financial statements.

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

**NOTE 4 - FIXED ASSETS, NET**

Fixed assets, net, as of December 31, 2024 and 2023 consist of the following:

	<u>2024</u>	<u>2023</u>
Leasehold improvements	\$ 12,302,295	\$ 12,308,810
Furniture and equipment	168,389	335,528
	12,470,684	12,644,338
Less: accumulated depreciation and amortization	<u>(6,865,169)</u>	<u>(6,405,444)</u>
	<u>\$ 5,605,515</u>	<u>\$ 6,238,894</u>

Depreciation and amortization for the years ended December 31, 2024 and 2023 totaled \$654,452 and \$689,431, respectively.

**NOTE 5 - GRANT ADVANCES**

Grant advances totaling \$20,828,567 and \$22,515,770 as of December 31, 2024 and 2023, respectively, consist of unexpended grant funds received from several foundations for multi-year program purposes. Revenue will be recognized as expenses are incurred or services are provided, that is when the stipulated barriers on which entitlement depends are satisfied, in accordance with the terms of the relevant agreements.

**NOTE 6 - COMMITMENTS AND CONTINGENCIES/RIGHT OF USE ASSET AND LEASE LIABILITY**

***Operating Leases***

MDRC has operating leases for its office space in New York, California, and Washington, D.C. for which right-of-use ("ROU") assets and liabilities are recorded in the accompanying December 31, 2024 and 2023 statements of financial position. The discount rate applied to measure the ROU assets and lease liabilities is based on the risk-free discount rate determined using a period comparable with that of the lease term. Lease payments consist primarily of fixed rental payments for the ROU for the underlying leased assets over the leased terms. MDRC's leases do not contain residual value guarantees or material restrictive covenants.

In connection with its main office lease, MDRC has an outstanding irrevocable letter of credit in the amount of \$738,923 that serves as a security deposit.

The operating lease costs in 2024 and 2023 totaled \$3,571,484 and \$3,574,280, respectively, and are reflected on the table of functional expenses (see Note 13) as a portion of the Occupancy line. Operating cash flows from operating leases included in the measurement of lease liabilities totaled \$3,996,393 and \$3,825,876 in 2024 and 2023, respectively.

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

The following table represents the weighted-average remaining lease term and discount rate as of December 31, 2024 and 2023:

	2024	2023
Weighted average remaining lease term (years)	8.77	9.72
Weighted average discount rate	1.66%	1.66%

As of December 31, 2024, future undiscounted lease payments due under all lease agreements are as follows:

<u>Year Ending December 31,</u>			
2025		\$	4,148,921
2026			4,175,248
2027			4,202,349
2028			4,230,187
2029			3,846,728
Thereafter			15,274,008
Total future lease payments			35,877,441
Less: imputed interest			(2,492,614)
			\$ 33,384,827

Occupancy costs (including utilities, storage, repairs and maintenance, and other costs) for the years ended December 31, 2024 and 2023 totaled \$3,861,436 and \$3,722,642, respectively.

***Other***

In the normal course of its operations, MDRC may become a party to various legal proceedings and complaints, some of which are covered by insurance. While it is not feasible to predict the ultimate outcomes of such matters, MDRC is not presently aware of any claims or potential contingencies the resolution of which would have a material adverse effect on MDRC's financial position, changes in net assets or cash flows.

**NOTE 7 - EMPLOYEE BENEFIT PLANS**

***Retirement Plan***

MDRC sponsors a defined contribution pension plan covering all full-time employees with one year of service. MDRC contributes 6% of gross salaries of the plan participants and an additional 5.7% of gross salaries in excess of the Social Security wage base of \$168,600 for 2024 and \$160,200 for 2023. Pension expense for the years ended December 31, 2024 and 2023, which is included in fringe benefits cost, totaled \$1,972,448 and \$1,794,433, respectively.

***Savings Plan***

MDRC also sponsors a qualified savings plan under Section 403(b) of the IRC. Employees may elect to contribute a portion of their earnings directly to this plan.

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

***Flexible Benefits Plan***

MDRC has a flexible benefits plan under Section 125 of the IRC. This plan allows employees to contribute up to \$8,200 of their salary annually to the plan. Employees may use their contributions to pay for certain medical, dental and employment-related dependent-care expenses that are not reimbursed under any employee benefit plan. All MDRC employees are eligible to participate.

***Deferred Compensation Plans - 457(b)***

In 1990, MDRC created a single participant 457(b) plan to facilitate a key hire. The person hired transferred assets from an existing 457(b) plan to the MDRC plan. Effective July 2002, MDRC implemented a 457(b) plan for certain highly compensated senior employees. Effective November 1, 2015, both plans were merged into one plan. The plan is funded solely by employee contributions. Eligible employees may elect to contribute up to the maximum dollar amount under Section 457(e) (15) of the IRC. The assets of the plan are the legal assets of MDRC until they are distributed to participants and, therefore, the plan assets and a corresponding liability are reported on the statement of financial position. Plan assets, at fair value, at December 31, 2024 and 2023 totaled \$1,126,865 and \$1,125,243, respectively. Assets as of December 31, 2024 are classified within the FASB's fair value hierarchy in Level 1 and Level 3 in the amounts of \$1,028,008 and \$98,857, respectively. Assets as of December 31, 2023 are classified within the FASB's fair value hierarchy in Level 1 and Level 3 in the amounts of \$953,667 and \$171,576, respectively. As of December 31, 2024 and 2023, the Level 1 assets were invested in mutual funds and the Level 3 assets were invested in insurance company guaranteed rate contracts.

The following tables present a reconciliation for Level 3 457(b) plan investments measured at fair value on a recurring basis as of December 31, 2024 and 2023:

	2024
Beginning balance, January 1, 2024	\$ 171,576
Employee contributions, payouts, and transfers, net	(78,479)
Investment return	5,760
Ending balance, December 31, 2024	\$ 98,857
	2023
Beginning balance, January 1, 2023	\$ 237,754
Employee contributions, payouts, and transfers, net	(74,869)
Investment return	8,691
Ending balance, December 31, 2023	\$ 171,576

**NOTE 8 - ENDOWMENT**

The UPMIFA as enacted by the State of Delaware applies to all institutional funds of MDRC unless the donor has specifically directed otherwise.

As a result of this interpretation, MDRC classifies as endowment funds within net assets with donor restrictions (a) the original value of gifts donated to its endowment, (b) the original value of subsequent gifts to its endowment, and (c) accumulations to its endowment made in accordance with the explicit direction

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the net assets with donor restrictions within the endowment fund are those net assets that have not yet been appropriated for expenditure by MDRC in a manner consistent with the standard of prudence prescribed by UPMIFA.

The Endowment Fund was created in 1999. Its creation included a contribution from an anonymous donor for MDRC operations with a strict requirement to match its contribution with increases in the endowment. In order to complete the match and meet the requirements of the funding, MDRC's Board designated certain net assets without donor restrictions to the Endowment Fund with the intent that such net assets be counted toward part of the endowment held in perpetuity, subject to the Board re-purposing such amounts in the future at its discretion.

The following tables present the composition of MDRC's endowment fund as of December 31, 2024 and 2023 and the changes in the endowment fund for the years then ended:

	2024		
	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted endowment funds	\$ -	\$ 20,852,866	\$ 20,852,866
Board-designated endowment fund	22,733,192	-	22,733,192
Total	<u>\$ 22,733,192</u>	<u>\$ 20,852,866</u>	<u>\$ 43,586,058</u>
Endowment net assets, beginning of year	\$ 21,991,643	\$ 21,460,670	\$ 43,452,313
Investment return:			
Interest and dividends	469,316	754,716	1,224,032
Net realized and unrealized appreciation	272,233	437,783	710,016
Total investment return	741,549	1,192,499	1,934,048
Spending policy withdrawal	-	(1,800,303)	(1,800,303)
Endowment net assets, end of year	<u>\$ 22,733,192</u>	<u>\$ 20,852,866</u>	<u>\$ 43,586,058</u>

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

	2023		
	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted endowment funds	\$ -	\$ 21,460,670	\$ 21,460,670
Board-designated endowment fund	21,991,643	-	21,991,643
Total	<u>\$ 21,991,643</u>	<u>\$ 21,460,670</u>	<u>\$ 43,452,313</u>
Endowment net assets, beginning of year	\$ 20,250,534	\$ 20,373,104	\$ 40,623,638
Investment return:			
Interest and dividends	371,656	595,875	967,531
Net realized and unrealized appreciation	<u>1,369,453</u>	<u>2,202,244</u>	<u>3,571,697</u>
Total investment return	1,741,109	2,798,119	4,539,228
Spending policy withdrawal	<u>-</u>	<u>(1,710,553)</u>	<u>(1,710,553)</u>
Endowment net assets, end of year	<u>\$ 21,991,643</u>	<u>\$ 21,460,670</u>	<u>\$ 43,452,313</u>

**NOTE 9 - NET ASSETS WITH DONOR RESTRICTIONS**

Net assets with donor restrictions as of December 31, 2024 and 2023 consist entirely of amounts pertaining to MDRC's donor-restricted endowment funds of \$20,852,866 and \$21,460,670, respectively.

**NOTE 10 - CONCENTRATIONS OF RISK**

MDRC maintains its cash in various bank deposit accounts which, at times, may exceed federally insured limits. MDRC has not experienced, nor does it anticipate, any losses with respect to such accounts.

Support from the U.S. federal government represented approximately 41% and 49% of MDRC's total revenues and support in 2024 and 2023, respectively, of which the U.S. Department of Health and Human Services and the U.S. Department of Education represented 50% and 25%, respectively, of federal government support for 2024 and 53% and 26%, respectively, of federal government support for 2023.

**NOTE 11 - LINE OF CREDIT**

In September 2012, MDRC obtained a \$5,000,000 commercial line of credit (on demand) with a major bank. There were no drawings on the line of credit during the years ended December 31, 2024 and 2023. The terms of the credit agreement state that future drawings, if any, will be subject to interest at the bank's prime rate minus a margin of 1.00%. The line of credit expires August 31, 2025.

**NOTE 12 - LIQUIDITY AND AVAILABILITY OF FINANCIAL RESOURCES**

MDRC's principal source of revenues are derived from government contracts. The nature of these contracts allows for direct reimbursement of allowable expenses incurred for the performance of services, as stipulated in the terms and conditions of the respective contracts. Certain projects requiring research subject surveys, site payments, and use of specialized subcontractors may have more than half (1/2) of their

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

expenses directed toward other entities (which take the form of pass-through awards/contracts from MDRC). As allowable contract expenses are incurred, subcontractors and sites are often paid first by MDRC, and then the government (sponsoring agency) is invoiced, usually within a 35-day period. The federal government typically pays invoices within 30 days; however, other governments (local and state) may have several months lag between invoice submission and eventual payment. In 2024 and 2023, respectively, 41% and 49% of MDRC's revenues were sourced from government agencies. For these reasons, MDRC requires a prudent and sufficient amount of liquidity to be maintained at all times for operating capital to provide for expenses as incurred while awaiting reimbursement. As operating capital, MDRC seeks to maintain two and one-half months of liquidity approximating anticipated expenses pertaining to government contracts in progress and two months for all other sources of revenue, where reimbursement is required.

In addition to managing cash flows relative to programmatic activities, as discussed above, there are other needs for liquidity including, among others, the ability to operate during a potential federal government shutdown, providing for payments to MDRC's self-insured health plan, and capital expenditures.

As of December 31, 2024 and 2023, financial assets available within one year for general expenditure are as follows:

	2024	2023
As of December 31,		
Cash and cash equivalents	\$ 2,741,340	\$ 1,762,379
Contracts and grants receivable, due within one year	14,743,447	23,495,760
Investments (net of limited partnerships)	99,821,492	100,904,100
	117,306,279	126,162,239
Less:		
Net assets with donor restrictions:		
Amounts subject to appropriation and satisfaction of donor-restricted endowment funds	(20,852,866)	(21,460,670)
Total amounts unavailable due to donor restrictions or law	(20,852,866)	(21,460,670)
Total financial assets available to management for general expenditure before amounts subject to the Board's approval	96,453,413	104,701,569
Less:		
Board-designated - strategic purposes	(9,090,677)	(11,787,157)
Board-designated - funds functioning as endowment fund	(22,733,192)	(21,991,643)
Total financial assets available for general expenditure before endowment draw	64,629,544	70,922,769
Add:		
Available bank lines of credit (undrawn)	5,000,000	5,000,000
Amounts authorized for appropriation from the endowment for the following year (estimated)	1,714,000	1,814,000
Total financial assets available for general expenditure within one year	\$ 71,343,544	\$ 77,736,769

**MDRC**

**NOTES TO FINANCIAL STATEMENTS - CONTINUED**

**December 31, 2024 and 2023**

MDRC's Board of Directors has designated a portion of its net assets without donor restrictions to function as an endowment and for other strategic purposes. These amounts are identified in the table above as Board-designated for endowment fund and strategic purposes. These funds were set aside, by way of board resolutions. These funds are intended to be invested for long-term appreciation and current income; however, they remain available and could be spent at the discretion of the Board of Directors, if the Board chose to at a future point.

**NOTE 13 - FUNCTIONAL EXPENSES**

The following table represents functional expenses by natural expense category reported by research area: economic mobility, housing, and communities, K-12 education, youth development, criminal justice, and employment, family well-being and child development, postsecondary education, center for applied behavioral science, center for data insights, and information dissemination, program development, methodology and strategic initiatives. Depreciation, amortization, and insurance are allocated based on the distribution of personnel expense. These allocations are determined by management to be a reasonable basis and are consistently applied.

MDRC

NOTES TO FINANCIAL STATEMENTS - CONTINUED

December 31, 2024 and 2023

The following table presents the functional expenses for the year ended December 31, 2024, with summarized comparative totals for 2023:

Description	Research Areas								Supporting Services		2024 Total	2023 Total	
	Economic Mobility, Housing, and Communities	K-12 Education	Youth Development, Criminal Justice, and Employment	Family Well-being and Child Development	Postsecondary Education	Center for Applied Behavioral Science	Center for Data Insights	Information, Dissemination, Program Development, Methodology and Strategic Initiatives	Total Program Services	Fundraising			General and Administrative
Personnel	\$ 3,070,694	\$ 4,520,557	\$ 4,942,143	\$ 4,674,877	\$ 3,202,701	\$ 1,561,168	\$ 1,739,665	\$ 3,760,785	\$ 27,472,590	\$ 767	\$ 9,895,871	\$ 37,369,228	\$ 35,162,548
Fringe benefits	870,083	1,278,921	1,409,365	1,328,610	906,669	443,230	498,301	1,077,309	7,812,488	203	2,811,114	10,623,805	10,207,108
Surveys	-	7,756	668,305	-	120,425	-	-	-	796,486	-	-	796,486	1,388,519
Subcontracts and professional fees	1,196,208	5,610,731	8,507,745	8,747,496	1,211,084	286,621	830,130	799,707	27,189,722	1	2,115,818	29,305,541	21,383,929
Site program payments	673,903	(24,846)	20,500	61,050	2,085	10,000	-	10,000	752,692	-	-	752,692	1,648,283
Participant incentives	56,817	11,096	54,538	98,880	27,871	2,789	2,740	98	254,829	-	6	254,835	208,279
Occupancy	361,546	559,746	652,076	485,597	428,344	196,270	134,822	287,475	3,105,876	(14)	755,574	3,861,436	3,722,642
Communications	60,080	73,305	86,764	77,578	64,836	27,200	29,901	31,560	451,224	-	146,876	598,100	850,874
Supplies	2,534	3,093	6,337	4,176	2,883	1,147	1,222	1,218	22,610	-	6,180	28,790	36,527
Insurance	24,916	36,680	40,101	37,933	25,987	12,668	14,116	30,516	222,917	6	80,296	303,219	300,521
Software licensing cost and other non-capitalized fixed assets	540,067	641,773	769,741	646,704	593,169	246,604	265,572	275,945	3,979,575	2,874	650,201	4,632,650	4,682,106
Depreciation and amortization	53,778	79,169	86,553	81,872	56,088	27,341	30,467	65,863	481,131	14	173,307	654,452	689,431
Travel	48,049	77,065	104,058	155,097	78,980	9,390	8,657	137,566	618,862	-	120,333	739,195	1,172,950
Printing and reproduction	141	1,043	2,164	5,893	85	104	-	7,294	16,724	-	43,007	59,731	43,989
Professional development	3,953	2,280	5,716	13,898	8,110	-	1,655	56,483	92,095	-	60,039	152,134	186,480
Miscellaneous	323,688	475,313	558,849	483,486	337,415	164,999	178,642	375,101	2,897,493	70	595,534	3,493,097	3,023,702
<b>Total functional expenses</b>	<b>\$ 7,286,457</b>	<b>\$ 13,353,682</b>	<b>\$ 17,914,955</b>	<b>\$ 16,903,147</b>	<b>\$ 7,066,732</b>	<b>\$ 2,989,531</b>	<b>\$ 3,735,890</b>	<b>\$ 6,916,920</b>	<b>\$ 76,167,314</b>	<b>\$ 3,921</b>	<b>\$ 17,454,156</b>	<b>\$ 93,625,391</b>	<b>\$ 84,707,888</b>
<b>Total functional expenses - 2023</b>	<b>\$ 8,404,097</b>	<b>\$ 10,948,450</b>	<b>\$ 15,261,257</b>	<b>\$ 15,570,735</b>	<b>\$ 7,211,595</b>	<b>\$ 2,840,523</b>	<b>\$ 3,222,606</b>	<b>\$ 4,894,058</b>	<b>\$ 68,353,321</b>	<b>\$ 2,172</b>	<b>\$ 16,352,395</b>	<b>\$ 84,707,888</b>	