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The State of New Hampshire
Insurance Department
21 South Fruit Street, Suite 14
Concord, NH 03301

David J. Bettencourt
Commissioner

Keith E. Nyhan
Deputy Commissioner

October 23, 2025

Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the New Hampshire Insurance Department (NHID) to enter into a contract with the RAND Corporation (RAND) (Vendor #561432) of Santa Monica, CA, in the amount of \$400,000 for the purpose of conducting a ground ambulance cost study and developing a cost-based rate schedule to be used by health carriers in reimbursing ground ambulance providers in New Hampshire. The contract shall be effective upon approval by the Governor and Executive Council through June 30, 2027. **100% Other Funds.**

The Insurance Department requests the ability to adjust encumbrances between fiscal years within the contract's price limitation with the authority to the Budget Office, if needed and justified.

	<u>FY2026</u>	<u>FY2027</u>
02-24-24-240010-25200000 – Administration 046-500464 – Consultants	\$300,000	\$100,000
	TOTAL	\$400,000

EXPLANATION

The purpose of this contract is to implement the requirements in Senate Bill 245 (SB 245) of the 2025 session of the New Hampshire Legislature (see NH RSA 420-J:26). This landmark legislation bans balance billing for consumers of ground ambulance services and requires health carriers to reimburse ground ambulance providers according to a rate schedule designed to reflect the actual cost of delivering those services.

At its core, SB 245 represents a pragmatic, market-oriented effort to address a longstanding distortion in emergency medical transport. Ground ambulance services are essential, life-saving, and inherently unshoppable. When a patient dials 911, there is no market signal, no opportunity for price comparison, and no voluntary exchange, the very conditions that normally ensure efficiency and fairness in a free market. The result has been unpredictable balance billing and inconsistent reimbursement practices that consumers, providers, or insurance carriers can navigate with confidence.

As part of the legislative compromise that enabled SB 245's passage, the New Hampshire Insurance Department was directed to commission an independent actuarial and accounting study to determine the actual cost of providing ground ambulance services statewide. The study's findings will be used to establish a uniform reimbursement schedule that reflects real costs plus a reasonable operating margin, sufficient to sustain emergency readiness without overcompensation. This cost-based schedule will be implemented through rulemaking effective January 1, 2028, ensuring predictability for insurers, providers, and consumers alike.

Following a competitive bid process in which four vendors submitted proposals, the RAND Corporation was selected as the most qualified and cost-effective partner. RAND distinguished itself through:

- **Depth of Expertise:** RAND's national leadership in ambulance cost analysis, including its selection by the Centers for Medicare & Medicaid Services (CMS) to conduct the Medicare Ground Ambulance Data Collection System (GADCS), provides unparalleled insight into the economics of ambulance operations. CMS released RAND's GADCS report in December 2024, the most comprehensive analysis of ambulance costs ever conducted in the United States.
- **Understanding of Scope:** Among all bidders, RAND was the only entity to demonstrate a full appreciation of the project's technical and regulatory complexity. Their proposal allocated significantly more staff hours than any competitor, ensuring rigorous data collection, validation, and analysis.
- **Superior Value:** Because of RAND's efficient labor allocation, its effective hourly rate was substantially lower than that of other bidders, offering

exceptional value to the state.

- **Credibility and Independence:** RAND's reputation for methodological rigor and policy neutrality enhances public confidence in the study's objectivity, an essential condition for regulatory legitimacy and market acceptance.

This initiative is disciplined in both scope and duration. It creates no new bureaucracy and no open-ended entitlement. Its purpose is to provide reliable data, not to fix prices, but to restore the conditions under which a functioning market can operate. RAND's analysis will reveal actual costs, allowing the Department to set a transparent benchmark that reduces uncertainty, promotes competition, and enhances fairness for all stakeholders.

In doing so, New Hampshire is demonstrating a model of pragmatic market repair, a limited, evidence-based intervention designed to correct an information failure that has undermined the proper functioning of the market. By bringing transparency and predictability to this essential service, the state strengthens both consumer protection and the free-market principles on which our health system depends.

The contract will become effective upon approval by the Governor and Executive Council and will extend through June 30, 2027.

The Department respectfully requests your approval of this contract.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "D.J. Bettencourt". The signature is fluid and cursive, with the first name "D.J." and the last name "Bettencourt" clearly visible.

David J. Bettencourt
Commissioner

Bid scoring meeting held on 9/10/2025

NHID Reviewers: Jason Aziz, Director of Health Economics
Leigh Curtis, Health Insurance Reform Coordinator
Alexander Feldvebel, Insurance Company Examiner IV
Michelle Heaton, Director of Life and Health

RFP 2025-5-NHID:

A Ground Ambulance Cost Study and Development of a Cost-Based Rate Schedule to be used by Health Carriers in Reimbursing Ground Ambulance Providers in New Hampshire

VENDOR NAME	Qualifications, Experience and Technical Expertise (50 points)	Proposed Approach to the Project (40 points)	Bid Price-BUDGET AMOUNT	Relative Price*	Price Proposal (10 points)	TOTAL SCORE (out of 100 Points)	RANK
RAND	50	40	\$400,000	\$157/hr	10	100	1
BerryDunn	40	25	\$348,805	\$271/hr	9	74	2
PCG	35	30	\$390,075	\$290/hr	8	73	3
Oliver Wyman Associates	33	20	\$276,225	\$386/hr	7	60	4

*Total cost divided by total hours

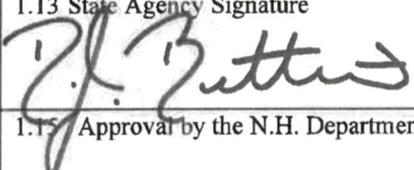
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

The State of New Hampshire and the Contractor hereby mutually agree as follows:

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name New Hampshire Insurance Department		1.2 State Agency Address 21 South Fruit Street, Suite 14 Concord, NH 03301	
1.3 Contractor Name The RAND Corporation		1.4 Contractor Address 1776 Main Street Santa Monica, CA 90407	
1.5 Contractor Phone Number 310-393-0411	1.6 Account Unit and Class 02-24-24-240010-42590000-500464	1.7 Completion Date 6/30/2027	1.8 Price Limitation \$400,000
1.9 Contracting Officer for State Agency Michelle Heaton, Director of Life and Health		1.10 State Agency Telephone Number 603-271-2261	
1.11 Contractor Signature  Date: Oct-13-2025 <small>DocuSigned by: Angela Kordell A00E0C62A8A2403...</small>		1.12 Name and Title of Contractor Signatory Angela Kordell Manager, Contract and Grant Services	
1.13 State Agency Signature  Date: 10/15/25		1.14 Name and Title of State Agency Signatory David J. Bettencourt, Commissioner	
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By: <i>Christopher Bond</i> On: <i>10.21.25</i>			
1.17 Approval by the Governor and Executive Council (if applicable) G&C Item number: _____ G&C Meeting Date: _____			

2. SERVICES TO BE PERFORMED. The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT B which is incorporated herein by reference ("Services").

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.13 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed.

3.3 Contractor must complete all Services by the Completion Date specified in block 1.7.

4. CONDITIONAL NATURE OF AGREEMENT.

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds. In no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT C which is incorporated herein by reference.

5.2 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8. The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance

hereof, and shall be the only and the complete compensation to the Contractor for the Services.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 The State's liability under this Agreement shall be limited to monetary damages not to exceed the total fees paid. The Contractor agrees that it has an adequate remedy at law for any breach of this Agreement by the State and hereby waives any right to specific performance or other equitable remedies against the State.

6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/EQUAL EMPLOYMENT OPPORTUNITY.

6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws and the Governor's order on Respect and Civility in the Workplace, Executive order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of age, sex, sexual orientation, race, color, marital status, physical or mental disability, religious creed, national origin, gender identity, or gender expression, and will take affirmative action to prevent such discrimination, unless exempt by state or federal law. The Contractor shall ensure any subcontractors comply with these nondiscrimination requirements.

6.3 No payments or transfers of value by Contractor or its representatives in connection with this Agreement have or shall be made which have the purpose or effect of public or commercial bribery, or acceptance of or acquiescence in extortion, kickbacks, or other unlawful or improper means of obtaining business.

6.4. The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with this Agreement and all rules, regulations and orders pertaining to the covenants, terms and conditions of this Agreement.

7. PERSONNEL.

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 The Contracting Officer specified in block 1.9, or any successor, shall be the State's point of contact pertaining to this Agreement.

8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

- 8.1.1 failure to perform the Services satisfactorily or on schedule;
- 8.1.2 failure to submit any report required hereunder; and/or
- 8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

- 8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) calendar days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) calendar days after giving the Contractor notice of termination;
- 8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;
- 8.2.3 give the Contractor a written notice specifying the Event of Default and set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or
- 8.2.4 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

9. TERMINATION.

- 9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) calendar days written notice to the Contractor that the State is exercising its option to terminate the Agreement.
- 9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) calendar days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. In addition, at the State's discretion, the Contractor shall, within fifteen (15) calendar days of notice of early termination, develop and submit to the State a transition plan for Services under the Agreement.

10. PROPERTY OWNERSHIP/DISCLOSURE.

10.1 As used in this Agreement, the word "Property" shall mean all data, information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

10.2 All data and any Property which has been received from the State, or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

10.3 Disclosure of data, information and other records shall be governed by N.H. RSA chapter 91-A and/or other applicable law. Disclosure requires prior written approval of the State.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

- 12.1 Contractor shall provide the State written notice at least fifteen (15) calendar days before any proposed assignment, delegation, or other transfer of any interest in this Agreement. No such assignment, delegation, or other transfer shall be effective without the written consent of the State.
- 12.2 For purposes of paragraph 12, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.
- 12.3 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State.
- 12.4 The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. INDEMNIFICATION. The Contractor shall indemnify, defend, and hold harmless the State, its officers, and employees from and against all actions, claims, damages, demands, judgments, fines, liabilities, losses, and other expenses, including, without limitation, reasonable attorneys' fees, arising out of or relating to this Agreement directly or indirectly arising from death, personal injury, property damage, intellectual property infringement, or other claims asserted against the State, its officers, or employees caused by the acts or omissions of negligence, reckless or willful misconduct, or fraud by the Contractor, its employees, agents, or subcontractors. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the State's sovereign immunity, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

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14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate or excess; and

14.1.2 special cause of loss coverage form covering all Property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the Property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or any successor, a certificate(s) of insurance for all insurance required under this Agreement. At the request of the Contracting Officer, or any successor, the Contractor shall provide certificate(s) of insurance for all renewal(s) of insurance required under this Agreement. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

15. WORKERS' COMPENSATION.

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("*Workers' Compensation*").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. The Contractor shall furnish the Contracting Officer identified in block 1.9, or any successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. WAIVER OF BREACH. A State's failure to enforce its rights with respect to any single or continuing breach of this Agreement shall not act as a waiver of the right of the State to later enforce any such rights or to enforce any other or any subsequent breach.

17. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

18. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

19. CHOICE OF LAW AND FORUM.

19.1 This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire except where the Federal supremacy clause requires otherwise. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

19.2 Any actions arising out of this Agreement, including the breach or alleged breach thereof, may not be submitted to binding arbitration, but must, instead, be brought and maintained in the Merrimack County Superior Court of New Hampshire which shall have exclusive jurisdiction thereof.

20. CONFLICTING TERMS. In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and any other portion of this Agreement including any attachments thereto, the terms of the P-37 (as modified in EXHIBIT A) shall control.

21. THIRD PARTIES. This Agreement is being entered into for the sole benefit of the parties hereto, and nothing herein, express or implied, is intended to or will confer any legal or equitable right, benefit, or remedy of any nature upon any other person.

22. HEADINGS. The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

23. SPECIAL PROVISIONS. Additional or modifying provisions set forth in the attached EXHIBIT A are incorporated herein by reference.

24. FURTHER ASSURANCES. The Contractor, along with its agents and affiliates, shall, at its own cost and expense, execute any additional documents and take such further actions as may be reasonably required to carry out the provisions of this Agreement and give effect to the transactions contemplated hereby.

25. SEVERABILITY. In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

26. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.

**Agreement with Rand Corporation
Ground Ambulance Cost Study**

**Exhibit A:
Special Provisions – Modifications, Additions,
and/or Deletions to Form P-37**

Work Product and Research Results. Although Section 10 of Form P-37 provides that studies, reports and other things developed in the performance of this Agreement shall be the property of the State, because the work product and research results under this agreement will be made public, and because the Department and Contractor share the mission of helping to improve policy and decision-making through research and analysis and the wide dissemination of research results, the Department grants to Contractor non-exclusive, royalty-free license regarding the work product and research results produced as a result of this agreement to use, reproduce, publish, distribute copies to the public, and create derivative works. This license does not extend to the disclosure of confidential data or confidential identifiers. Any republication of the work completed under this agreement on the Contractor's website will be free of charge to download. The work product and research results shall be used for non-commercial purposes only. The Department reserves the right to revoke this license if these terms are violated.

Contractor initials: 
Date: Oct-13-2025

Exhibit B Scope of Services

Introduction

The New Hampshire Insurance Department (the Agency) sought proposals from vendors with expertise in accounting and actuarial analysis to fulfill the requirements of SB 245, passed by the New Hampshire legislature in 2025. This law mandates that the Agency hire an independent accounting and actuarial expert to conduct a study on the costs of ground ambulance services in New Hampshire. Using the results of this study, the expert will develop a statewide, cost-based rate schedule for health insurers to use when reimbursing ground ambulance providers. The Agency will establish this mandatory rate schedule through rulemaking, with implementation set for January 1, 2028. As part of the expected scope of work, the state is also requesting information on the feasibility of creating a single, consistent payment system for ground ambulance services for all payers, including Medicare and Medicaid. The guidance on the feasibility of an all-payer rate schedule for ground ambulance services will be provided to the Commission on Improving the Ground Ambulance Services Financing and Delivery System (created by SB 245) regarding the potential and advisability of seeking a Section 1115A waiver under the Social Security Act. This waiver would allow the state to adopt an all-payer model for ground ambulance services, creating a uniform, cost-based reimbursement system that includes Medicare, Medicaid, and fully insured commercial payers, building on the mandatory rate schedule and cost study.

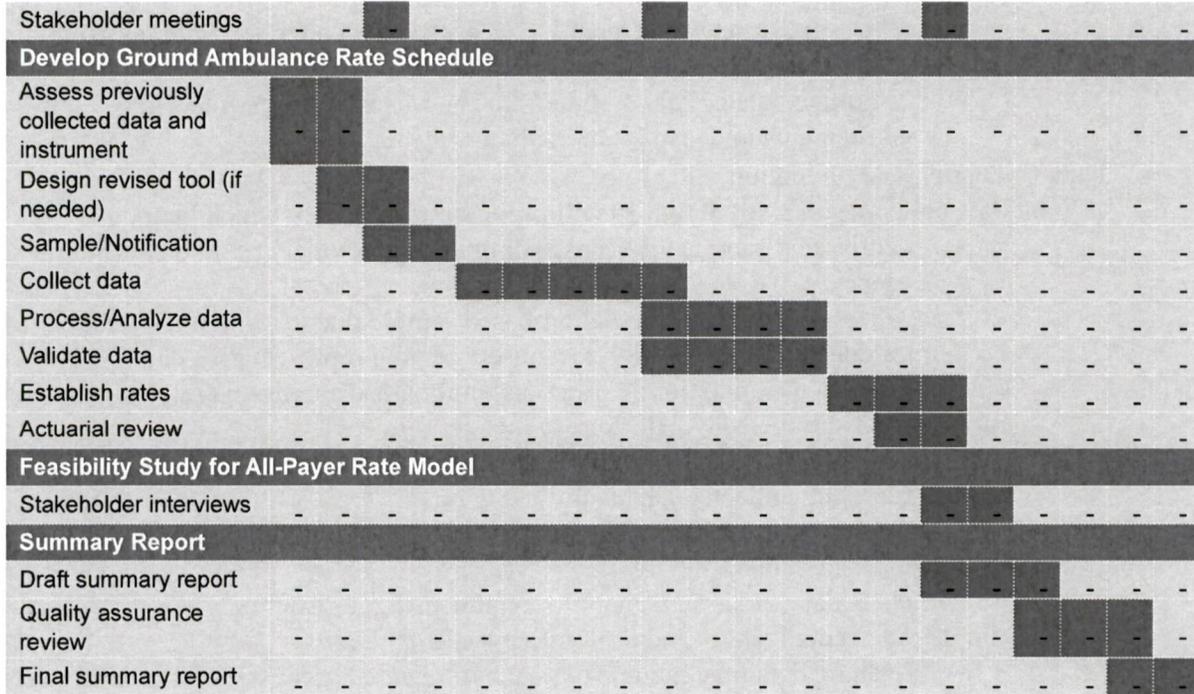
Workplan Summary

RAND in conjunction with our actuarial partner, Actuarial Research Corporation (ARC) will conduct the proposed rate setting study. Our workplan is summarized in Table 1. We anticipate that the development and deployment of the data collection tool will occur in the first year of the contract, with the analyses for validation of the data and rate development to occur in the second part of the contract. We will work with the Agency to determine whether any activities supporting the 1115 waiver application will need to occur after June 2027.

Table 1. Workplan Summary

Task/Subtask	2025						2026						2027							
	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Project Management																				
Kickoff Meeting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Status Calls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Stakeholder Engagement																				

Contractor Initials AK
 Date Oct-13-2025



We now provide a summary of activities in this section, followed by more detail below.

Stakeholder Engagement

- Stakeholder engagement will occur throughout the project.
- We will convene virtual stakeholder groups at three stages: survey development, data analysis/rate setting, and all-payer feasibility assessment.
- We will:
 - Engage a representative group including legislators, town managers, health carriers, and others recommended by the Agency.
 - Collaborate with national and local organizations (e.g., American Ambulance Association, National Association of EMTs, NH Ambulance Association, NH Fire Chiefs Association).
- Additionally, we will provide some structured reporting assistance that will include help sessions and outreach and education materials tailored for specific types of organizations if needed.

Conduct Cost Study

- Survey Development
 - Our initial activities will include:
 - Review instrument and data collected by prior contractor
 - Use and adapt the GADCS instrument for New Hampshire, streamlining sections and removing unnecessary elements, if necessary.

- Implement structured Excel-based data collection with built-in checks (percentages, logic, internal consistency).
- Determine data collection timeframe and fiscal/calendar reporting requirements in consultation with the Agency.
- Data Collection and Validation
 - Data collection support activities will occur simultaneously which include:
 - Identify and sample all licensed ambulance providers using data from the Agency.
 - Collect data using a population-based sample due to a small universe of providers, aiming for high response rates and representative data.
 - We will develop the analytic file of ground ambulance claims and related information from the NH CHIS for use in:
 - confirming sampling strategy for data collection
 - validating collected data and
 - developing some characteristics to be used in weighting collected data such as volume.
 - We will clean data and assign analytic weights using logistic regression to ensure sample representativeness and limit influence of outliers.
 - Cleaning data may include outreach to selected organizations to confirm or correct data submissions
- Rate Schedule Development
 - This step of the project will:
 - Address methodological options (e.g., cost per RVU, per transport), impact of volunteer labor, and integration of public funding in rate design.
 - Calculate total cost per response/transport/mile/RVU using direct and indirect costs, with adjustment for geography (urban/rural/super rural).
 - Adjust data for outside-of-state services and different reporting periods via inflation indexing.
 - Develop base rates applicable to each HCPCS code, applying geographic adjustments for urban, rural and super rural areas.

Annual Maintenance and Actuarial Assessment

- For the proposed rate schedule, we will:
 - Establish routine inflation adjustment protocols (using BLS CPI) and guidance for rate schedule updates based on new cost/respondent data.
 - Collaborate with ARC to perform actuarial assessments ensuring reasonable payment rates, cost recovery alignment, and evaluation of commercial premium impacts.
 - Use NH CHIS to assess premium impacts and identify types of organizations affected by rate changes.

All-Payer Rate Feasibility Assessment

- This final step of the project will engage payers and ambulance stakeholders in assessing feasibility for Section 1115A waiver for all-payer rate.

- We will analyze lessons from other all-payer models (Maryland, Vermont) to identify potential implementation barriers/enablers for New Hampshire and provide this feedback to the Agency.

Final Deliverable

- Comprehensive report synthesizing rate schedule options and feasibility analyses, with transparent methodological documentation.

We propose to approach all tasks with multiple layers of quality assurance (QA) in analytic programs, resulting in output and written deliverables. All RAND programs go through RAND's rigorous QA process, in which all programs and output are independently checked for accuracy, logical consistency, and to ensure the analytic design was implemented as intended. The final written report will be reviewed by two independent reviewers to ensure that all methods are logical and defensible, findings are accurate and clearly stated, and that recommended policy options flow logically from collected data and analysis.

Detailed Approach to the Project

The goals of this study are to produce a ground ambulance rate schedule for the state of New Hampshire and to provide information on the feasibility of moving to an all-payer rate for ground ambulance services. The following sections describe our approach in more detail.

Stakeholder Engagement

For the GADCS, RAND worked extensively with national ambulance and emergency medical service (EMS) associations, including the American Ambulance Association, the National Association of Emergency Medical Technicians (EMTs), the National Association of State EMS Officials, and the International Association of Fire Chiefs. We also interviewed many ground ambulance organizations throughout the life of the project regarding the development and later testing of the data collection instrument, and conducted online help sessions with hundreds of ground ambulance organizations. Additionally, we developed specific outreach materials for specific groups of organizations, such as those in rural areas or those with shared services that are publicly available on CMS' GADCS website. We know this industry and its complexity.

As a result of the diversity of types of organizations delivering ground ambulance services and community preferences regarding first response capabilities, there will be several decision points regarding the data collection and analysis process that will require input from the Agency and the ground ambulance stakeholders within New Hampshire. We anticipate convening virtual stakeholder groups for input at least three times during the course of the study for input on the data collection instrument, the data analysis and ultimate rates, and the feasibility of pursuing a waiver for an all-payer rate. Stakeholders will include ground ambulance organizations, the New Hampshire Ambulance Association, the New Hampshire Fire Chiefs Association, interested legislators, town managers, and health carriers, among others, that the Agency recommends.

Conduct Cost Study

Survey Development. Given our extensive expertise with the GADCS, we recommend using the GADCS as the basis for developing the cost data collection tool. We developed the GADCS with substantial input from the ground ambulance industry so that it reflects key costs and services provided. For the purposes of rate setting in New Hampshire, we recommend creating a streamlined version of the GADCS instrument. In conjunction with the Agency, we will determine exactly which sections are most important from their perspective to keep, but we anticipate being able to eliminate some questions in specific sections, such as emergency service provision or service areas, and consolidate other sections, such as the facilities and vehicles section. Furthermore, the full GADCS contains extensive skip logic that would also be removed in a static version, but we anticipate that this can be done without losing key data.

Pre-hospital costs and readiness. We believe that these two concepts deserve special attention related to the survey development, as the Agency wishes to collect information on these costs. We think it places an undue burden on organizations to report separate labor or supply costs for this information at the data collection phase. If the Agency wishes to estimate these costs, we suggest calculating them with the collected data, and we will work with the Agency to develop these calculations.

Asking organizations to report portions of labor or supplies used in pre-hospital care or developing a cost of “maintaining readiness” poses similar challenges in that most organizations would find it difficult to allocate some portion of labor, facilities, or vehicles dedicated to these activities. Furthermore, how they define these activities can differ, leading to unexplained variation in these costs. The GADCS captures some dimensions of these activities that can be used to calculate their cost with the collected data. For example, questions on topics such as continuity of emergency service availability, response times, and staffing models can be used to assess the readiness costs with the collected data. For example, the Agency could consider removing organizations providing large shares of non-emergency transports from the rate calculation, as these organizations may have lower readiness costs, but this is a methodological issue that will require input from the Agency and the stakeholder community.

Data Collection Year. It would minimize the burden on the ground ambulance organizations that already report to the GADCS by simply inputting their GADCS data into the new tool or using their previously reported data to the state. These data would reflect data from 2022-2024, depending on the cohort in which the organization was sampled and its selected data collection period. Any organization that had not already collected and reported data to the GADCS could report for 2024, and an inflation adjustment could be used for organizations reporting on data from prior years. An alternative option is to have all organizations report data for calendar year 2024, since there were a number of organizations that either were not sampled or chose not to report data to CMS, and we will discuss with the Agency their preferred data collection year. We found that approximately 62% of organizations nationwide chose data collection periods on the calendar year (Mulcahy et al., 2024b), so whether to allow data collection periods reflecting other fiscal years is another key decision point.

Data Collection and Validation Requirements

Sample. Using the National Plan and Provider Enumeration System, there are currently 183 NPIs with a practice location in New Hampshire with a taxonomy code of ambulance (3416L0300X or 341600000X). Of these, 128 (70%) were sampled for the GADCS. This number approximates the number of ground ambulance organizations with potential experience reporting data to the GADCS, however, we would use the most current list of licensed ground ambulance services from the New Hampshire Division of Fire Standards and Training & Emergency Medical Services (Department of Safety). Using licensing information will include out-of-state organizations providing services within the state of New Hampshire.

Nationwide, approximately 73% of sampled ground ambulance organizations submitted complete responses to the GADCS (Mulcahy et al., 2024b). Because of the relatively small number of ground ambulance organizations operating in New Hampshire and the anticipated response rate, we recommend using a population-based sample. In summarizing cost information and developing the rate schedule, we will develop analytic weights to weigh the sample to be representative of the characteristics of the population of ground ambulance providers licensed in New Hampshire.

Example data validation checks:

- Whether the reported service totals are logically consistent (such as the number of transports is less than the number of responses)
- The reported EMT hourly wage is less than an upper threshold
- The number of annual hours per staff person is less than an upper bound, such as 2,080 (40 hours per week for 52 weeks)
- Total revenue is greater than or equal to the total costs reported

Data Validation. We recommend collecting the information via an Excel-based tool with structured inputs. The initial source of data validation will be integrated into the Excel-based input tool, such as ensuring percentages can only be reported with numbers from 0-100, and checks to ensure internal validity, such as whether the number of ground ambulance transports is less than or equal to the number of ground ambulance responses.

Additional data validation will occur after the data is collected. We anticipate that much of the internal validity should be ensured with a data collection tool that contains these internal validity checks. Other internal validity checks will likely include comparing whether the labor hours per response are below a specified threshold

or whether labor costs per response are within reasonable boundaries. We also anticipate having access to the New Hampshire CHIS to confirm whether the paid transports reported are similar the the number of paid transports organizations report, and whether relative shares of revenue by payer are consistent with the information in the New Hampshire CHIS.

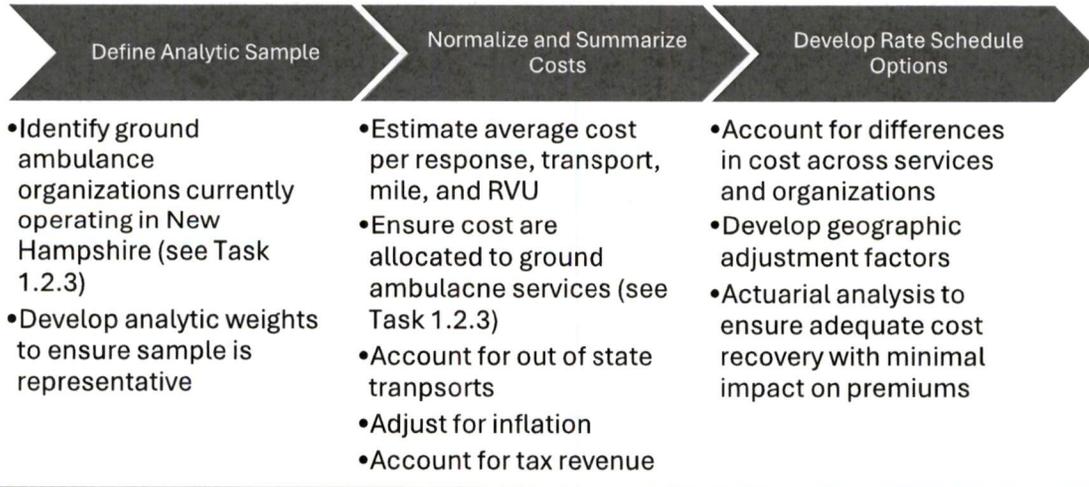
Allocation of costs and revenues for organizations with shared services has an important impact on setting transport payment rates. We recommend collecting total cost information with an allocation factor for organizations with shared services. As with the GADCS, we will not know how an organization came up with its allocation factor. For organizations with shared services, reporting total amounts with the allocation factor will allow us to validate or apply a different allocation factor in retaining only the costs that contribute to ground ambulance services. We can

then compare the reported allocation factor to other factors, such as the ratio of ground ambulance versus total responses.

Rate Schedule Development Requirements

New Hampshire needs a cost-based, service-specific (i.e., by Healthcare Common Procedure Code System [HCPCS] code) rate schedule to implement the requirements in SB 245. In brief, to develop a rate schedule, RAND envisions this task as a three-step process (Figure 1):

Figure 1: Data Collection and Analysis Process Summary



RAND has previously developed methods to define a representative sample as well as normalize and summarize cost data collected by the GADCS as part of our contract with CMS. Our findings using the first two cohorts of GADCS responders were published by CMS in the Fall of 2024, which includes a discussion on each section of the GADCS and cost and revenue statistics by organizational characteristics (ownership, urbanicity, etc). (Mulcahy et al., 2024b).

RAND seeks to ensure all findings are representative of the New Hampshire ground ambulance industry by:

- Including a maximum number of organizations that submit cost data through rigorous data cleaning of granular cost data
- Weighting responses to reflect the cost of all organization operating in New Hampshire, not just the organizations that submitted data

Define the Analytic Sample. RAND aims to ensure that the analytic sample is appropriately representative of the universe of ground ambulance organizations licensed to operate in New Hampshire (and excludes organizations that have gone out of business). As discussed above, RAND will conduct extensive data cleaning to address outlier responses and skewness of granular GADCS and any other collected data. These data cleaning steps support the inclusion of the maximum number of organizations in the analytic sample from the organizations that submitted data—

allowing for any cost-basis to accurately reflect the cost incurred by organizations in furnishing services. Exclusions based on a simple threshold of aggregate costs (e.g., per transport) are likely to exclude higher cost organizations, which could lead to attenuating any related cost-basis.

Nevertheless, RAND will consult with the Agency on whether any remaining outlier organizations on key dimensions are necessary to exclude.

After defining the analytic sample, RAND will assign an analytic weight to each organization in the sample, such that summarized findings will be representative of the universe of ground ambulance organizations licensed and operating in New Hampshire. We similarly used this method to summarize the GADCS findings for CMS. Analytic weights allow findings to account for differential non-response rates by organizational characteristics, for example, if for-profit organizations are less likely to respond than government organizations. Analytic weights can be calculated using logistic regression to generate an estimate of how likely an organization was to submit cost information and be in the analytic sample as a function of the sampling characteristics (i.e., urbanicity, provider vs supplier status, ownership, and volume of transports). Characteristics information from non-respondents will be determined from external data sources such as internet searches for organization type (for-profit/non-profit/government and provider/supplier), public CMS data such as the National Plan & Provider Enumeration System for geographic information to categorize organizations as urban, rural, or super rural, and the New Hampshire CHIS for volume measures. To ensure that no organization has a disproportionate influence on the cost information, we would recommend options for capping the weights at a specific threshold, similar to the methods we used when summarizing the GADCS information for CMS.

Normalizing and Summarizing Cost Information. At an overall level, RAND will summarize the total cost per response, per transport, per mile, and per relative value unit (RVU). We propose to calculate a cost-basis per response and per transport using non-vehicle costs, while the per-mileage would be calculated using vehicle costs and information on the average miles per response and per transport obtained from the New Hampshire CHIS. As an alternative cost-basis, RAND will also estimate the cost per RVU. Through RAND's analysis of the GADCS data, we found that there is an extremely diverse set of organizations that deliver ground ambulance services, including variation in the services furnished. Using a per RVU cost-basis could potentially account for differences in service and case mix across organizations, leading to a rate schedule that adequately reimburses across organizations. RAND would summarize this cost information by organizational characteristics, including separately calculating total cost measures for urban, rural, and super rural organizations to inform geographic adjustments in the rate schedule.

As an alternative cost-basis measure, RAND will estimate the cost per RVU incurred by organizations. Per RVU measures can account for service and case mix difference across the diverse set of organization providing ground ambulance services.

In calculating summary cost data, RAND would use the total direct and indirect costs incurred by ground ambulance organizations in furnishing ambulance services to fully account for the costs of providing services, including pre-hospital care and readiness costs. Transport and treat-no-transport responses will include non-vehicle costs, including costs related to direct and indirect staffing, equipment, supplies, facilities, and other costs. RAND will assess options for estimating

mileage costs by identifying which costs scale with mileage. One option is to allocate all vehicle costs to mileage, and we will explore alternatives to incorporate other costs that plausibly scale with mileage, such as EMT labor costs. We will discuss with the Agency to estimate separate pre-hospital care and readiness costs; however, as discussed above, these costs are difficult for organizations to estimate, and these costs are typically incorporated into the cost per response or per transport.

Because some organizations use volunteer labor, we will discuss with the Agency the need to estimate and add to each cost-basis the compensation organizations would have paid if they employed similar staff. New Hampshire legislation requires that the fee schedule consider public revenue received by organizations through local taxes earmarked for emergency medical services. RAND will discuss with the Agency whether some or all tax funding should be used to offset costs, as was done in the previous analysis.

We would implement several adjustments to ensure the data remains accurate and reliable. First, RAND would explore options to adjust for transports occurring outside of New Hampshire. For example, RAND could pro-rate total cost information by the percentage of in-state services by collecting information on the share of in-state transports from organizations or by using the New Hampshire CHIS to estimate the number of in-state transports. Second, based on the determination of data collection year in consultation with the Agency, RAND may inflation-adjust all cost measures, particularly if responses cover different time periods. RAND would inflation-adjust using standard methods, such as using the Bureau of Labor Statistics Consumer Price Index for medical services to adjust all cost information to the most recent time period of available data.

Develop Rate Schedule Options. The Agency requires a rate schedule for ground ambulance services to ensure ground ambulance provider stability. That rate schedule will need to

RAND expertise in payment methodology and rate setting

- RAND derived options to improve the methodology used to set practice expense RVUs in the Medicare Physician Fee Schedule, conducting extensive analysis to determine how rate changes would impact different providers.
- RAND developed a methodology to more accurately estimate new RVUs for procedures with bundled payments based on the observed services furnished by providers.

adequately reimburse ground ambulance organizations by achieving cost recovery for the majority of responses to incentivize continued and high-quality operations, while also keeping patients unharmed by rate changes. The rate schedule must also maintain feasibility for use as an all-payer rate under a Section 1115A waiver. The RAND team has extensive experience refining payment methodology while considering how changes would impact the distribution of providers and other stakeholders.

RAND will discuss with the Agency options for selecting the basis of the payment methodology. PCG opted to use fee-for-service Medicare rate calculations as the basis for setting a rate schedule, which involved

calculating a per transport, per treat, no transport, and per mile cost basis that is multiplied by

RVUs (established by CMS) and Medicare’s geographic adjustments for urban, rural, and super rural locations. As one option, RAND would explore refinement to this methodology to promote accuracy, broader representation, and specificity to New Hampshire’s ground ambulance industry (Table 1).

Table 1. RAND Refinements to Medicare Payment Methodology to Ground Ambulance Services in New Hampshire

Increase Accuracy through Broader Representation	Empirical Estimation of Key Rate Setting Factors	Analysis of Alternative Cost Basis
<ul style="list-style-type: none"> • Inclusion of more organizations through data collection. • Cleaning of granular cost data to ensure more organizations are included in the analytic sample. • Application of analytic weights so that the cost-basis reflects all organizations operating in New Hampshire. 	<ul style="list-style-type: none"> • Use collected cost data to empirically derive a cost-basis for Treat-No-Transport services. • Analysis of collected cost data by urbanicity to estimate geographic adjustments. • Actuarial analysis to determine cost recovery adjustments that allow for a reasonable operating margin. 	<ul style="list-style-type: none"> • Derive alternative cost-basis that considers difference in service mix of organizations, for example, by estimating a different cost-basis emergency and non-emergency services. • Assessment of using cost per RVU as a cost-basis.

RAND’s experience with GADCS and the ground ambulance industry provides insight into service mix and cost structure differences across organizations. Based on these differences, a single cost-basis used to calculate a rate for each transport service (and a single percentage discount for treat-no-transport services) may lead to rates that favor some organizations over others, for example, between organizations that mostly furnish non-emergency services compared to organizations that primarily furnish emergency services. Additionally, empirical estimation of key rate setting factors can promote accuracy in payments. For example, RAND could use variation in treat-no-transport response volume as observed in the collected data to estimate a discount to be applied to the per transport cost-basis to measure the cost-basis for treat-no-transport responses. RAND would also recommend using alternative methodologies to set a rate schedule. In particular because of the diversity of organizations, using the cost per RVU rather than per transport or per response could better account for differences in cost structures to fairly reimburse across organizations.

RAND will arrive at a base rate(s) applicable to calculating rates for the services listed in Table 2. Each base rate will be multiplied by RVUs for the service (assuming Medicare payment methodology is used) and a geographic adjustment factor that allows for the highest payments to super rural locations and the lowest payments to urban locations. RAND would use the urban, rural, and super rural designations as defined by CMS. RAND would assess options for adjusting rates by geography—while Medicare uses a nationally derived geographic adjustment and super rural add-on payments, these rates may not align with the cost of furnishing services in New Hampshire. RAND will use collected cost data to estimate cost differences based on the location

and service areas of organizations to determine if Medicare adjustments are adequate or if more accurate adjustments are needed to reflect costs incurred by New Hampshire organizations.

Table 2. Ground Ambulance Services Procedure Codes

Procedure Code	Description
A0425	Mileage
A0426	Advanced Life Support, Level 1 (ALS1), Non-emergency
A0427	Advanced Life Support, Level 1 (ALS1), Emergency
A0428	Basic Life Support (BLS), Non-emergency
A0429	Basic Life Support (BLS), Emergency
A0432	Paramedic Intercept, Volunteer Ambulance Co
A0433	Advanced Life Support, Level 2 (ALS2)
A0434	Specialty Care Transport (SCT)
A0998 (BLS)	Response and Treatment, no transport
A0998 (ALS 1)	Response and Treatment, no transport
A0998 (ALS 2)	Response and Treatment, no transport

RAND will provide the agency with a methodology to support the annual maintenance of the rate schedule and ensure ongoing rate adequacy. RAND will develop a method to inflation-adjust rates consistent with SB 245 provisions using the general consumer price index as reported by the United States Bureau of Labor Statistics. In addition, RAND will provide guidance on how to use the established rate-setting calculation to revise rates if needed, due to changes in underlying cost data from year to year. These updates would potentially include collecting new data from organizations or incorporating additional response data.

Actuarial Assessment of Rate Soundness and Premium Impacts. RAND, in conjunction with ARC, will provide an actuarial assessment of the proposed rate schedule to determine if the payment rates are reasonable and to assess the impact of the rate schedule on commercial health plan premiums. ARC’s assessment will ensure that the rate schedule is developed in accordance with accepted actuarial standards, based on valid data sources and methods, and that the rate schedule will adequately reimburse ground ambulance organizations to recover costs in alignment with the Agency’s expectations. Using the New Hampshire CHIS, RAND, and ARC will estimate the percentage of transports that will achieve full and direct cost recovery under the proposed rate schedule and whether certain types of organizations would face a greater financial disadvantage than others. Based on this assessment, RAND will consult with the Agency to determine if further revisions to the rates are needed and estimate any necessary adjustments to rates to apply to the rate setting methodology.

Our team will use the New Hampshire CHIS to conduct a study of the impact of the proposed rate schedule on premiums. For example, this analysis could compare payment amounts in the CHIS prior to implementing the proposed rate schedule to payments under the new schedule to determine how health plans would be financially impacted and how premiums would likely change.

All-Payer Rate Setting Feasibility Assessment

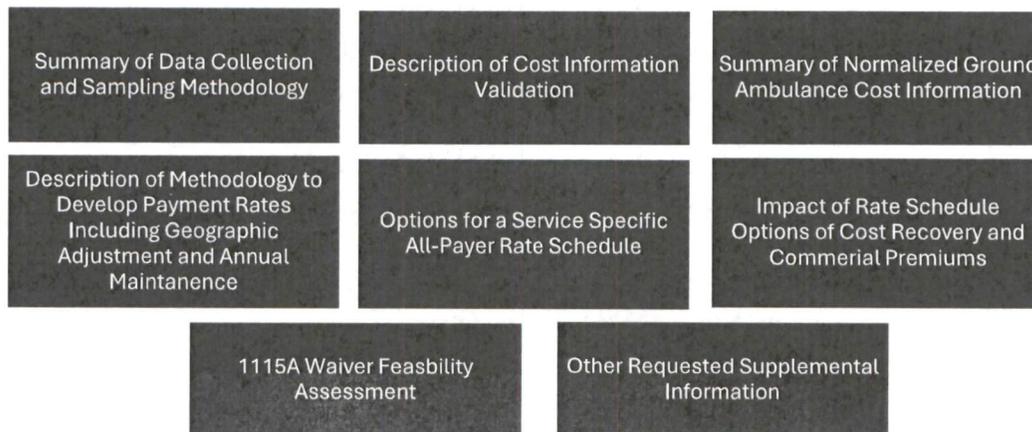
With the results of our rate study, and in conjunction with stakeholder engagement with payers and the ground ambulance community, we would recommend the feasibility of setting an all-payer rate through a Section 1115A waiver with CMS. We also anticipate conducting outreach to other states that have established all-payer rates for selected services (particularly Maryland and Vermont) to determine likely implementation barriers and facilitators. Our recommendations will be transmitted in a method that will be discussed with the Agency. We have conducted assessments of the feasibility of waiver programs in the past and given RAND an understanding of how waivers must be structured for successful adoption. For example, RAND previously assessed California's innovative Global Payment Program, a pilot initiative under the state's Section 1115 Medicaid demonstration waiver (Timbie et al., 2019).

Final Deliverables

The efforts undertaken in this project will culminate in a comprehensive report that synthesizes the above tasks, including options for a cost-based rate schedule for ground ambulance providers operating in New Hampshire, discussion of the feasibility of applying for a waiver under Section 1115A of the Social Security Act for the purposes of using the rate schedule across all payors, and other supplemental information requested by New Hampshire (Figure 2). RAND will draft a robust discussion of the options for a uniform rate schedule payment methodology including detailed descriptions of methodological approaches that could be feasible implemented by New Hampshire and an explanation of the strengths and weaknesses of different approaches (e.g., a comparison of a rate schedule based on the cost per transport or per responses versus a schedule based on the cost per RVU). This document can serve as a guide for setting a rate schedule that adequately reimburses providers, while keeping patients from losing access to emergency services or facing financial hardship.

ARC will review all methodology used to calculate a uniform rate schedule, including impacts on cost recovery and commercial premiums to ensure the rate schedule methodology is actuarially sound. These checks can include an assessment of the validity of any methodological assumptions and the sensitivity of the results to changes in assumptions, evaluating downstream impact and the long-term financial sustainability (for provider and patients) of the changes in ground ambulance rates, and ensuring that all methods are in accordance with generally accepted actuarial principles and standards.

Figure 2: Components of Final Report on Developing a Cost-Based Ground Ambulance Rate Schedule for New Hampshire



RAND will present all findings objectively and in clear and accessible language that can be consumed by a variety of audiences. RAND staff are skilled writers and have experience writing documents that are practical, policy-focused, and designed to assist with addressing policy questions related to health care spending. RAND will produce the report in a sequential process to incorporate feedback from the Agency and information learned from stakeholder engagement:

- 1.) Develop a draft outline for review by the Agency;
- 2.) Revise the outline based on the Agency’s feedback;
- 3.) Develop a draft report for review by the Agency;
- 4.) Revised the draft report based on the Agency’s feedback; and
- 5.) Submit a final, professionally edited, research report to the Agency.

RAND will produce the draft report in Word format by February 28, 2027, for the Agency to review and provide feedback. After receiving feedback, RAND will incorporate all comments to produce a final report no later than June 30, 2027. The final report will go through RAND’s publication process, which includes copyediting to produce a report fit for public release.

All contents of the final report will go through RAND’s QA process. The project leaders will develop and document a comprehensive QA plan at the beginning of the project. This plan will be followed and continuously monitored throughout the project’s duration. QA plans are customized to address the specific needs and challenges of each project, incorporating elements such as independent data code reviews and regular “sanity” checks on data outputs. In addition, the final reports and rate-setting methodology, and schedule will undergo formal evaluations by peer reviewers with relevant expertise. RAND selects these reviewers based on their substantive and methodological knowledge, and they are expected to maintain an independent perspective. Peer reviewers and authors collaborate iteratively until all concerns are resolved. This thorough review process is designed to serve the best interests of our clients, ensuring that all final

products are accurate and that conclusions are well-supported by the research. This is particularly valuable for clients relying on these products to inform high-visibility policy decisions or implementation. The ultimate goal of our QA approach is to uphold the highest standards of quality and objectivity. This includes clearly defining the problem we are addressing, implementing a well-designed study, using appropriate data and analytic techniques, making assumptions transparent, effectively communicating findings to a diverse audience, thoughtfully formulating recommendations, providing complete documentation, and ensuring that materials are balanced and free from partisanship or other biases.

Exhibit C - Payment Terms

The services will be billed at the rates included in the submitted proposal not to exceed the total contract price of \$400,000.

The RAND Corporation will submit itemized invoices to the New Hampshire Insurance Department at least monthly. Invoices will contain the total number of hours and corresponding labor charges for each member of The RAND Corporation team for the preceding calendar month. Hourly rates invoiced shall not exceed the hourly rates included in the submitted proposal. Invoices will be submitted to the Department electronically.

Contractor initials 
Date Oct-13-2025

Exhibit D:
Data Share Agreement

To complete the scope of services as outline in Exhibit B of the Agreement, New Hampshire Insurance Department (NHID) will provide Contractor with confidential data obtained from the New Hampshire Comprehensive Health Care Information System (CHIS). This Data Sharing Agreement (DSA) establishes the terms, conditions, safeguards, and procedures under which the NHID agrees to provide the CHIS data.

1. Contractor understands that the CHIS data may include confidential information that is protected from disclosure by state and federal laws.
2. Contractor shall not use, disclose, maintain or transmit data except as reasonably necessary to provide the services outlined under Exhibit B of the Agreement.
3. Contractor shall make reasonable efforts in accordance with industry-accepted standards to protect the confidential nature of all data provided.
4. Contractor shall ensure all employees and subcontractors that have access to the confidential data have been trained in safeguarding the confidentiality and security of the confidential data.
5. Contractor shall require any employees or subcontractors that receive, use, or have access to the data under the Agreement, to agree in writing to adhere to the same restrictions and conditions on the use of the data as contained herein, including the duty to return or destroy the data.
6. Contractor shall not disclose or make use of the identity, financial or health information of any person or establishment discovered inadvertently.
7. Contractor shall take reasonable steps to monitor the security of the confidential data and shall report any breached in confidentiality *immediately* to NHID.
8. Contractor agrees that it has the duty to protect and maintain the privacy and security of confidential data and information, and that duty must continue in full force and effect until such data is returned and/or destroyed. For any such data that return/destruction is not feasible, the privacy and security requirements of this DSA must survive the termination or expiration of this DSA or term of continued use.
9. Contractor shall only retain the CHIS data and any derivative of the data for the duration of this Agreement. After such time, Contractor shall have 30 days to return or destroy the data and any derivative in whatever form it is

Contractor initials:

AK

Date: OCT-13-2025

may exist, unless, otherwise required by law or permitted under this Agreement. If return or destruction is not feasible, or the disposition of the data has been otherwise agreed to in the Agreement, Contractor shall continue to protect such information in accordance with the Agreement for so long as Contractor maintains such data.

10. Contractor shall document in writing the date and time of the data destruction. The written certification shall document the destruction of both electronic and hard copy of the data and shall be provided to NHID upon request and at the termination of this agreement.

Contractor initials: 
Date: Oct-13-2025

State of New Hampshire

Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that THE RAND CORPORATION is a California Nonprofit Corporation registered to transact business in New Hampshire on September 25, 2025. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **1004577**

Certificate Number : **0007309329**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this **25th** day of **September** A.D. **2025**.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan
Secretary of State



ROBERT M. CASE
VICE PRESIDENT, GENERAL COUNSEL,
AND CORPORATE SECRETARY

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90407-2138

TEL 310.393.0411 X 7476
FAX 310.260.8169
rcase@rand.org

SIGNATURE AUTHORITY RESOLUTION FOR LEGALLY BINDING AGREEMENTS

RESOLVED, That the following members of management are hereby authorized and empowered to sign on behalf of, and in the name of, The RAND Corporation, all contracts, grants, and other legally binding agreements:

- President and Chief Executive Officer
- Senior Vice President, Finance and Operations
- Senior Vice President, Research and Analysis
- Vice President and Chief Financial Officer
- Vice President, General Counsel, and Corporate Secretary
- Director, Contract & Grant Services
- Director, Procurement & Subcontract Compliance

FURTHER RESOLVED, that the above members of management are hereby authorized and empowered to delegate their authority to sign on behalf of, and in the name of, The RAND Corporation, all contracts, grants, and other legally binding agreements, so long as:

- (1) the delegating manager is the direct supervisor of the delegate,
- (2) the delegating manager has determined that the delegate has the appropriate experience, skill, and judgement to prudently exercise the authority being delegated,
- (3) the delegating manager retains oversight and responsibility for actions taken by the delegate, and
- (4) the delegation is made in writing and a copy is provided to the President and Chief Executive Officer and the Vice President and General Counsel.

FURTHER RESOLVED, That the following member of management, in addition to the above, is hereby authorized and empowered to sign on behalf of, and in the name of, The RAND Corporation, all severance, settlement, and release agreements with current and former employees:

- Vice President, Human Resources

FURTHER RESOLVED, That signature authority for contracts, grants, and other legally binding agreements is based on organizational position, and that this authority will pass to each individual successively appointed to the positions listed above. The Senior Vice President, Finance and Operations will confer signature authority on the individuals filling the approved organizational positions, subject to approval of the President and Chief Executive Officer of The RAND Corporation.

RESEARCH AREAS

- Children, Families, and Communities
- Cyber and Data Sciences
- Education and Literacy
- Energy and Environment
- Health, Health Care, and Aging
- Homeland Security and Public Safety
- Infrastructure and Transportation
- International Affairs
- Law and Business
- National Security and Terrorism
- Science and Technology
- Social Equity
- Workers and the Workplace

OFFICES

- Santa Monica, CA
- Washington, DC
- Pittsburgh, PA
- Boston, MA
- Cambridge, UK
- Brussels, BE
- Rotterdam, NL
- Canberra, AU



FURTHER RESOLVED, That all form resolutions required in connection with contracts, grants, and other legally binding agreements are hereby adopted in the form required by the other party to the contract, grant, or agreement, and that the Vice President, General Counsel, and Corporate Secretary is authorized to certify that such resolutions have been adopted by the Board.

FURTHER RESOLVED, That the Vice President and Chief Financial Officer and the Vice President, General Counsel, and Corporate Secretary are hereby authorized and empowered to execute any and all documents that either may deem necessary or advisable to carry out these resolutions.

I, Robert M. Case, Vice President, General Counsel, and Corporate Secretary of The RAND Corporation, hereby certify that the foregoing resolutions were approved by the Executive, Governance, and Nominating Committee of The RAND Corporation Board of Trustees on July 23, 2024.

I further certify that the foregoing resolutions are current and accurate as of today, Aug-07-2024 and have not been superseded by any subsequent resolutions of the Board or the Executive, Governance, and Nominating Committee.

The RAND Corporation

DocuSigned by:

A handwritten signature in black ink, appearing to read "Robert M. Case", enclosed in a rounded rectangular box.

C129FA449075479...

By: _____
Name: Robert M. Case
Title: Vice President, General Counsel, and
Corporate Secretary

DELEGATION OF AUTHORITY TO SIGN LEGALLY BINDING AGREEMENTS ON BEHALF OF THE RAND CORPORATION

In a resolution adopted July 23, 2024, the Executive, Governance, and Nominating Committee of the Board of Trustees of The RAND Corporation has authorized certain members of management¹ to delegate their authority to sign contracts, grants, and other legally binding agreements, subject to certain conditions. This form shall be used to memorialize all such delegations of authority.

Name of Delegating Manager: Emily Palumbo, Director, Contract & Grant Services (CGS)

Name of Delegate (must be a direct report): Angela Kordell, Manager, CGS – Contract & Nonprofit Team

Description of Authority Delegated:

Delegate is authorized RAND signatory to legally bind RAND for the types of contracts, grants, and other legally binding agreements identified by their RAND title in the attached CGS Signatory Matrix.

Limitations on Authority Delegated: All CGS agreements signed by Melanie must conform to known RAND standards and CGS processes.

Expiration date (or write none): This authority expires if Delegate is no longer a Manager within CGS; if Delegating Manager named on this form is no longer an employee at RAND; or if this memo is superseded by another delegation memo or resolution of the Board of Trustees.

Required affirmations by Delegating Manager:

1. I am the direct supervisor of the delegate.
2. I have determined that the delegate has the appropriate experience, skill, and judgement to prudently exercise the authority being delegated.
3. I will retain oversight and responsibility for actions taken by the delegate.

DocuSigned by
Emily Palumbo
1394068BA8574G4

Signature of Delegating Manager

Mar-03-2025

Date

A signed copy of this form shall be provided to the Delegate, the President and CEO, and the Vice President and General Counsel. Please direct questions to the Vice President and General Counsel. This delegation may be revoked at any time by the Delegating Manager through written notice to the Delegate, President and CEO, and Vice President and General Counsel.

¹ Only the following members of management may complete this form: President and CEO; SVP, Finance and Operations; SVP, Research and Analysis; VP and Chief Financial Officer; VP and General Counsel; Director, Contract and Grant Services; and Director, Procurement & Subcontract Compliance.

DISCLOSURE OF LEGAL ACTIVITIES INVOLVING THE STATE OF NEW HAMPSHIRE OR ANOTHER GOVERNMENT ENTITY

E. Check one of the following:

- X The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**
- [] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).
-
-
-

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

- [] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (** see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**
- [] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**
- [] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

The RAND Corporation is not required to register with the Charitable Trusts Unit of the New Hampshire Department of Justice because it is not based in New Hampshire and does not have “reasonable minimum contacts” as defined in RSA 7:19 et seq and Jus 401.30 and 402.01

** Note: Attached screen shot from the DOJ Registered Charities List found at:

<https://mm.nh.gov/files/uploads/doj/remote-docs/registered-charities.pdf>

FINANCIAL DISCLOSURES

G. Check one the following:

- [X] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**
- [] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**
- [] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization’s most recently completed fiscal year:

1. INCOME STATEMENT-see attached financial statements

	<u>Revenue</u>		<u>Expenses</u>
<i>Grants</i>	\$	<i>Compensation of officers, directors, and key personnel</i>	\$
<i>Donations</i>	\$	<i>Other salaries & wages</i>	\$
<i>Program Services Revenue</i>	\$	<i>Payroll taxes & employee benefits</i>	\$
<i>Interest & Dividends</i>	\$	<i>Occupancy, rent, utilities, and insurance</i>	\$
<i>All other Revenue</i>	\$	<i>Printing, publications, postage, office supplies, and IT</i>	\$
<u>Total Revenue</u>	\$	<i>All other expenses</i>	\$
		<u>Total Expenses</u>	\$

2. BALANCE SHEET-See attached financial statements

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash & Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property & Equipment (less any depreciation)</i>	\$	<u><i>Total Liabilities</i></u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u><i>Total Assets</i></u>	\$		

CONSOLIDATED FINANCIAL STATEMENTS

Fiscal Years Ended September 30, 2024 and 2023





RSM US LLP

Independent Auditor's Report

Board of Trustees
The RAND Corporation

Report on the Audit of the Financial Statements

Opinion

We have audited the consolidated financial statements of The RAND Corporation and its subsidiaries (RAND), which comprise the consolidated statement of financial position as of September 30, 2024, and the related consolidated statements of activities and of cash flows for the year then ended, and the related notes to the consolidated financial statements (collectively, the financial statements).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of RAND as of September 30, 2024, and the changes in their net assets and their 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 in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of RAND 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.

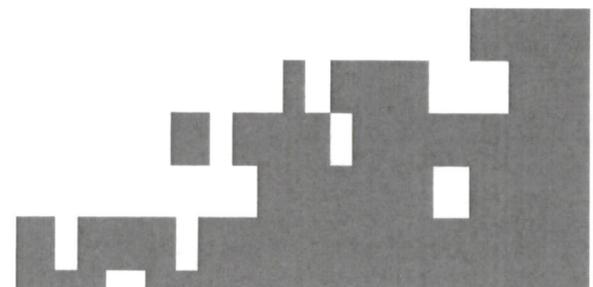
Other Matter

The financial statements of The RAND Corporation, as of and for the year ended September 30, 2023, were audited by other auditors whose report dated February 8, 2024, expressed an unmodified opinion on those statements.

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 consolidated 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 RAND'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 auditors' 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 GAAS and *Government Auditing Standards*, 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 GAAS and *Government Auditing Standards*, 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 RAND'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 consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about RAND'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.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated March 26, 2025, on our consideration of RAND's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering RAND's internal control over financial reporting and compliance.

RSM US LLP

Washington, D.C.
March 26, 2025

The RAND Corporation
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(in thousands)

	<u>As of September 30, 2024</u>	<u>As of September 30, 2023</u>
ASSETS		
Current assets		
Cash and cash equivalents	\$ 98,919	\$ 76,192
Short-term investments	1,118	979
Receivables, net		
Billed and unbilled costs	79,910	75,138
Other receivables	12,838	21,323
Prepaid expenses and other current assets	18,099	12,862
Total current assets	<u>210,884</u>	<u>186,494</u>
Property and equipment		
Land	1,334	8,804
Buildings and improvements	123,325	123,577
Leasehold improvements	27,308	26,524
Equipment	90,672	82,731
Construction in progress	5,284	10,555
	<u>247,923</u>	<u>252,191</u>
Less: Accumulated depreciation and amortization	(156,734)	(146,338)
Net property and equipment	<u>91,189</u>	<u>105,853</u>
Long-term investments	330,315	288,674
Other assets	29,045	31,595
Right-of-use assets - operating leases	78,836	86,637
Total assets	<u>\$ 740,269</u>	<u>\$ 699,253</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and other liabilities	\$ 23,577	\$ 20,657
Unexpended portion of grants and contracts received	8,294	6,474
Accrued compensation and vacation	30,728	27,962
Current portion of long-term debt	3,440	3,305
Short-term operating lease liability	14,657	12,304
Total current liabilities	<u>80,696</u>	<u>70,702</u>
Long-term operating lease liability	69,908	79,460
Accrued postretirement benefit liability	2,198	136
Other long-term liabilities	6,985	4,590
Long-term debt, less current portion and bond issue cost	84,913	88,332
Total liabilities	<u>244,700</u>	<u>243,220</u>
Net assets		
Without donor restrictions	<u>250,427</u>	<u>245,481</u>
With donor restrictions		
For time or purpose	169,558	137,902
In perpetuity	75,584	72,650
	<u>245,142</u>	<u>210,552</u>
Total net assets	<u>495,569</u>	<u>456,033</u>
Total liabilities and net assets	<u>\$ 740,269</u>	<u>\$ 699,253</u>

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

The RAND Corporation
CONSOLIDATED STATEMENTS OF ACTIVITIES

(in thousands)

	For the Year Ended September 30, 2024			For the Year Ended September 30, 2023		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
REVENUES, GAINS, AND OTHER SUPPORT						
Contracts and grants	\$ 403,454	\$ 26,394	\$ 429,848	\$ 383,158	\$ 13,131	\$ 396,289
Net assets released from restrictions - contracts and grants	19,248	(19,248)	-	15,014	(15,014)	-
Total contracts and grants revenue and other support	422,702	7,146	429,848	398,172	(1,883)	396,289
Investment income, net	2,968	1,965	4,933	2,262	1,438	3,700
Net realized gains on investments	5,261	2,947	8,208	3,088	1,964	5,052
Net unrealized gains on investments	22,259	13,786	36,045	12,225	7,774	19,999
Contributions	3,808	28,905	32,713	32,371	42,191	74,562
Net assets released from restrictions - contributions	20,159	(20,159)	-	17,052	(17,052)	-
Other income	2,325	-	2,325	2,089	-	2,089
Total revenues, gains, and other support	479,482	34,590	514,072	467,259	34,432	501,691
EXPENSES						
Research	362,840	-	362,840	328,882	-	328,882
Management and general and fundraising	101,699	-	101,699	98,158	-	98,158
Total expenses	464,539	-	464,539	427,040	-	427,040
Change in net assets before other items	14,943	34,590	49,533	40,219	34,432	74,651
Other items:						
Change in fair value of derivative instruments (Note 9)	(2,395)	-	(2,395)	2,957	-	2,957
Other components of net periodic postretirement benefit costs	1,438	-	1,438	2,180	-	2,180
Adjustment to accrued postretirement benefit liability (other than net periodic postretirement benefit cost) (Note 8)	(2,749)	-	(2,749)	(4,778)	-	(4,778)
Foreign exchange gain on revaluation (Note 2)	254	-	254	2,155	-	2,155
Loss on disposition of property and equipment	(6,545)	-	(6,545)	-	-	-
Change in net assets	4,946	34,590	39,536	42,733	34,432	77,165
Net assets at beginning of year	245,481	210,552	456,033	202,748	176,120	378,868
Net assets at end of year	\$ 250,427	\$ 245,142	\$ 495,569	\$ 245,481	\$ 210,552	\$ 456,033

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

The RAND Corporation
CONSOLIDATED STATEMENTS OF CASH FLOWS

(in thousands)

	For the Year Ended September 30, 2024	For the Year Ended September 30, 2023
Cash flows from operating activities:		
Change in net assets	\$ 39,536	\$ 77,165
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	11,709	10,950
Amortization of right-of-use assets	7,801	7,211
Net realized/unrealized gain	(44,253)	(25,051)
Contributions with donor restrictions for long-term purposes	(2,934)	(2,488)
Change in postretirement benefit liability	2,749	4,778
Change in fair value of derivative instruments	2,395	(2,957)
Foreign exchange loss/(gain)	238	(202)
Loss on disposition of property and equipment	6,545	-
Changes in assets and liabilities:		
(Increase) decrease in:		
Billed and unbilled costs and fees	(4,772)	11,342
Other receivables	6,799	(12,725)
Prepaid expenses and other current assets	(1,709)	4,509
Other assets	2,547	(15,200)
Increase (decrease) in:		
Accounts payable and other liabilities	2,920	(4,059)
Unexpended portion of grants and contracts received	1,820	(2,181)
Accrued compensation and vacation	2,766	1,506
Operating lease liability	(7,199)	(8,294)
Accrued postretirement benefit liability	(687)	(4,642)
Net cash provided by operating activities	<u>26,271</u>	<u>39,662</u>
Cash flows from investing activities:		
Purchases of investments	(86,974)	(24,341)
Sales of investments	93,943	29,843
Proceeds from sales of building and land	4,129	-
Purchases of property and equipment	(11,222)	(11,089)
Net cash used in investing activities	<u>(124)</u>	<u>(5,587)</u>
Cash flows from financing activities:		
Principal payments on long term debt	(3,305)	(3,165)
Contributions with donor restrictions for long-term purposes	5,028	1,896
Net cash provided by (used in) financing activities	<u>1,723</u>	<u>(1,269)</u>
Effect of currency exchange rate changes on cash	<u>(785)</u>	<u>165</u>
Net increase in cash, cash equivalents, and restricted cash	27,085	32,971
Cash, cash equivalents, and restricted cash at beginning of period	<u>82,013</u>	<u>49,042</u>
Cash, cash equivalents, and restricted cash at end of period	<u>\$ 109,098</u>	<u>\$ 82,013</u>
Supplemental cash flow information:		
Cash paid for interest	\$ 4,478	\$ 4,354

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

The RAND Corporation
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. Corporate Organization:

The RAND Corporation (RAND) is a nonprofit, tax-exempt organization specializing in research and analysis, funded primarily through contracts, grants, and contributions. It also encompasses the Pardee RAND Graduate School, which offers master's degrees in national security policy and policy analysis, along with its Ph.D. program in policy analysis.

The consolidated financial statements of RAND include the accounts of three subsidiaries: RAND Europe, a Community Interest Company registered in the United Kingdom and the controlling party of RAND Europe AISBL (international nonprofit association registered in Belgium) and RAND Europe NL (nonprofit foundation registered in the Netherlands), RAND Australia, a Proprietary Company limited by shares, based in Australia, and Goshen Avenue Housing, LLC, (Goshen) for the exclusive purpose of holding title to the Goshen Avenue Housing property. All intercompany balances and transactions have been eliminated in consolidation.

2. Summary of Significant Accounting Policies:

Fiscal Year. RAND's fiscal year is from October 1st to September 30th.

Basis of Presentation. The accompanying consolidated financial statements have been prepared on the accrual basis of accounting in accordance with generally accepted accounting principles (GAAP) in the United States of America applicable to not-for-profit organizations.

Net Assets. Under GAAP applicable to not-for-profit organizations, net assets, revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of RAND and changes therein have been classified and are reported as follows:

- Net Assets without donor restrictions – Net Assets without donor restrictions are defined as those assets not subject to stipulations imposed by donors. This category also includes donor-restricted contributions for which the restrictions are fulfilled within the same reporting period in which the contribution is received, as well as net assets designated by the Board of Trustees (the Board) or management for specific purposes.
- Net Assets with donor restrictions
 - Net Assets with donor restrictions for time or purpose – Net Assets with donor restrictions for Time or Purpose are those assets subject to donor-imposed stipulations that will be fulfilled either through actions undertaken by RAND in accordance with those stipulations and/or through the passage of time.
 - Net Assets with donor restrictions in perpetuity – Net Assets with donor restrictions in perpetuity are those assets subject to donor-imposed stipulations that require RAND to maintain them indefinitely. Generally, the donors of these assets allow RAND to utilize all or part of the income generated from the related investments for general or specific purposes.

Use of Estimates. The preparation of consolidated financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities as of the date of the Consolidated Statements of Financial Position. Estimates also affect the reported amount of revenues, expenses, or other changes in net assets during the reporting period. Actual results could differ from these estimates.

Concentrations of Risk. Cash and cash equivalents are maintained with several financial institutions. Deposits held with banks may exceed the amount of FDIC insurance provided on such deposits. Generally, these

deposits may be redeemed upon demand and are maintained with financial institutions of reputable credit and therefore bear minimal credit risk.

RAND derived 89% and 88% of its United States Contracts and grants revenues in fiscal years 2024 and 2023, respectively, from agencies of the United States Federal Government.

Cash and Cash Equivalents. RAND considers all highly liquid financial instruments purchased with an original maturity of three months or less, and whose purpose is not restricted, to be cash equivalents. RAND classifies cash equivalents held as part of the investment portfolio as investments. Such investments are not included in the line item Cash, cash equivalents, and restricted cash in the Consolidated Statements of Cash Flows.

As of September 30, 2024, and 2023, \$98,919,000 and \$76,192,000 is included in the end of period Cash and cash equivalents, respectively. In addition, there is a restricted cash balance in Short-term investments as collateral for a line of credit related to RAND Europe in the amount of \$1,118,000 and \$979,000 as well as an unrestricted cash balance in Long-term investments in the amount of \$9,061,000 and \$4,842,000 for the fiscal years ending 2024 and 2023.

Contributions Receivable. Contributions receivable, including unconditional promises to give, are recognized as revenue in the period received and are reported as increases in net assets with donor restrictions for time or purpose or with donor restrictions in perpetuity based upon donor-imposed stipulations. The receivables are recorded net of the discount for future cash flows and allowance for bad debt using the credit-adjusted rate of return appropriate for the expected term of the promise to give determined at the time the unconditional promise to give is initially recognized. Receivables expected to be collected in one year or less are included in Other receivables, and receivables expected to be collected after one year are included in Other assets on the Consolidated Statements of Financial Position. Conditional promises to give are not recognized until they become unconditional, that is, when the conditions on which they depend are substantially met.

Property and Equipment. Property and equipment are stated at cost. Depreciation is computed by the straight-line method over the estimated useful lives of the assets ranging from 3 to 40 years. Leasehold improvements are amortized by the straight-line method over the shorter of the non-cancelable lease term or the unique useful life of the asset. Construction in progress will be amortized over the estimated useful lives of the respective assets when they are ready for their intended use and placed in service. Certain computer systems and software are internally developed. Costs associated with the application development stage are capitalized and depreciated over the useful life of the system or software. All other costs are expensed as incurred.

Purchases of equipment equal to or greater than \$2,500 with a useful life greater than 2 years are capitalized. Expenses to be capitalized include purchase price, freight and shipping, cost of installation, and any modifications or accessories necessary for usability. Impairment exists when the market value of an asset is less than the net book value. When an asset is deemed impaired, a write down is necessary to record the corrected net book value of the asset. Periodic reviews are performed to assess market value of the fixed assets to compare against the current net book value. As of September 30, 2024, and 2023, no impairment indicators were identified.

During fiscal year 2024, RAND sold one of two buildings. The second was sold this year and is classified as an asset held for sale in the line item Prepaid expenses and other current assets on the Consolidated Statements of Financial Position for the fiscal year ended September 30, 2024. The loss on impairment of assets for both buildings was \$6,202,000 for the fiscal year ended September 30, 2024.

Leases. RAND determines if an arrangement is a lease or contains a lease at inception of a contract. A contract is determined to be or contain a lease if the contract conveys the right to control the use of identified property, plant, or equipment (an identified asset) in exchange for consideration. RAND determines these assets are leased because they have the right to obtain substantially all of the economic benefit from and the right to direct the use of the identified asset. RAND determines lease classification as operating or finance at the lease commencement date. Operating leases as a lessee are included in Operating Lease – Right of Use

and Short-term or Long-term lease liability on the Consolidated Statements of Financial Position. RAND does not have any finance leases as of the years ended September 30, 2024, or 2023, respectively. Right-of-use assets represent the right to use an underlying asset for the lease term, and lease liabilities represent the obligation to make lease payments arising from the lease, measured on a discounted basis. At lease inception, the lease liability is measured at the present value of the lease payments over the lease term. For operating leases, the right-of-use asset equals the lease liability adjusted for any initial direct costs, prepaid or deferred rent, and lease incentives. For the initial and subsequent measurement of all domestic lease liabilities, the discount rate is based on the US treasury par yield rate using a period comparable with the lease term. For the initial and subsequent measurement of international lease liabilities, the discount rate is based on the 10-year GILT rate for European leases and the 10-year Australian bond rate for the Australian lease. The lease term will include options to extend or to terminate the lease that RAND is reasonably certain to exercise. Operating lease expense is recognized on a straight-line basis over the lease term. Interest expense is recognized as a component of the lease payment for finance leases. RAND's lease agreements do not contain any material residual value guarantees or restrictive covenants. Rental income arising from operating sub-leases as a lessor are included as an offset to rent under Research expense in the Consolidated Statements of Activities.

Investments. Investments classified within the Long-Term Investment Fund include amounts held in net assets without donor restrictions, including board-designated funds, as well as certain endowed assets with donor-imposed restrictions related to time, purpose, or perpetuity. Income generated by the Long-Term Investment Fund is allocated to individual gift restrictions proportionally, based on the average balance of the fund.

Board-designated funds distributed for use was approximately 5% in fiscal years 2024 and 2023 based on the average of the trailing 12-quarter market values of the funds. In April 2018, the Board approved a special distribution of up to 2% per year for a period of 5 years commencing with the first distribution.

The first 2% distribution under this authorization was made in fiscal year 2022, based on the average of the trailing 12-quarter market values of the funds. No additional distributions have been made to date under this special authorization.

The total net distributions from board-designated funds were \$8,358,000 and \$7,941,000 for fiscal years 2024 and 2023, respectively.

Gains and losses on investments and Investment income are reported as increases or decreases in net assets without donor restriction, unless otherwise stipulated by the donor.

Investments carry various risks, such as interest rate, market, sovereign, currency, liquidity and credit risk. RAND anticipates that the value of its investments may, from time to time, fluctuate as a result of these risks.

Other Assets. RAND adopted ASU 2018-15, *Customer's Accounting for Implementation Costs Incurred in a Cloud Computing Arrangement That is a Service Contract*, in fiscal year 2018 and capitalized costs totaling \$9,585,000 through October 1, 2019, when the asset was placed into service. Net book value and amortization expense for the years ended September 30, 2024, and 2023 are as follows (in thousands):

	September 30, 2024	September 30, 2023
Net Book Value	\$ 3,708	\$ 4,883
Accumulated Amortization	\$ 5,877	\$ 4,702
Amortization Expense	\$ 1,175	\$ 1,175

Income Tax Status. RAND is exempt from income tax under Section 501(c)(3) of the U.S. Internal Revenue Code and corresponding California provisions and has qualified for the 50% charitable contributions limitation. RAND has been classified as an organization that is not a private foundation under Section 509(a)(1) and has been designated a "publicly supported" organization under Section 170(b)(1)(A)(vi) of the U.S. Internal Revenue Code. RAND is no longer subject to U.S. federal, state or local income tax examinations by tax authorities for three years from the filing date.

Management evaluated RAND's income tax positions and concluded that RAND had taken no uncertain income tax positions that require additional recognition or disclosure to the financial statements.

Revenue and Expense Recognition. RAND's revenue and expense recognition policies are as follows:

Revenue. In May 2014, the Financial Accounting Standards Board ("FASB") issued ASU No. 2014-09, *Revenue from Contracts with Customers (ASC 606)*. Transfers of assets are first analyzed to determine if they represent a contribution or an exchange transaction. If the transfer of assets is not considered to be a contribution, then it is considered to be an exchange transaction and assessed using the five-step model in ASC 606, whereby revenue is recognized as performance obligations within the contract are satisfied.

Revenues from Contracts and grants:

- *Contracts received from governmental and non-governmental sources* - Generally are considered exchange transactions which are recognized over time using an input method as allowable expenditures under such agreements are incurred. For fixed price contracts and fee revenues associated with cost plus fixed fee contracts, revenue is recognized over time based on an input method that uses costs incurred relative to total estimated costs to satisfy the performance obligation. RAND has determined that the input methods used to recognize revenue provide a faithful depiction of the transfer of services to the customer and RAND's progress toward satisfaction of the performance obligation. RAND has determined that each research study specified in its contracts represents a performance obligation. This is supported by the fact that RAND's contracts explicitly state what work will be performed for the customer, the stages or timeline of work that will be performed by RAND, and a completion date of when the final report will be provided to the customer. Thus, RAND's contracts are defined as having a single performance obligation – the completed research study. RAND's significant payment terms generally consist of invoices due net 30 days. When it is probable that a contract will result in a loss and that loss can be reasonably estimated, the entirety of the loss is recognized in the Consolidated Statements of Activities. Substantially all United States government contracts awarded to RAND provide for the reimbursement of various indirect costs based on rates negotiated with the Defense Contract Management Agency (DCMA), RAND's federal cognizant agency for the negotiation and approval of indirect cost rates. While allowable expenditures under RAND's agreements are subject to audit by the DCMA through annual contract cost submissions, RAND has determined that no constraint on revenue is required as it is not probable that there will be a significant reversal of revenue due to cost disallowances once the audits are completed. \$5,635,000 and \$3,429,000 in advance payments on such transactions have been deferred and are recorded in Unexpended portion of grants and contracts received on the Consolidated Statements of Financial Position as of September 30, 2024 and 2023, respectively.
- *Grants received from departments or agencies of the government* - Generally are considered non-exchange transactions and are reported as increases in net assets without donor restrictions as the associated barriers are overcome, which generally is as allowable expenditures under such agreements are incurred. RAND has elected the simultaneous release policy, which allows a not-for-profit organization to recognize a restricted contribution directly in net assets without donor restrictions if the restriction is met in the same period that the revenue is recognized. Substantially all United States government grants awarded to RAND provide for the reimbursement of various indirect costs based on rates negotiated with the DCMA. Conditional government non-exchange transactions that were not recorded in the consolidated financial statements totaled \$64,505,000 and \$69,956,000 as of September 30, 2024 and 2023, respectively. A majority of these conditional non-exchange transactions are related to the performance of specific research.
- *Grants received from private foundations and other non-governmental sources* - Generally are considered non-exchange transactions –
 - Conditional non-exchange transactions, which are characterized by both the presence of one or more donor-imposed barriers to RAND's entitlement to promised resources and the donor's right of return of funds or the right to be released of obligations to transfer assets in the future,

are recorded when RAND overcomes such barriers. Barriers may include performance-related stipulations, limitations on RAND's discretion over the use of awarded funds, and/or other stipulations related to the purpose of the contribution. Conditional non-exchange transactions from private foundations and other non-governmental agencies that were not recorded in the Consolidated Statements of Activities were \$11,678,000 and \$24,798,000 as of September 30, 2024 and 2023, respectively. \$2,659,000 and \$3,045,000 in advance payments on such non-exchange transactions have been deferred and are recorded in Unexpended portion of grants and contracts received on the Consolidated Statements of Financial Position as of September 30, 2024 and 2023, respectively. A majority of these conditional non-exchange transactions are related to the performance of specific research.

- Unconditional non-exchange transactions are recognized as revenue in the period in which the agreement is received and as an increase in Contracts and grants revenue within the appropriate net asset category.

Contracts and grants revenue on the fiscal year 2024 and 2023 Consolidated Statements of Activities includes agreements that are accounted for as exchange transactions in accordance with ASC 606 and non-exchange transactions in accordance with the contribution accounting guidance in ASC 605, *Not-for-Profit Entities, Revenue Recognition*.

Exchange and non-exchange transactions included in Contracts and grants revenue on the Consolidated Statements of Activities for the years ended September 30, 2024 and 2023 are as follows (in thousands):

	<u>September 30, 2024</u>	<u>September 30, 2023</u>
Exchange transactions	\$ 353,116	\$ 320,681
Non-exchange transactions	76,732	75,608
Total contracts and grants revenue	<u>\$ 429,848</u>	<u>\$ 396,289</u>

Within the \$76,732,000 and \$75,608,000 of non-exchange revenues recognized in fiscal years 2024 and 2023, \$50,338,000 and \$62,477,000 was released from restriction as the associated time and/or purpose restriction was met in fiscal year 2024 and 2023, respectively.

The unbilled receivables for exchange and non-exchange transactions included in the Receivables, net - Billed and unbilled costs on the Consolidated Statements of Financial Position as of September 30, 2024, and 2023 are as follows (in thousands):

	<u>September 30, 2024</u>	<u>September 30, 2023</u>
Exchange transactions	\$ 38,326	\$ 39,055
Non-exchange transactions	12,251	11,408
Unbilled	<u>\$ 50,577</u>	<u>\$ 50,463</u>

The unbilled receivables for exchange and non-exchange transactions included in the Receivables, net - Billed and unbilled costs on the Consolidated Statements of Financial Position as of September 30, 2022, was \$35,837,000 and \$21,817,000, respectively.

Exchange transactions included in Unexpended portion of grants and contracts received on the Consolidated Statements of Financial Position are \$8,294,000 for the year ended September 30, 2024, and will be recognized as Contracts and grant revenue during the next fiscal year as services are rendered. Substantially all of the Unexpended portion of grants and contracts received balance of \$6,474,000 as of September 30, 2023, and \$8,655,000 as of September 30, 2022, was recognized as Contracts and grants revenue during the years ended September 30, 2024, and September 30, 2023, respectively.

Revenues from Contributions:

- Contributions, including unconditional promises to give, are recognized as revenue in the period received and are reported as increases in the appropriate category of net assets. During the years

ended September 30, 2024, and 2023, \$20,159,000 and \$17,052,000 of net assets with donor restrictions were released upon satisfaction of the associated time and / or purpose restriction on the Consolidated Statements of Activities.

Expenses. Expenses are reported as decreases in net assets without donor restrictions and are presented by functional classification, which reflects the organization's overall mission. The major functional categories include Research, Management and General, and Fundraising. Each functional classification encompasses all expenses related to the underlying operations.

Foreign Currency Translation. RAND's foreign subsidiaries primarily transact in the local currencies. RAND translates the foreign assets and liabilities at exchange rates in effect at the Consolidated Statements of Financial Position dates and translates the revenues and expenses using average rates during the year.

Gains and losses resulting from exchange rate changes on transactions denominated in a currency other than the local currency is included in Change in net assets before other items on the Consolidated Statements of Activities.

Within Foreign exchange gain on revaluation on the Consolidated Statements of Activities, RAND has recorded a foreign exchange gain on the revaluation of a long-term intercompany loan. Consistent with ASC 830, *Foreign Currency Matters*, RAND has recognized a foreign exchange gain of \$29,000 and \$340,000 for the years ended September 30, 2024, and 2023, respectively.

Accounting Pronouncements Adopted. For the fiscal year ended September 30, 2024, RAND adopted ASU 2016-13, *Financial Instruments — Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*. ASU 2016-13 replaced the incurred loss methodology with an expected loss methodology that is referred to as the current expected credit loss ("CECL") methodology. This update fundamentally changed the way entities, including nonprofits, account for credit losses on financial assets. RAND primarily holds financial assets that are either carried at fair value or are subject to specific guidance that does not require application of the CECL model. RAND conducts an annual reserve for allowance for credit losses, closely following the Probability of Default Method measurement approach. Based on the current portfolio and risk management practices, the adoption of CECL standards did not have a material impact on RAND's consolidated financial statements.

Subsequent Events. During the period October 2024 through March 26, 2025, RAND had capital calls related to its Private Real Asset, Private Credit, and Private Equity Funds totaling \$839,000, \$0, and \$1,374,000, respectively. RAND received distributions related to its Private Real Asset, Private Credit, and Private Equity totaling \$2,619,000, \$3,601,000, and \$2,840,000, respectively.

Subsequent to year-end, the President of the United States (POTUS) signed several executive orders (EOs) ordering the pause or termination of federal awards for programs that do not align with the new administration's policies. The Administration has tasked federal departments with evaluating all federal programs they administer to determine if the funding being provided falls under any of the EOs. During the year ended September 30, 2024, RAND recognized federal financial awards totaling \$315,371,000 and at September 30, 2024, had outstanding federal receivables of \$40,567,000. RAND has not experienced any issues with the collectability of the receivables as a result of the EOs. As of the date of this report, the full impact of POTUS' EOs on RAND's future financial position and results of operations is uncertain. Management is actively monitoring the situation and assessing the potential effects on the organization's consolidated financial statements.

RAND has evaluated subsequent events through March 26, 2025, the date on which the consolidated financial statements were available to be issued.

3. Liquidity and Availability:

RAND's financial assets available to meet its general expenditures within one year of the date of the

Consolidated Statements of Financial Position as of September 30, 2024, and 2023 are as follows (in thousands):

	September 30, 2024	September 30, 2023
Total assets at year end	\$ 740,269	\$ 699,253
Less: Financial assets not available for current use	(40,277)	(52,462)
Less: Property and equipment and other non-financial assets	(203,071)	(218,566)
Less: Long-term investments	(330,315)	(288,674)
Total financial assets available at year end for current use	166,606	139,551
Add: Board-designated investments	197,983	176,803
Total with Board-designated investments	<u>\$ 364,589</u>	<u>\$ 316,354</u>

The organization allocates amounts from its Board-designated funds for general expenditures as part of its annual budget approval and appropriation process. Amounts from its Board-designated funds could be made available if necessary to the extent that the underlying investments are not restricted to redemption.

RAND regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. For purposes of analyzing resources available to meet general expenditures over a 12-month period, RAND considers all expenditures related to operating expenses and scheduled principal payments on debt.

As part of RAND's liquidity management, RAND maintains an uncollateralized line of credit that expires in June 2027 in the principal amount of \$75,000,000 (see Footnote 9).

4. Billed and Unbilled Costs:

The following table summarizes the components of billed and unbilled contract and grant costs as of September 30, 2024, and 2023 (in thousands):

	September 30, 2024	September 30, 2023
U.S. government agencies		
Billed	\$ 17,884	\$ 14,153
Unbilled	22,786	25,898
	<u>40,670</u>	<u>40,051</u>
State, local and private sponsors		
Billed	11,578	10,651
Unbilled	27,791	24,565
	<u>39,369</u>	<u>35,216</u>
Allowance for credit losses	(129)	(129)
	<u>\$ 79,910</u>	<u>\$ 75,138</u>

Within Other assets in the Consolidated Statements of Financial Position are \$9,903,000 and \$7,751,000 of non-exchange, long-term unbilled receivables for the years ended September 30, 2024, and 2023, respectively.

Unbilled amounts principally represent recoverable costs billed in the first quarter of fiscal years 2025 and 2024, respectively.

No significant contract terminations are anticipated, and past contract terminations have not resulted in significant unreimbursed costs.

5. Contributions Receivable:

Unconditional promises to give were \$26,309,000 and \$39,378,000 as of September 30, 2024 and 2023, respectively. The carrying amount of the receivables is deemed a reasonable estimate of their fair value.

Realization of the contributions receivable as of September 30, 2024, and 2023 is expected in the following periods (in thousands):

	September 30, 2024	September 30, 2023
In one year or less	\$ 12,419	\$ 21,205
Between 1 yr. and 5 yrs.	15,656	20,274
	<u>28,075</u>	<u>41,479</u>
Less: Discount	(1,558)	(1,893)
Allowance for Bad Debt	(208)	(208)
	<u>\$ 26,309</u>	<u>\$ 39,378</u>

Contributions receivable in the following net asset with donor restrictions categories as of September 30, 2024, and 2023 are primarily intended to be used for the purposes more fully described in Footnote 12 (in thousands):

	September 30, 2024	September 30, 2023
Restricted for time or purpose	\$ 24,796	\$ 37,612
Restricted in perpetuity	1,513	1,766
	<u>\$ 26,309</u>	<u>\$ 39,378</u>

RAND received payments on prior year contributions receivable in the amount of \$16,671,000 and \$7,611,000 for years ended September 30, 2024 and 2023, respectively.

Per estate bequests, retirement account designations, or insurance policy designations, RAND had intentions totaling \$31,743,000 and \$33,757,000 for the Pardee RAND Graduate School and research as of September 30, 2024, and 2023, respectively. Revenue associated with these intentions will be recorded as they qualify for recognition.

6. Long-Term Investments:

Long-term investments are recorded at fair value and all related transactions are recorded on the trade date. The investments consist of cash and cash equivalents, equity, fixed income, private credit, private equity, real assets, and hedge funds. Approximately 24% and 37% of Long-term investments consist of foreign investment holdings as of September 30, 2024 and 2023, respectively. RAND's net investment return for years ended September 30, 2024 and 2023 is a gain of \$49,186,000 and \$28,751,000, respectively.

As of September 30, 2024, RAND had commitments outstanding to purchase private equity, real asset, and credit funds of \$22,037,000; \$4,797,000 of these commitments are estimated to be due within one year.

On the Consolidated Statements of Activities, Investment income and realized/unrealized gains are shown net of related investment expenses and any carried interest amount. Long-term investments consist of the following for the years ended September 30, 2024, and 2023 (in thousands):

	September 30, 2024	September 30, 2023
Cash and Cash Equivalents	\$ 9,062	\$ 5,894
Equity Funds, at fair value	142,585	110,902
Fixed Income Funds, at fair value	92,093	86,857
Alternative Investments		
Private Credit Funds	19,538	19,155
Private Equity and Real Asset Funds	66,787	65,587
Multi-strategy and Long/Short Hedge Funds	250	279
	<u>\$ 330,315</u>	<u>\$ 288,674</u>

7. Fair Value Measurements:

The authoritative accounting guidance for fair value measurement provides the definition of fair value, establishes a fair value hierarchy based on the inputs used to measure fair value, and details the required disclosures about the use of fair value measurements.

Under the guidance, fair value is defined as the price that would be received to sell an asset (or paid to transfer a liability), or the "exit price." The fair value hierarchy prioritizes the inputs to valuation techniques used to measure fair value into levels:

Level 1 – Quoted prices for identical instruments in active markets.

Level 2 – Quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active, or other inputs that are observable or whose significant value drivers are observable.

Level 3 – Significant inputs are supported by little or no market activity and are thus unobservable.

Investments for which fair value is measured using the Net Asset Value (NAV) per share (or its equivalent) as a practical expedient are not categorized using the aforementioned levels. These investments are classified in a separate NAV category.

As required by the guidance, financial assets and liabilities are classified in their entirety based on the lowest level of input that is significant to the fair value measurement. RAND's assessment of the significance of particular inputs to the fair value measurement requires judgment and may affect the selection of the hierarchy level and the valuation itself. RAND's own creditworthiness has been considered in the fair value measurements contained herein, as it relates to RAND's interest rate swaps.

Long-Term Investments – Quoted market prices are used to determine fair value for fixed income funds and equity funds when available. All such investments are considered Level 1. Certain fixed income funds are not actively traded, but have observable market prices, and are considered Level 2. Alternative investments include RAND's share of private credit, private equity and real asset funds, multi-strategy funds, and hedge funds, which are not actively traded. RAND's interests in alternative investment funds are generally reported at NAV as reported by fund managers, which are used as a practical expedient to estimate the fair value of RAND's interests therein. Fair value measurement for alternative investments considers all available information for each investment fund, including annual audited financial statements, known activity subsequent to the fund's audited financial statement date, and valuation information from the fund manager.

Derivative Financial Instruments – RAND uses two interest rate swaps to fix the interest rate on a portion of its Series 2021 variable rate bonds. Dealer quotes, based on cash flow models discounted at relevant market interest rates, are used to determine the fair value of the swaps, both of which are considered Level 2.

RAND's assets and liabilities measured and reported in the consolidated financial statements at fair value on a recurring basis as of September 30, 2024 were as follows (in thousands):

	Level 1	Level 2	Level 3	NAV	September 30, 2024
<u>Assets</u>					
Investments					
Equity Funds	\$ 142,585	\$ -	\$ -	\$ -	\$ 142,585
Fixed Income Funds	78,297	13,796	-	-	92,093
Alternative Investments					
Private Credit Funds	-	-	-	19,538	19,538
Private Equity and Real Asset Funds	-	-	-	66,787	66,787
Multi-Strategy and Long/Short Hedge Funds	-	-	-	250	250
	220,882	13,796	-	86,575	321,253
Cash/Money Market Funds	-	-	-	-	9,062
Total Assets	<u>\$ 220,882</u>	<u>\$ 13,796</u>	<u>\$ -</u>	<u>\$ 86,575</u>	<u>\$ 330,315</u>
<u>Liabilities</u>					
Derivatives	\$ -	\$ 6,985	\$ -	\$ -	\$ 6,985

RAND's assets and liabilities measured and reported in the consolidated financial statements at fair value on a recurring basis as of September 30, 2023 were as follows (in thousands):

	Level 1	Level 2	Level 3	NAV	September 30, 2023
<u>Assets</u>					
Investments					
Equity Funds	\$ 110,902	\$ -	\$ -	\$ -	\$ 110,902
Fixed Income Funds	34,491	-	-	52,366	86,857
Alternative Investments					
Private Credit Funds	-	-	-	19,155	19,155
Private Equity and Real Asset Funds	-	-	-	65,587	65,587
Multi-Strategy and Long/Short Hedge Funds	-	-	-	279	279
	145,393	-	-	137,387	282,780
Cash/Money Market Funds	-	-	-	-	5,894
Total Assets	<u>\$ 145,393</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 137,387</u>	<u>\$ 288,674</u>
<u>Liabilities</u>					
Derivatives	\$ -	\$ 4,590	\$ -	\$ -	\$ 4,590

RAND uses the NAV or its equivalent to determine the fair value of all the underlying investments that (i) do not have a readily determinable fair value and (ii) either have the attributes of an investment company or prepare their financial statements consistent with the measurement principles of an investment company.

The following table lists these investments by major category as of September 30, 2024 (in thousands):

Category	Strategy	NAV	Unfunded Commitments	Nature and Risks of the Investment
Private Credit	Credit, non-performing loans, secured and unsecured	\$ 19,538	\$ 1,152	Investment timeframe is 5 years; time to draw down commitments is 0 - 1 years; interest in the funds can be sold only with the consent of the fund managers.
Private Equity and Private Real Asset	Private Equity: Venture capital, buyouts, special situations	66,787	20,885	Private Equity: Investment timeframes are 0-8 years; time to draw down commitments is 0-4 years; interest in the funds can be sold only with the consent of the fund managers.
	Private Real Asset: Real estate and natural resources			Private Real Asset: Investment timeframes are 0-6 years; time to draw down commitments is 0-1 years; interest in the funds can be sold only with the consent of the fund manager.
Multi-Strategy	Various (fixed income arbitrage, structured credit, event-driven)	250	-	Redemptions dependent upon realization of side-pocket or other underlying investment sale.
Total		<u>\$ 86,575</u>	<u>\$ 22,037</u>	

The following table lists these investments by major category as of September 30, 2023 (in thousands):

Category	Strategy	NAV	Unfunded Commitments	Nature and Risks of the Investment
Fixed Income	Global fixed income, preferred and convertible securities	\$ 52,366	\$ -	Redemptions/withdrawals are permitted semi-monthly to quarterly.
Private Credit	Credit, non-performing loans, secured and unsecured	19,155	2,352	Investment timeframe is 7 years; time to draw down commitments is 0 - 2 years; interest in the funds can be sold only with the consent of the fund managers.
Private Equity and Private Real Asset	Private Equity: Venture capital, buyouts, special situations	65,587	27,385	Private Equity: Investment timeframes are 0-9 years; time to draw down commitments is 0-4 years; interest in the funds can be sold only with the consent of the fund managers.
	Private Real Asset: Real estate and natural resources			Private Real Asset: Investment timeframes are 0-8 years; time to draw down commitments is 0-2 years; interest in the funds can be sold only with the consent of the fund manager.
Multi-Strategy	Various (fixed income arbitrage, structured credit, event-driven)	279	-	Redemptions dependent upon realization of side-pocket or other underlying investment sale.
Total		<u>\$ 137,387</u>	<u>\$ 29,737</u>	

8. Postretirement Benefits Other Than Pensions:

The RAND Retiree Group Medical Benefits Plan (Plan) and the RAND Corporation Retiree HRA Plan (HRA) provide health care benefits to certain employees who retire having met the required age and years of service with RAND. This coverage also applies to their dependents. Under the Plan, retirees and their dependents under age 65 may elect RAND-sponsored group coverage under the Preferred Provider Organization and various HMOs. Retirees and dependents share substantially in the cost of group coverage. Medicare becomes the primary coverage for retirees when they reach age 65. Post-65 retirees and their post-65 dependent spouse/partner are covered under the HRA and provided health care benefits through a private exchange. A health reimbursement arrangement account is annually funded from which they can be reimbursed for eligible health care expenses, including Medicare Part B and Part D premiums, health care premiums, and co-insurance associated with individual insurance contracts purchased through the private exchange. A legacy group of post-65 retirees and their dependent spouse/partner are eligible for a catastrophic prescription drug plan.

RAND retains the right, subject to existing agreements, to change or eliminate these benefits.

The following table sets forth the Plan's funded status as shown in the Consolidated Statements of Financial Position for the years ended September 30, 2024, and 2023, are as follows (in thousands):

	September 30, 2024	September 30, 2023
Change in benefit obligation		
Benefit obligation at beginning of year	\$ 24,651	\$ 19,566
Service cost	751	681
Increase due to passage of time	1,467	1,072
Plan participants' contributions	265	234
Actuarial gain	3,818	4,268
Benefits paid	(1,262)	(1,124)
Benefits paid from RAND assets	(55)	(46)
Benefit obligation at end of year	<u>\$ 29,635</u>	<u>\$ 24,651</u>

Change in plan assets

Fair value of the Plan's total assets at beginning of year	\$	24,515	\$	22,709
Actual return on plan assets		3,919		2,697
Employer contributions		55		45
Plan participants' contributions		265		234
Benefits paid		(1,317)		(1,170)
Fair value of the Plan's total assets at end of year	\$	<u>27,437</u>	\$	<u>24,515</u>

Reconciliation of funded status

Projected benefit obligation at end of year	\$	(29,635)	\$	(24,651)
Fair value of the Plan's assets at end of year		<u>27,437</u>		<u>24,515</u>
Unfunded status	\$	<u>(2,198)</u>	\$	<u>(136)</u>

The unfunded statuses are shown on the Consolidated Statements of Financial Position in Accrued postretirement benefit liability as of September 30, 2024 and 2023. As shown in the table above, the net benefit obligation is offset by the total plan assets during the year. Plan assets represent the fair value of investments stemming from contributions less any benefits paid to participants. The contributions received for the fiscal year ended September 30, 2024 were \$320,000 and the contributions expected to be received during the fiscal year ended September 30, 2025 are \$59,000.

Amounts expected to be recognized in Other components of net periodic benefit cost during fiscal year 2025, consist of (in thousands):

Net gain	\$	238
Prior service credit		<u>346</u>
Total	\$	<u>584</u>

The following table provides the relevant weighted-average assumptions used for the years ended September 30, 2024, and 2023:

	<u>September 30, 2024</u>	<u>September 30, 2023</u>
Discount rate used to determine benefit obligation	5.15%	6.10%
Discount rate used to determine net periodic postretirement benefit cost	6.10%	5.65%
Long-term rate of return on the Plan's investment assets	7.50%	7.50%

The long-term rate of return on plan assets is based on management's expectation of earnings on the assets that secure RAND's funded plans, taking into account the mix of invested assets, the arithmetic average of past returns, economic and stock market conditions and future expectations, and the long-term nature of the projected benefit obligation to which these investments relate. RAND believes that the long-term rate of return on plan assets used in determining plan expense is reasonable based on historical returns.

Assumed pre-65 healthcare cost trend rates are as follows for the years ended September 30, 2024, and 2023:

	<u>September 30, 2024</u>	<u>September 30, 2023</u>
Health care cost trend rate assumed for the next year	6.50%	6.75%
Rate to which the cost trend rate is assumed to decline	5.00%	5.00%
Year that the rate reaches the ultimate trend rate	2029	2029

Future increases for the post-65 Individual Marketplace HRA contributions are assumed to be 2.50% based on the normative level of CPI for October 1, 2023 U.S. Capital Market Assumptions.

The net periodic postretirement benefit cost for the years ended September 30, 2024 and 2023 included the following components (in thousands):

	<u>September 30, 2024</u>	<u>September 30, 2023</u>
Service cost/benefits attributed to service during the period	\$ (751)	\$ (681)
Increase in the accumulated postretirement benefit obligation due to the passage of time	(1,467)	(1,072)
Expected return on the Plan's investment assets	1,795	1,549
Net prior service credit amortization	517	517
Gain amortization	593	1,186
Net periodic postretirement benefit income	<u>\$ 687</u>	<u>\$ 1,499</u>

As required under ASC 715-20-50-1, the amounts in Other items recognized in net assets that have not yet been recognized as components of net period benefit cost for the years ended September 30, 2024 and 2023 included the following components (in thousands):

	<u>September 30, 2024</u>	<u>September 30, 2023</u>
Net prior service credit	\$ 346	\$ 863
Net gain	4,007	6,294
Cumulative amounts recognized in net assets without donor restrictions	<u>\$ 4,353</u>	<u>\$ 7,157</u>

Details to compute the adjustment of (\$2,804,000) and (\$4,823,000) for the accrued postretirement benefits liability (other than net periodic retirement benefit costs) in Other items on the Consolidated Statements of Activities for the years ended September 30, 2024 and 2023 included the following components (in thousands):

	<u>September 30, 2024</u>	<u>September 30, 2023</u>
Cumulative amounts recognized in net assets without donor restrictions at prior fiscal year end	\$ 7,157	\$ 11,980
Net prior service credit amortization during the year:		
Net gain amortized during the year	(593)	(1,186)
Net prior service credit	(517)	(517)
Net loss that occurred during the year	<u>(1,694)</u>	<u>(3,120)</u>
Cumulative amounts recognized in net assets without donor restrictions at current fiscal year end	<u>\$ 4,353</u>	<u>\$ 7,157</u>

For September 30, 2024, the difference between the \$4,353,000 and \$7,157,000 is an adjustment of (\$2,804,000) which is primarily due to a gain related to a decrease in the discount rate from 6.10% to 5.15% and a net loss that occurred during the year. For September 30, 2023, the difference between the \$7,157,000 and \$11,980,000 is an adjustment of (\$4,823,000) which is primarily due to an increase in the discount rate from 5.65% to 6.10% offset by net loss that occurred during the year.

The following estimated benefit payments, which reflect expected future service and Medicare Part D subsidies, as appropriate, are expected to be paid (in thousands):

	<u>Gross Benefit Payments</u>
2025	1,262
2026	1,349
2027	1,420
2028	1,486
2029	1,545
Next Five years	8,845

RAND contributes to the RAND Retiree Medical Benefit Trust (the Trust). The Trust was established to hold the investment assets for the Plan. The Plan and the Trust together are intended to constitute a Voluntary Employee Benefit Association.

The Plan's Long-term investments consist of money market funds, equity funds, fixed income funds, private credit funds, private equity and real asset funds. Approximately 24% and 36% of the Plan's Long-term investments consist of foreign holdings as of September 30, 2024 and 2023, respectively. Commitments of \$292,000 are due within one year as of September 30, 2024.

Fair value measurement is required for the investment assets of the Plan. Note all identification, evaluation, and disclosures required for RAND's Long-term investments shown in Footnote 7 also apply to the Plan's investment assets.

The Plan's investment assets measured and reported at fair value on a recurring basis as of September 30, 2024 were as follows (in thousands):

	Level 1	Level 2	Level 3	NAV	September 30, 2024
<u>Assets</u>					
Investments					
Equity Funds	\$ 13,683	\$ -	\$ -	\$ -	\$ 13,683
Fixed Income Funds	7,314	1,092	-	-	8,406
Alternative Investments					
Private Credit	-	-	-	1,544	1,544
Private Equity and Real Asset Funds	-	-	-	3,813	3,813
	20,997	1,092	-	5,357	27,446
Cash Equivalents	-	-	-	-	504
Total Assets	<u>\$ 20,997</u>	<u>\$ 1,092</u>	<u>\$ -</u>	<u>\$ 5,357</u>	<u>\$ 27,950</u>

The Plan's investment assets measured and reported at fair value on a recurring basis as of September 30, 2023 were as follows (in thousands):

	Level 1	Level 2	Level 3	NAV	September 30, 2023
<u>Assets</u>					
Investments					
Equity Funds	\$ 10,894	\$ -	\$ -	\$ -	\$ 10,894
Fixed Income Funds	3,891	-	-	4,089	7,980
Alternative Investments					
Private Credit	-	-	-	1,524	1,524
Private Equity and Real Asset Funds	-	-	-	3,619	3,619
	14,785	-	-	9,232	24,017
Cash Equivalents	-	-	-	-	488
Total Assets	<u>\$ 14,785</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 9,232</u>	<u>\$ 24,505</u>

Certain investment assets of the Plan use the NAV or its equivalent for the fair value of all the underlying investments because they (i) do not have a readily determinable fair value and (ii) either have the attributes of an investment company or prepare their financial statements consistent with the measurement principles of an investment company.

The following table lists these investments by major category as of September 30, 2024 (in thousands):

Category	Strategy	NAV	Unfunded Commitments	Nature and Risks of the Investment
Private Credit	Credit, non-performing loans, secured and unsecured	\$ 1,544	\$ 94	Investment timeframe is 2-5 years; time to draw down commitments is 0-1 years; interest in the funds can be sold only with the consent of the fund managers
Private Equity and Private Real Asset	Private Equity: Venture capital and buyouts Private Real Asset: Real estate and natural resources	3,813	1,330	Private Equity: Investment timeframes are 0-8 years; time to draw down commitments is 0-4 years interest in the funds can be sold only with the consent of the fund managers. Private Real Asset: Investment timeframes are 0-6 years; time to draw down commitments is 0-1 years; interest in the funds can be sold only with the consent of the fund manager.
		<u>\$ 5,357</u>	<u>\$ 1,424</u>	

The following table lists these investments by major category as of September 30, 2023 (in thousands):

Category	Strategy	NAV	Unfunded Commitments	Nature and Risks of the Investment
Fixed Income	Global fixed income, preferred and convertible securities	\$ 4,089	\$ -	Redemptions/withdrawals are permitted semi-monthly to quarterly.
Private Credit	Credit, non-performing loans, secured and unsecured	1,524	186	Investment timeframe is 7 years; time to draw down commitments is 2 years; interest in the funds can be sold only with the consent of the fund managers.
Private Equity and Private Real Asset	Private Equity: Venture capital and buyouts Private Real Asset: Real estate and natural resources	3,619	1,725	Private Equity: Investment timeframes are 0-9 years; time to draw down commitments is 0-4 years; interest in the funds can be sold only with the consent of the fund managers. Private Real Asset: Investment timeframes are 4-8 years; time to draw down commitments is 0-2 years; interest in the funds can be sold only with the consent of the fund manager.
		<u>\$ 9,232</u>	<u>\$ 1,911</u>	

9. Borrowing Arrangements:

The following table sets forth the long-term debt issued to finance the construction of RAND's Santa Monica headquarters facility as shown in the Consolidated Statements of Financial Position as of September 30, 2024, and 2023 (in thousands):

	September 30, 2024	September 30, 2023
Variable Rate Revenue Bonds, Series 2021; average interest rate of 4.71% and 4.17% for the fiscal years ending September 30, 2024 and September 30, 2023, respectively.	\$ 88,705	\$ 92,010
Bond issuance costs	(352)	(373)
	<u>88,353</u>	<u>91,637</u>
Less: current portion	(3,440)	(3,305)
	<u>\$ 84,913</u>	<u>\$ 88,332</u>

In 2021, RAND issued \$98,225,000 of tax-exempt variable rate revenue bonds (Series 2021), via direct placement with a lender, to refinance the Series 2008A and Series 2008B tax-exempt variable rate revenue bonds. The interest rate was 79% of one-month LIBOR plus a fixed spread, subject to a minimum rate (floor). Effective October 1, 2022, underlying interest rate has been updated to one-month Secured Overnight Financing Rate (SOFR) while all other terms remained unchanged. Costs incurred in connection with the issuance of the Series 2021 bonds of approximately \$506,000 were paid by RAND. Annual principal payments ranging from \$3,050,000 to \$6,760,000 are due from April 1, 2022, to April 1, 2042.

The bonds contain various covenants including compliance with the following financial measures: either a minimum debt service coverage ratio or a minimum liquidity level.

Interest Rate Swaps. Concurrent with the issuance of the Series 2007 variable rate bonds, which were refinanced with the issuance of the Series 2008A bonds, RAND entered into an interest rate swap agreement with a counterparty whereby RAND currently agrees to pay the counterparty a fixed rate of interest of 3.916% and the counterparty agrees to pay RAND 67% of one-month SOFR. The notional value of this swap is \$23,950,000 and \$24,850,000 as of September 30, 2024, and 2023, respectively. RAND entered into an additional interest rate swap agreement with another counterparty for \$42,350,000 of its Series 2002B variable rate bonds, which were refinanced with the issuance of the Series 2008B bonds, whereby RAND currently agrees to pay the counterparty a fixed rate of interest of 3.955% and the counterparty agrees to pay RAND 67% of Daily Simple SOFR plus 0.11%. The notional value of this swap is \$28,675,000 and \$27,565,000 as of September 30, 2024, and 2023, respectively.

Both swaps remain in effect with the same terms and terminate on April 1, 2042, the maturity date of the Series 2021 bonds. Within the Change in fair value of derivative instruments included in Other items on the Consolidated Statements of Activities, is a loss of \$2,395,000 and a gain of \$2,957,000 for fiscal years 2024 and 2023, respectively. The liability related to the interest rate swaps of \$6,985,000 and \$4,590,000 for fiscal years 2024 and 2023, respectively, are shown on the Consolidated Statements of Financial Position in Other long-term liabilities.

Annual bond principal payments are required in the following fiscal years (in thousands):

2025	\$	3,440
2026		3,590
2027		3,720
2028		3,875
2029		4,050
Thereafter		70,030
	\$	<u>88,705</u>

Accrued interest payable relating to the bonds was \$341,000 and \$0 as of September 30, 2024 and 2023, respectively. RAND's total interest expense was \$4,478,000 and \$4,354,000 for the fiscal years ended September 30, 2024 and 2023, respectively.

Line of Credit. RAND had an uncollateralized line of credit that expired on June 27, 2024, with principal amount of \$50,000,000. The line of credit contained covenants that require RAND to achieve the same financial measures as the Series 2021 revenue bonds. Under the terms of the credit agreement, interest was payable monthly at Daily Simple SOFR plus 0.90%. On June 27, 2024, RAND opened a new line of credit. The principal amount is \$75,000,000 that matures on June 27, 2027. Under the terms of the credit agreement, interest is payable at Daily SOFR plus 0.85%. The line of credit contains covenants that require RAND to achieve the same financial measures as the Series 2021 revenue bonds.

10. Leases:

RAND is committed to minimum annual lease payments under several long-term non-cancellable operating leases for equipment, buildings, and office space expiring at various dates through 2035. RAND has entered into the following lease arrangements:

Short-Term Leases. RAND did not have any short-term leases (less than 12 months) during the fiscal year.

Operating Leases – Lessee. RAND has various equipment and real estate leases for office space that expire in various years through 2035. These leases generally contain renewal options for periods ranging from 1 year to 7 years and certain RAND office leases contain rent escalation clauses and fair-market renewal options. Office leases generally require RAND to pay for utilities, insurance, taxes, and maintenance. Equipment leases generally require RAND to pay for taxes, maintenance, and supplies. RAND is reasonably certain the renewal options will be exercised on the Arlington office lease and has included them in the terms. RAND is not reasonably certain the renewal options will be exercised on all other properties and has not included them in the terms.

Operating Leases – Lessor. RAND has properties in which it is the lessor. RAND owned two multi-family housing buildings that were leased to the students of the RAND Pardee Graduate School. Leases were generally one-year terms or less and were classified as operating leases. These leasing arrangements are not material to the consolidated financial statements. RAND has two subleases in the Pittsburgh and Santa Monica office spaces. The Pittsburgh sublease expires in 2026 and contains a renewal option of 5 years. The Santa Monica sublease is for one-year periods without explicit renewal options. The sublease agreements do not include any rent escalation clauses. The tenant is required to pay for utilities and taxes to RAND, included in their rent payments.

The components of lease expense for the years ended September 30, 2024 and 2023, are as follows (in thousands):

	<u>September 30, 2024</u>	<u>September 30, 2023</u>
Operating lease cost	\$ 12,213	\$ 10,900
Sublease income	(366)	(385)
Total	<u>\$ 11,847</u>	<u>\$ 10,515</u>
	<u>September 30, 2024</u>	<u>September 30, 2023</u>
Other Information		
Cash paid for amounts included in the measurement of lease liabilities		
Operating - Operating cash flows	\$ 10,463	\$ 9,909
Right-of-use assets obtained in the exchange for lease liabilities		
Operating leases	\$ -	\$ 68,036
Weighted-average remaining lease term		
Operating leases	10.4 years	11.2 years
Weighted-average discount rate		
Operating leases	3.83%	3.83%

Future aggregate minimum lease payments as of September 30, 2024, are as follows (in thousands):

	<u>September 30, 2024</u>
2025	\$ 11,292
2026	10,300
2027	8,489
2028	8,385
2029	8,764
Thereafter	<u>55,996</u>
Total	103,226
Less: amounts representing interest	<u>(18,661)</u>
PV of net minimum lease payments	<u>\$ 84,565</u>

11. Contingencies:

Contract costs billed prior to September 30, 2021 have been audited by Defense Contract Audit Agency (DCAA) and accepted by the DCMA. To date, there have been no significant cost disallowances with these annual contract cost submissions. In management's opinion, contract costs billed subsequent to September

30, 2021 are allowable, and any potential cost disallowance would not materially affect RAND's consolidated financial position, changes in net assets, or cash flows.

RAND receives funding or reimbursement from agencies of the United States government for various activities that are subject to audit for compliance to federal government cost accounting standards. RAND has resolved all audit findings with DCMA and management believes there are no current concerns.

RAND is involved in legal cases that have arisen in the normal course of its operations. RAND believes that the outcome of these cases will not have a material adverse effect on the financial position of RAND.

12. Endowment:

RAND's endowment consists of approximately 52 individual investment funds established for a variety of purposes. It has both donor-restricted endowment funds and funds designated by the Board to function as endowment funds. As required by GAAP, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

Absent explicit donor stipulations to the contrary, RAND classifies the original value of gifts donated to the permanent endowment as net assets with donor restrictions in perpetuity. The remaining portion of the donor-restricted endowment fund that is not classified in net assets with donor restrictions in perpetuity is classified as net assets with donor restrictions for time or purpose until those amounts are appropriated for expenditure by RAND in a manner consistent with the standard of prudence as adopted in the State of California prescribed by Uniform Prudent Management of Institutional Funds Act ("UPMIFA").

The following table summarizes this Long-term investment fund by net asset class as of September 30, 2024 (in thousands):

	Without donor restriction	For Time or Purpose	In Perpetuity	Total
Donor restricted funds	\$ -	\$ 58,495	\$ 73,837	\$ 132,332
Board-designated funds	197,983	-	-	197,983
End of year	<u>\$ 197,983</u>	<u>\$ 58,495</u>	<u>\$ 73,837</u>	<u>\$ 330,315</u>

The following table summarizes this Long-term investment fund by net asset class as of September 30, 2023 (in thousands):

	Without donor restriction	For Time or Purpose	In Perpetuity	Total
Donor restricted funds	\$ -	\$ 41,441	\$ 70,430	\$ 111,871
Board-designated funds	176,803	-	-	176,803
End of year	<u>\$ 176,803</u>	<u>\$ 41,441</u>	<u>\$ 70,430</u>	<u>\$ 288,674</u>

The following table summarizes the activity in the endowment during fiscal year 2024 (in thousands):

	Without donor restriction	For Time or Purpose	In Perpetuity	Total
Beginning of the year	\$ 176,803	\$ 41,441	\$ 70,430	\$ 288,674
Investment return	29,897	19,688	-	49,585
Contributions	-	1,621	3,407	5,028
Appropriations	(8,358)	(4,255)	-	(12,613)
Other charges/reclassification	(359)	-	-	(359)
End of year	<u>\$ 197,983</u>	<u>\$ 58,495</u>	<u>\$ 73,837</u>	<u>\$ 330,315</u>

The following table summarizes the activity in the endowment during fiscal year 2023 (in thousands):

	Without donor restriction	For Time or Purpose	In Perpetuity	Total
Beginning of the year	\$ 162,828	\$ 33,984	\$ 69,421	\$ 266,233
Investment return	17,594	11,175	-	28,769
Contributions	-	887	1,009	1,896
Appropriations	(7,941)	(4,605)	-	(12,546)
Other charges/reclassification	4,322	-	-	4,322
End of year	<u>\$ 176,803</u>	<u>\$ 41,441</u>	<u>\$ 70,430</u>	<u>\$ 288,674</u>

Investment and Spending Policies. RAND's investment and spending policies are in compliance with UPMIFA. In accordance with UPMIFA, RAND considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: the duration and preservation of the fund, the mission of RAND, general economic conditions, the possible effect of inflation and deflation, the expected total return from income and the appreciation of investments, the investment policies of the organization, and RAND's other resources. Per RAND's investment policy, endowment assets are invested in a manner that is intended to increase the purchasing power on a long-term basis after inflation and payment for RAND operations. RAND relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). RAND targets a diversified asset allocation to achieve its long-term return objectives within prudent risk constraints.

Per RAND's spending policy, a percentage of its endowment fund's average fair value over the prior 12 quarters through June 30 is appropriated for distribution each year. In establishing this policy, RAND considered the long-term expected return on its endowment. Accordingly, over the long term, RAND expects the current spending policy to allow its endowment to grow at a rate equal to or in excess of inflation. From time to time, the fair value of endowment funds may fall below the original gift amount. Deficiencies of this nature are referred to as underwater endowments. If an endowment is underwater, RAND complies with the donor's agreement.

RAND did not have underwater endowments for the years ended September 30, 2024, and 2023, respectively.

13. Net Assets:

Net Assets Without Donor Restrictions Designated By The Board. Net assets without donor restrictions contains Board-designated net assets (net of cumulative net asset transfers) that are available for the following purposes as of September 30, 2024, and 2023 (in thousands):

	September 30, 2024	September 30, 2023
Designated for investment - long term	\$ 170,879	\$ 170,476
Designated for investment - general	33,838	25,486
Designated for investment - special use		
RAND Education	3,412	3,718
Pardee RAND Graduate School	2,512	2,609
	<u>\$ 210,641</u>	<u>\$ 202,289</u>

Net Assets With Donor Restrictions. Net Assets With Donor Restrictions (including promises to give) are shown below by the purpose designated by the donor:

For time or purpose as of September 30, 2024, and 2023 (in thousands):

	September 30, 2024	September 30, 2023
Pardee RAND Graduate School	\$ 36,509	\$ 26,375
RAND General Support	25,765	30,172
National Security Research and Training	8,897	4,666
Global and Emerging Risks	8,648	1,176
Justice, Infrastructure, and Environment	7,862	6,686
Special Purpose Funds	5,658	2,296
Institute for Civil Justice	4,208	4,205
Countering Truth Decay	3,986	4,409
Asia Pacific Policy and Research	3,731	4,214
Health Care Policy and Research	3,546	3,482
Education Policy and Research	3,112	45
Middle East Public Policy	2,731	2,847
Paul O'Neill Alcoa Professorship in Policy Analysis	2,640	1,921
Others	1,900	2,854
Long-Term Global Policy Research	1,515	842
Hauser Foundation - Impact Awards	976	926
Center for Global Risk and Security	913	1,208
Haskins - Science Policy	849	674
Russia and Eurasia Policy and Research	632	570
	<u>124,078</u>	<u>99,568</u>
Non-exchange grant contributions	45,480	38,334
	<u>\$ 169,558</u>	<u>\$ 137,902</u>

The following net assets are invested in perpetuity and the income is available to support the restricted activities as of September 30, 2024, and 2023 (in thousands):

	September 30, 2024	September 30, 2023
Pardee RAND Graduate School	\$ 38,127	\$ 37,194
National Security Research and Training	5,191	5,190
Institute for Civil Justice	4,184	4,184
RAND General Support	3,812	3,812
Pardee Center for Longer Range Global Policy	3,670	3,670
Institute for US-China Relations	3,000	3,000
Institute for Policy Studies in Integrative Medicine	3,000	3,000
Tang Chair in China Policy Studies	3,000	3,000
Leonard Schaeffer Medal Awards	3,000	3,000
ALCOA O'Neill Chair	2,500	2,500
Ann Korologos Impact Award	2,000	-
Research Position Endowment	1,500	1,500
Michael Gould Professional Development Endowed Funds	1,035	1,035
Demographer Endowed Position	814	814
Others	751	751
	<u>\$ 75,584</u>	<u>\$ 72,650</u>

14. Functional Expense:

Expenses are categorized by functional classification to align with RAND's overall mission. The categories include Personnel (costs related to employees), Expense (operational expenditures), Subcontracts/Professional Services (services from external vendors), Depreciation and Amortization (allocation of asset costs), and Interest (costs associated with borrowing). Personnel expenses are allocated to functional categories based on the time and effort expended, while all other expenses are assigned directly to their respective functional categories.

For the year ended September 30, 2024, functional expenses consist of the following (in thousands):

				Year Ended September 30, 2024
	Research	Management and General	Fundraising	Total
Personnel	\$ 281,204	\$ 49,745	\$ 4,383	\$ 335,332
Expenses	40,135	26,215	1,319	67,669
Subcontracts/Professional Services	40,210	5,141	-	45,351
Depreciation and Amortization	1,291	10,418	-	11,709
Interest	-	4,478	-	4,478
Total	<u>\$ 362,840</u>	<u>\$ 95,997</u>	<u>\$ 5,702</u>	<u>\$ 464,539</u>

For the year ended September 30, 2023, functional expenses consist of the following (in thousands):

				Year Ended September 30, 2023
	Research	Management and General	Fundraising	Total
Personnel	\$ 252,758	\$ 46,049	\$ 4,322	\$ 303,129
Expenses	41,398	25,853	1,403	68,654
Subcontracts/Professional Services	32,524	7,429	-	39,953
Depreciation and Amortization	2,202	8,748	-	10,950
Interest	-	4,354	-	4,354
Total	<u>\$ 328,882</u>	<u>\$ 92,433</u>	<u>\$ 5,725</u>	<u>\$ 427,040</u>

15. Employee Retirement Plans:

RAND has four defined contribution employee plans: a Qualified Retirement Plan ("QRP"), a Supplemental Retirement Annuity Plan ("SRAP"), a Nonqualified Deferred Compensation Plan ("NDCP"), and a Nonqualified Supplementary Plan ("NSP"). Most full-time, regular employees are eligible to participate in the QRP and SRAP. Certain employees are eligible to participate in the NSP and NDCP. RAND has reserved the right to terminate the plans at any time, but in such an event, the benefits already purchased by the participant and contributions already made by RAND would not be affected. The QRP and NSP are entirely RAND-financed. RAND's contributions to the Plans for eligible employees range from 5% to 14% of salaries, depending on the level of wages and age of the participating employee. RAND's contributions to the QRP vest at the earlier of retirement or four years of service. Vesting begins after two years of service and increases weekly to 100% at the end of four years of service. The NSP and NDCP vest under various conditions specified in the plan. All contributions made by RAND are charged to operations. RAND's contributions were \$19,400,000 and \$18,365,000 for the fiscal years ended September 30, 2024 and 2023, respectively. The SRAP and NDCP only require employee contributions, and RAND does not contribute to these plans.



Board of Trustees

RAND's trustees are comprised of **accomplished individuals from public service, business, and academia** (<http://www.rand.org/about/organization/randtrustees.html>). Their purpose is to ensure that RAND carries out our mission effectively, that we use our resources in a prudent fashion, and that we fulfill our tax-exempt purposes. They also help with fundraising and outreach. The term of non-management trustees is five years. A trustee elected to a five-year term may not serve more than two consecutive terms. New trustees are selected by the incumbents. Questions regarding interactions with trustees should be emailed to secretary@rand.org (<mailto:secretary@rand.org>).

Learn More About Meetings of the Trustees >> (</president/trustees/Pages/meetings.aspx>)

News from the Spring 2025 Board of Trustees Meeting

The 77th Annual Board of Trustees meeting was held in the Washington office on Wednesday, April 9 through Friday, April 11. **Michael Leiter** was re-elected as chair, and **Teresa Roseborough** as vice chair. New trustees **Matthew Pottinger** and **Stefanie Tompkins**, who were elected **last month** (</president/ear/Pages/2025/Sage-Counsel.aspx>), joined for their first meeting. **Richard Danzig** was named trustee emeritus after serving three terms as a RAND trustee from 2009 to 2015 and 2021 to 2025. His tenure included three years as vice chair of the board and chair of the Executive, Governance, and Nominating Committee and well as membership in the Executive, Governance, and Nominating Committee, the Audit and Risk Committee, International Activities Committee, Compensation and Leadership Development Committee, and Cybersecurity Advisory Subcommittee.

Michael E. Leiter

Michael E. Leiter is a partner with the law firm Skadden, Arps, Slate, Meagher & Flom LLP and Affiliates, where he heads the firm's Committee on Foreign Investment in the United States and national security practice. Mike first served as a RAND trustee from 2012 to 2014, then rejoined the board in 2017, taking on the vice chair role in 2018. He previously directed the U.S. National Counterterrorism Center from 2007 to 2011. Mike was nominated to that position by President George W. Bush and was among the senior national security officials asked to continue in his position by President Barack Obama. In the private sector, he formerly served as president of the Defense Group at Leidos, where he led more than 8,000 personnel providing support to the U.S. Department of Defense and allied nations around the world and was responsible for the Leidos portfolio for NATO, Canada, Europe, and the Middle East.

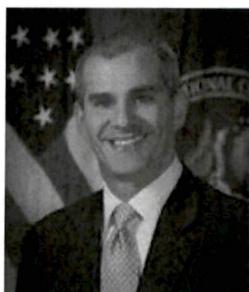
Teresa Wynn Roseborough

Teresa Wynn Roseborough is executive vice president, general counsel, and corporate secretary for The Home Depot. She leads the company's legal and government relations teams and oversees internal and external communications, The Home Depot Foundation, The Homer Fund, branded merchandise, and the company's events team. Teresa was previously deputy general counsel for MetLife and a partner in the law firm that is now Eversheds Sutherland. She has also worked in government, serving as deputy assistant attorney general in the U.S. Department of Justice, as a law clerk for U.S. Supreme Court Justice John Paul Stevens and U.S. Court of Appeals Judge James Dickson Phillips, and on the staff of the U.S. Department of Defense in West Germany. Named one of 25 Influential Black Women in Business by The Network Journal and as one of the top Black attorneys in the United States by Black Enterprise, Roseborough's civic involvement includes serving as a public member of the Administrative Conference of the United States and co-chair of the board of directors of the Lawyers' Committee for Civil Rights.

Richard Danzig

Richard Danzig is a senior fellow at the Johns Hopkins Applied Physics Laboratory and an adjunct senior fellow at the Center for New American Security, where he previously served as chair of the board from 2009 to 2013. He was the 71st Secretary of the Navy from November 1998 to January 2001 and served as Under Secretary of the Navy from 1993 to 1997. Richard was also a traveling fellow at the Center for International Political Economy and an adjunct professor at Syracuse University's Maxwell School of Citizenship and Public Affairs. Earlier in his career, he held positions in the Office of the Secretary of Defense, receiving the Defense Distinguished Public Service Award in 1981. From 1981 to 1993, Richard was a partner at Latham & Watkins, where he was the deputy chair of its International Practice Group and the director of its Japan Group. He served as a law clerk to U.S. Supreme Court Justice Byron White and taught law at Stanford University and Georgetown University. Richard is a coauthor of *National Service: What Would It Mean?* and has held various board and advisory roles, including with the President's Intelligence Advisory Board and the Defense Policy Board. Richard received his B.A. from Reed College, J.D. from Yale Law School, and B.Phil. and D.Phil. from Oxford University, where he was a Rhodes Scholar. He was also a RAND summer associate in 1967.

Board of Trustees Members



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Partner,
Skadden, Arps, Slate, Meagher & Flom, LLP;
Former Director,
U.S. National Counterterrorism Center



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and Corporate Secretary, The Home Depot,
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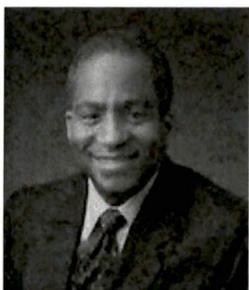
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Former Senior Vice President, Dow Jones and
Company, Inc.



Joel Z. Hyatt



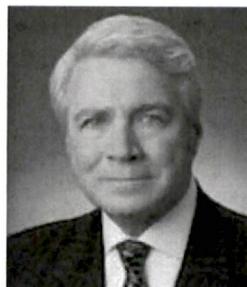
Lionel C. Johnson

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Globality, Inc.;
Cofounder and Former Chief Executive Officer,
Current Media, LLC

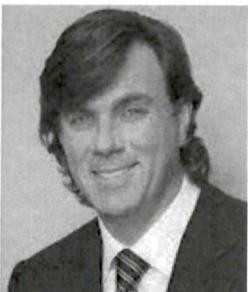


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Pacific Pension & Investment Institute



Philip Lader
Senior Advisor, Morgan Stanley; Lead Director, AMC Entertainment Holdings, Inc.



Peter Lowy
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Michael Lynton
Chairman, Snap Inc.



Jason Matheny
President and Chief Executive Officer,
RAND Corporation



Janet Napolitano
Founder and Faculty Director, Center for Security in Politics, The Goldman School of Public Policy, University of California, Berkeley; Former U.S. Secretary of Homeland Security



Soledad O'Brien

Journalist;
Founder and Chief Executive Officer, Soledad
O'Brien Productions



Meghan L. O'Sullivan

Director, Belfer Center for Science and
International Affairs, and Jeane Kirkpatrick
Professor of the Practice of International
Affairs, Harvard Kennedy School



Mary E. Peters

Principal, Mary Peters Consulting Group, LLC;
Former U.S. Secretary of Transportation



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Retired Chairman and Chief Executive Officer,
EQT Corporation



Matthew Forbes Pottinger

CEO, Garnaut Global LLC



Leonard D. Schaeffer

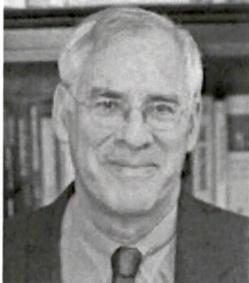
Founding Chairman and Chief Executive
Officer,
Wellpoint



Stefanie Tompkins

Provost, Colorado School of Mines, Former
Director of the Defense Advanced Research
Projects Agency (DARPA)

Trustee Emeritus



Richard Danzig

Senior Fellow, Johns Hopkins Applied Physics
Laboratory; Former U.S. Secretary of the
Navy



Donald B. Rice

Retired President and Chief Executive Officer,
Agensys, Inc.; Former U.S. Secretary of the
Air Force; Former President and Chief
Executive Officer, RAND Corporation

Appendix B. Key Personnel Resumes

Christine Buttorff

RAND

Project director

Qualifications Summary

- I am a mixed-methods researcher with both qualitative and quantitative research skills that have been applied to topics such as payment and delivery innovations, health insurance benefit design and prescription drug policy.
- I led two projects to assist the Centers for Medicare & Medicaid Services (CMS) to develop and implement a cost data collection survey for both air and ground ambulance organizations, demonstrating substantial project management expertise.
- I have seven years of experience in Medicare Advantage and Part D programmatic and payment policy
- I am currently participating in two large evaluations for the Center for Medicare and Medicaid Innovation (CMMI), the Medicare Advantage Value-Based Insurance Design Model Test (MA VBID) and the Part D Senior Savings Model Test (PDSS). I interview executives of participating health plans and analyze quantitative data on quality outcomes for both evaluations.
- I also have work in state policy initiatives, including leading a large quantitative evaluation of whether the introduction of recreational cannabis led to reductions in opioid utilization in Colorado, using claims from three sources, including the state’s All-Payer Claims Database.

Education

Ph.D.	Health Economics, Johns Hopkins Bloomberg School of Public Health	2014
Bachelor of Science	Political Science, Santa Clara University	2001
Bachelor of Arts	Italian Studies, Santa Clara University	2001

Professional Experience

RAND	Senior Policy Researcher	Arlington, VA	07/2025-present
	Policy Researcher		07/2019-07/2025
	Associate Policy Researcher		09/2014-07/2019
Nashville Public Radio	Reporter	Nashville, TN	10/2002-09/2009

Relevant Project Experience

Support of Medicare Ambulance Industry Data Reporting and Collection – Ground Ambulance Data Collection

Client: Centers for Medicare & Medicaid Services (CMS)
 Period of Performance: 09/2022 – 08/2025

Role: Researcher; Project Director (8/2024-8/2025)
 Tasks: CMS funded the RAND Corporation to provide technical support for the implementation of the Center for Medicare’s new Ground Ambulance Data Collection System. Under a previous contract, we developed a survey tool to collect data on the costs associated with operating ground ambulance services, and published a report with recommendations on the content and format of the data collection tool as well as the sampling process of ambulance organizations (contract listed below). We are provided technical assistance to organizations as they report data and analyzed the collected data. I took over as project director in the fall of 2024.

Evaluation of the Part D Senior Savings (PDSS) Model Test

Client: Center for Medicare and Medicaid Innovation (CMMI)
 Period of Performance: 06/2021 – 09/2023; 09/2023 – 09/2025
 Role: Qualitative and Quantitative Researcher
 Tasks: In support of this project, I contribute to both the qualitative and quantitative analytic teams. On the qualitative team, I have conducted all interviews with health plan leadership along with the co-PI, Dmitry Khodyakov. This included coding and analyzing the qualitative data. Additionally, I have served as a liaison between the participating health plans and our evaluation. On the quantitative side, I have worked with the Part D Event Data to construct and analyze adherence outcomes.

Evaluation of the Medicare Advantage Value-Based Insurance Design (VBID) Model Test

Client: Center for Medicare and Medicaid Innovation (CMMI)
 Period of Performance: 08/2016 – 09/2020; 09/2020 – 09/2023; 09/2023 – 03/2028
 Role: Qualitative Task Co-Lead and Quantitative Researcher
 Tasks: In support of this project, I contribute to both the qualitative and quantitative analytic teams. On the qualitative team, I have conducted most interviews with health plan leadership throughout the duration of the project. On the quantitative side, I have analyzed different quantitative outcomes, and I am currently analyzing the Star Ratings data for the quality outcomes section of this evaluation.

Support of Medicare Ambulance Industry Data Reporting and Collection – Task 4: Air Ambulance Technical Support & Data Analysis

Client: Centers for Medicare & Medicaid Services (CMS)
 Period of Performance: 04/2023 – 08/2024
 Role: Co-Lead
 Tasks: I am currently co-leading a task to collect cost, revenue and utilization data for air ambulance organizations and health plans. The data collection effort was mandated as part of the No Surprises Act. I have led all aspects of the project which included conducting interviews with air ambulance organizations and health plans to revise the data collection tool, preparing a statistical plan for the data collected via these tools, interfacing with the client and writing the final report for the project.

Policy Options to Address Specialty Drug Spending

Client: National Institute for Health Care Reform
 Period of Performance: 05/2022 – 07/2023
 Role: Researcher

Tasks: We conducted a literature review on policy options to reduce specialty drug spending and then had a panel of experts rate the options on feasibility and likelihood they reduce specialty drug costs, using RAND's ExpertLens™. I participated in all aspects of the project including moderating online discussions with experts and the write-up of results.

Impact of Marijuana Legalization on Opioid Prescribing and Poisoning in Colorado

Client: National Institute on Drug Abuse/University of Southern California

Period of Performance: 07/2018 – 03/2021

Role: Co-Investigator

Tasks: In this study we exploited the geographic variation in access that occurred with the legalization of recreational cannabis in Colorado to assess the impacts on opioid utilization and opioid related harm (abuse, dependence, poisonings and mortality). I was the RAND PI for this study. I led the administration of the project and all analyses, in conjunction with the USC PI, Rosalie L. Pacula. I worked with the programming team to develop analytic data sets from three different claims data sources and conducted most of the data analyses and have primary responsibility for drafting the key results papers from the project.

Support of Medicare Ambulance Industry Data Reporting and Collection

Client: Centers for Medicare & Medicaid Services (CMS)

Period of Performance: 06/2018 – 09/2022

Role: Researcher

Tasks: CMS funded the RAND Corporation, working in partnership with MITRE, to provide technical support for the Center for Medicare's new Ground Ambulance Data Collection System. Under this contract, we developed a survey tool that collected data on the costs associated with operating ground ambulance services and published a report with recommendations on the content and format of the data collection tool as well as the sampling process of ambulance organizations. For this portion of the project, I led the stakeholder engagement process consisting of a variety of focus groups and interviews with ambulance organizations, which were critical in developing the data collection instrument.

Understanding the Relationship Between Health Care Delivery Systems and PCOR Processes and Outcomes

Client: Agency for Healthcare Research and Quality (AHRQ)

Period of Performance: 09/2015 – 08/2020

Role: Qualitative Researcher

Tasks: AHRQ funded the RAND Corporation, working in partnership with Pennsylvania State University and five regional health care collaboratives, to create a Center of Excellence (Center) on Comparative Health System Performance. Through this five-year project, the RAND Center for Excellence identified, characterized and classified health systems, assessed the extent to which they use Patient Centered Outcomes Research (PCOR), understand the characteristics of "high performing" health systems, and assessed the relationship between evidence-based medical practice and quality and cost of care. I conducted interviews with health system executives, analyzed qualitative data and drafted manuscripts for publication.

Selected Relevant Publications

- Buttorff C, Khodyakov D, Taylor EA, Reid RO, Sorbero ME, Dworsky M. Trends in Medicare Part D Formulary Coverage for Non-insulin Diabetes Medications, 2020-2024. *J Gen Intern Med.* 2024.
- Taylor EA, Khodyakov D, Predmore Z, Buttorff C, Kim A. Assessing the feasibility and likelihood of policy options to lower specialty drug costs. *Health Aff Sch.* 2024;2(10):qxae118.
- Buttorff C, Wang GS, Wilks A, Tung G, Kress A, Schwam D, et al. Impact of Recreational Cannabis Legalization on Opioid Prescribing and Opioid-Related Hospital Visits in Colorado: an Observational Study. *J Gen Intern Med.* 2023;38(12):2726-33.
- Buttorff C, Wang GS, Tung GJ, Wilks A, Schwam D, Pacula RL. APCDs can Provide Important Insights for Surveilling the Opioid Epidemic, With Caveats. *Med Care Res Rev.* 2022;79(4):594-601.
- Buttorff C, Heins SE, Al-Ibrahim H. Changing Care Settings for Injuries. *Med Care Res Rev.* 2022:10775587221081698.
- Taylor EA, Khodyakov D, Buttorff C, Dusetzina SB, Rao P, Predmore Z, et al. Part D Senior Savings Model: Model Reach and Scope. Centers for Medicare & Medicaid Services; 2022.
- Wang GS, Buttorff C, Wilks A, Schwam D, Tung GJ, Banerji S, et al. Comparison of hospital claims and poison center data to evaluate health impact of opioids, cannabis and synthetic cannabinoids. *Am J Emerg Med.* 2022;53:150-3.
- Wang GS, Buttorff C, Wilks A, Schwam D, Tung G, Pacula RL. Impact of cannabis legalization on healthcare utilization for psychosis and schizophrenia in Colorado. *Int J Drug Policy.* 2022;104:103685.
- Wang GS, Buttorff C, Wilks A, Schwam D, Metz TD, Tung G, et al. Cannabis legalization and cannabis-involved pregnancy hospitalizations in Colorado. *Prev Med.* 2022;156:106993.
- Mulcahy A, Buttorff C, Finegold K, El-Kilani Z, Oliver JF, Murphy S, et al. Projected US savings from biosimilars, 2021-2025. *Am J Manag Care.* 2022;28(7):329-35.
- Eibner C, Buttorff C, Cefalu M, Khodyakov D, Taylor EA. The Effect of the Medicare Advantage Value-Based Insurance Design Model Test on Utilization in 2017. *Am J Health Promot.* 2022;36(4):740-5.
- Buttorff C, Girosi F, Lai J, Taylor EA, Lewis SE, Ma S, et al. Do Financial Incentives Affect Utilization for Chronically Ill Medicare Beneficiaries? *Med Care.* 2022;60(4):302-10.
- Wang GS, Buttorff C, Wilks A, Schwam D, Tung G, Pacula RL. Changes in Emergency Department Encounters for Vomiting After Cannabis Legalization in Colorado. *JAMA Netw Open.* 2021;4(9):e2125063. PMID: PMC8449280.
- Taylor EA, Buttorff C, Pegany V, Petersen L, Mangiaracino A, Wolf E, Lang L. Access to High-Cost Medications After a Cap on Monthly Out-of-Pocket Spending in California. *JAMA Netw Open.* 2021;4(9):e2126642.
- Khodyakov D, Buttorff C, Xenakis L, Damberg CL, Ridgely MS. Alignment Between Objective and Subjective Assessments of Health System Performance: Findings From a Mixed-Methods Study. *J Healthc Manag.* 2021;66(5):380-94.
- Buttorff C, Wang GS, Tung GJ, Wilks A, Schwam D, Pacula RL. APCDs can Provide Important Insights for Surveilling the Opioid Epidemic, With Caveats. *Med Care Res Rev.* 2021:10775587211062382.

- Buttorff C, Heins SE, Al-Ibrahim H. Comparison of definitions for identifying urgent care centers in health insurance claims. *Health Serv Outcome*. 2021;21(2):229-37.
- Buttorff C, Xu Y, Joyce G. Variation in Generic Dispensing Rates in Medicare Part D. *Am J Manag Care*. 2020; 26(11):294-e300. doi:10.37765/ajmc.2020.88530.
- Ridgely MS, Buttorff C, Wolf LJ, et al. The importance of understanding and measuring health system structural, functional, and clinical integration. *Health Serv Res*. 2020;55 Suppl 3:1049-1061.
- Ridgely MS, Timbie JW, Wolf LJ, Duffy EL, Buttorff C, Tom A, and Vaiana ME, Consolidation by Any Other Name: The Emergence of Clinically Integrated Networks. Santa Monica, CA: RAND Corporation, 2020.
- Mulcahy A, Becker K, Cantor J, Ashwood S, Ringel J, Sontag-Padilla L, Buttorff C, et al. Medicare's Ground Ambulance Data Collection System: Sampling and Instrument Considerations and Recommendations. CMS Alliance to Modernize Healthcare (The Health FFRDC) A Federally Funded Research and Development Center. July 2019. Task Order No. HHSM-500-T0052.
- Mendel P, Buttorff C, Chen P, Sieck K, Orr P, Qureshi N, Hussey P. Perspectives of Physicians in Small Rural Practices on the Medicare Quality Payment Program. Santa Monica, CA: RAND Corporation, 2019. Available online: <https://aspe.hhs.gov/pdf-report/perspectives-physicians-small-rural-practices-medicare-quality-payment-program>.
- Timbie JW, Buttorff C, Kotzias V, Case SR, Mahmud A. Examining the Implementation of the Medicaid Primary Care Payment Increase. Santa Monica, CA: RAND Corporation, 2017. Available online: https://www.rand.org/pubs/research_reports/RR1802.html.

Daniel J. Crespín

RAND

Project Director

Qualifications Summary

- I use applied health economics to study the behaviors of consumers and health care organizations to aid in the development of practical, research-based policy solutions. My current research focuses on promoting efficient resource allocation to curb rising health care costs.
- I have experience with large-scale, mixed methods projects. I am the technical lead on the Center for Medicare Ambulance Technical Support Contract. This project has largely focused on designing, implementing, and analyzing the GADCS. I led efforts to standardized our data cleaning and validation programs and estimate ground ambulance costs and revenues. Additionally, I conducted key informant interviews to understand the types of costs incurred by air ambulance organizations and used this information to develop tools to collect cost data of air ambulance organizations.
- I have over 10 years’ experience using administrative, financial, and survey data to examine health care cost, utilization, and quality on health services research projects with federal health care agencies as a contractor and previously as an employee at the U.S. Department of Health and Human Services, which has given me substantial experience in conducting quick turn-around projects and disseminating findings to a wide variety of audiences.
- Over the last four years, I developed methods to assess whether hospitals that received federal public assistance in relation to COVID-19 public health emergency adhere to restrictions on aid that is duplicated by medical insurance payments. This project involves a detailed examination of Medicare cost reports and publicly available audited financial statements to estimate how hospital’s expenses related to medical insurance payments.

Education

Ph.D.	Health Service Research and Policy, University of Minnesota	2016
Master of Science	Health Policy and Management, University of North Carolina-Chapel Hill	2010
Bachelor of Arts	Economics, Brandeis University	2005

Professional Experience

RAND	Policy Researcher, Full	Boston, MA	07/2023 – present
	Policy Researcher, Associate	Boston, MA	09/2019 – 07/2023
Office of the Assistant Secretary for Planning and Evaluation	Economist	Washington, D.C.	09/2016 – 09/2019

Relevant Project Experience

Upcoding of Hospital Stays in California

Client: California Health Care Foundation

Period of Performance: 05/2025– 05/2026

Role: Principal Investigator

Tasks: In this project, I am leading analyses to measure the growth in hospital stay upcoding in California among enrollees of commercial and Medicare Advantage (MA) health plans between 2018 and 2023 to determine how upcoding has contributed to systemwide health care costs. I am also estimating the extent to which patients are financially harmed through higher out-of-pocket spending, and whether high commercial prices and market concentration are associated with more upcoding.

Alternative Methods for Measuring Practice Expense

Client: CMS

Period of Performance: 09/2023-09/2025

Role: Investigator

Tasks: Assisted CMS by assessing alternative models to improve the current approach to updating Medicare Physician Fee Schedule inputs. I assessed how valuations of physician time used to set payment rates, and which are collected from survey data, align with actual physician time as estimated from anesthesia time reported in FFS Medicare claims data.

Center for Medicare Ambulance Technical Support Contract

Client: CMS

Period of Performance: 04/2023 – 08/2025

Role: Technical Lead

Tasks: Provided assistance to the CMS to develop instruments to collect data from ground and air ambulance organizations and healthcare providers on the utilization and cost of ambulance services. I led analyses using FFS Medicare data to estimate air ambulance charges, determine differences in utilization across geographic areas, and measure competition in the air ambulance industry and its effect on prices. I authored a report on the current state of the air ambulance industry and gaps in knowledge about air ambulance services.

Hospital Upcoding Under the Diagnostic Related Group System

Client: National Institute for Health Care Reform

Period of Performance: 01/2023– 05/2024

Role: Principal Investigator

Tasks: This project described and evaluated the methodologies used to identify upcoding by hospitals and estimated the growth in upcoding between 2011 and 2019. I led an empirical investigation of upcoding, which used Health Care Utilization Project data on inpatient admission across all payers to estimate how the upcoding of MS-DRGs grew between 2011 and 2019 and how upcoding differed by patient, hospital, and market factors.

Technical Assistance for Public Assistance Delivery for COVID-19

Client: FEMA
Period of Performance: 04/2021 – 04/2025
Role: Methods Lead
Tasks: Provided FEMA with information on health care billing across payers in the US healthcare system. I analyzed how hospitals and health systems financially performed during the pandemic, developed methods to determine if hospital Applicants for FEMA Public Assistance funding duplicated benefits by receiving the same funding for pandemic costs from medical insurance, and supervise team of analysts to evaluate individual hospitals' PA applications for duplication of benefits.

Hospital Price Studies

Client: Arnold Ventures
Period of Performance: 12/2019 – 11/2021
Role: Investigator
Tasks: I used Medicare Cost report data and Medicare.gov Hospital Compare data to conduct an analysis of how hospital discharge prices affected clinical quality of care and patient experience at short-term, general hospitals.

Quantifying the Resources Used in Furnishing Global Surgical Services

Client: CMS
Period of Performance: 05/2016 – 01/2022
Role: Analyst
Tasks: This project collected and analyzed data on post-operative visits and developed policy options to enable CMS to assess the accuracy of global surgical package valuation under the Medicare Physician Fee Schedule. I conducted Medicare claims-based analyses and authored research reports on post-operative visits furnished during the global periods of bundled surgical procedures and alternative methods to revalue procedures.

Practice Expense Methodology & Data Collection Research and Analysis

Client: CMS
Period of Performance: 09/2018 – 08/2021
Role: Analyst
Tasks: This project reviewed the methodology and relevant procedures (as identified by HCPCS and CPT codes) used to establish the Practice Expenses RVUs with the goal of identifying refinements due to concerns regarding misvalued payment rates. I conducted quantitative analyses to inform CMS on how volume reductions associated with the COVID-19 pandemic could affect Medicare Physician Fee Schedule payments.

Selected Relevant Publications

Crespin DJ, Dworsky M, Levin J, Ruder T, and Whaley CM. Increases in Inpatient Hospital Upcoding Between 2011 and 2019. *Health Affairs* 2024; 43(12): 1619-1627

- Levin JS, Crespin DJ, Kim J, Reid RO, Whaley CM, and Dworsky M. Methodologies to Measure Upcoding in Provider Settings-A Scoping Review. Santa Monica, CA: RAND Corporation 2023. RR-A3326-1.
- Federal Emergency Management Agency COVID-19 Public Assistance Technical Assistance Study Development and Implementation Group. Methods of Assessing Duplication of Benefits with Patient Care Revenue: As Applied by the Federal Emergency Management Agency to Health Care Providers' Public Assistance Claims During the COVID-19 Emergency Santa Monica, CA: RAND Corporation 2024. PR-2799-8.
- Crespin DJ and Whaley C. The effect of hospital discharge price increases on publicly reported measures of quality. *Health Services Research*. 2023; 58(1): 91-100.
- Crespin DJ, Ruder T, Mulcahy AW, and Mehrotra A. Variation in estimated surgical procedure times across patient characteristics and surgeon specialty. *JAMA Surgery* 2022; 157(5):e220099.
- Whaley CM, Crespin DJ, and Sherry T. Smartphone application allowing physicians to call patients associated with increased physician productivity. *Journal of General Internal Medicine* 2021; 36:2307-2314
- Mulcahy AW, Ruder T, Lovejoy SL, Crespin DJ, Rasmussen P, Merrell K, and Mehrotra A. Using claims-based estimates of post-operative visits to revalue procedures with 10- and 90-day global periods. Santa Monica, CA: RAND Corporation 2021. RRA203-3.
- Crespin DJ, Kranz AM, Ruder T, Mehrotra A, and Mulcahy AW. Claims-based reporting of post-operative visits for procedures with 10- or 90-day global periods. Updated results using calendar year 2019 data. Santa Monica, CA: RAND Corporation 2021. RRA203-2.
- Crespin DJ, Kranz AM, Ruder T, Mehrotra A, and Mulcahy AW. Claims-based reporting of post-operative visits for procedures with 10- or 90-day global periods. Updated results using calendar year 2018 data. Santa Monica, CA: RAND Corporation 2021. RRA203-1.
- Burgette LF, Cohen CC, Hero JO, Liu JL, Crespin DJ, Dellva S, et al. Practice expense methodology and data collection research and analysis. Santa Monica, CA: RAND Corporation 2020. RR-3248-CM
- Crespin DJ and DeLeire T. As insurers exit Affordable Care Act Marketplaces so do consumers. *Health Affairs* 2019; 38(11): 1893-1901.
- Crespin DJ, Christianson JB, McCullough JS, and Finch MD. Do health systems respond to the performance of their competitors? *American Journal of Managed Care* 2019; 25(4): e104-e110.
- Crespin DJ, Christianson JB, McCullough JS, and Finch MD. Do health systems have consistent performance across locations and is consistency associated with higher performance? *American Journal of Medical Quality* 2017; 32(4): 414-422.
- Crespin DJ, Christianson JB, McCullough JS, and Finch MD. Health system consolidation and diabetes care performance at ambulatory clinics. *Health Services Research* 2016; 51(5):1772-1795.
- Crespin DJ, Abraham JM, Rothman AJ. The effect of participation in an incentive-based wellness program on self-reported exercise. *Preventive Medicine* 2016; 82: 92-98.

- Abraham JM, Crespin DJ, Rothman AJ. Initiation and maintenance of fitness center utilization in an incentive-based employer wellness program. *Journal of Occupational and Environmental Medicine* 2015; 57(9): 952-957.
- McCullough JS, Crespin DJ, Abraham JM, Christianson JB, and Finch MD. Public reporting and the evolution of diabetes quality. *International Journal of Health Economics and Management* 2015; 15(1): 127-138.
- Abraham JM, Crespin DJ, McCullough JS, and Christianson JB. What is the cost of quality for diabetes care? *Medical Care Research and Review* 2014; 71(6): 580-98.
- Johnson JR, Crespin DJ, Haven KM, Finch MD, and Dusek JA. Effects of integrative medicine on pain and anxiety among oncology inpatients. *Journal of National Cancer Institute Monographs* 2014; 50: 330-37.
- Federspiel JJ, Stearns SC, D'Arcy LP, Geissler KH, Beadles CA, Crespin DJ, Carey TS, Rossi JS, and Sheridan BC. Resource use trajectories with censored data: an illustration using coronary revascularization choices. *Health Services Research* 2013; 48(2 Part 2): 753-72.
- Rossi JS, Federspiel JJ, Crespin DJ, Carey TS, Sheridan BC, and Stearns SC. Stress imaging utilization and repeat revascularization following revascularization for high risk coronary artery disease. *American Journal of Cardiology* 2012; 110(9): 1270-74.
- Federspiel JJ, Stearns SC, Sheridan BC, Kuritzky JJ, D'Arcy LP, Crespin DJ, Carey TS, and Rossi, JS. Evaluating the effectiveness of a rapidly-adopted cardiovascular technology with administrative data: the case of drug-eluting stents for acute coronary syndromes. *American Heart Journal* 2012; 164(2): 207-14.

RAND Corporation's Fiscal Year 2024 990 Tax Return

Exempt Organization Tax Return
For the Year Ended 09/30/24
Copy—Retain for Your Records

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https://www.rand.org/pubs/corporate_pubs/CPA4083.html.

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Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form 990

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2023

Department of the Treasury Internal Revenue Service

Do not enter social security numbers on this form as it may be made public.

Open to Public Inspection

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

Header section A-M containing organization details: THE RAND CORPORATION, 1776 MAIN STREET, PO BOX 2138, SANTA MONICA, CA 90407-2138. Includes tax-exempt status (501(c)(3)), website (WWW.RAND.ORG), and form of organization (Corporation).

Part I Summary table with columns for Revenue, Expenses, and Net Assets or Fund Balances. Rows include mission statement, governance metrics, and financial data for Prior Year and Current Year.

Part II Signature Block. Declaration: 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.

Signature of officer: MICHAEL JANUZEK, VP & CEO. Date: 15/05/2025.

Paid Preparer Use Only section. Preparer: KARA ADAMS, ERNST & YOUNG US LLP, 18101 VON KARMAN AVENUE, IRVINE, CA 92612. Date: 05/09/2025.

May the IRS discuss this return with the preparer shown above? See instructions. [X] Yes [] No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III Yes No

1 Briefly describe the organization's mission:
HELP IMPROVE POLICY AND DECISION MAKING THROUGH RESEARCH AND ANALYSIS

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 \$ 354,300,890 including grants of \$ 3,254,172) (Revenue \$ 15,541,473)
PUBLIC POLICY RESEARCH ALL IN THE FURTHERANCE OF OUR CHARTER TO FURTHER AND PROMOTE SCIENTIFIC, EDUCATIONAL, AND CHARITABLE PURPOSES ALL FOR THE PUBLIC WELFARE AND SECURITY OF THE UNITED STATES AND THE OPERATION OF DOCTORAL AND DEGREE PROGRAMS.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 354,300,890

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3 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>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7 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 type="checkbox"/>	<input checked="" type="checkbox"/>
8 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"/>	<input type="checkbox"/>
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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"/>	<input type="checkbox"/>
c Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e 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"/>	<input type="checkbox"/>
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12a 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 type="checkbox"/>	<input checked="" type="checkbox"/>
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"/>	<input type="checkbox"/>
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
14a Did the organization maintain an office, employees, or agents outside of the United States?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
18 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>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
19 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>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	<input type="checkbox"/>	<input type="checkbox"/>
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Part IV Checklist of Required Schedules (continued)

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

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

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

Part V Statements Regarding Other IRS Filings and Tax Compliance <i>(continued)</i>				Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	2,396		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b		✓	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		✓	
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation on Schedule O</i>	3b		✓	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		✓	
b	If "Yes," enter the name of the foreign country <u>AS, UK</u> See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a			✓
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b			✓
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c			
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a			✓
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b			
7	Organizations that may receive deductible contributions under section 170(c).				
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		✓	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		✓	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c			✓
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e			✓
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f			✓
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g			
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h			
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?				
8		8			
9	Sponsoring organizations maintaining donor advised funds.				
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a			
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b			
10	Section 501(c)(7) organizations. Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	Section 501(c)(12) organizations. Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?				
12a		12a			
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	Section 501(c)(29) qualified nonprofit health insurance issuers.				
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a			
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a			✓
b	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i>	14b			
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		✓	
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16			✓
17	Section 501(c)(21) organizations. Did the trust, or any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.				
17		17			

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

Check if Schedule O contains a response or note to any line 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. 1b Enter the number of voting members included on line 1a, above, who are independent. 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? 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? 5 Did the organization become aware during the year of a significant diversion of the organization's assets? 6 Did the organization have members or stockholders? 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? 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? 8b Each committee with authority to act on behalf of the governing body? 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 on Schedule O.

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? 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? 11b Describe on Schedule O the process, if any, used by the organization to review this Form 990. 12a Did the organization have a written conflict of interest policy? If "No," go to line 13. 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done. 13 Did the organization have a written whistleblower policy? 14 Did the organization have a written document retention and destruction policy? 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. 15b Other officers or key employees of the organization. If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions. 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? 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 AL, CA, MA, MS, NJ, NY, OR, PA, VA
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
[] Own website [] Another's website [X] Upon request [] Other (explain on Schedule O)
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records.
MICHAEL JANUZIK, 1776 MAIN STREET, SANTA MONICA, CA 90401, (310) 393-0411

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

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

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

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

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

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

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) JASON MATHENY PRESIDENT AND CEO	40.0 0.0	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1,042,328	0	70,691
(2) ANDREW HOEHN SVP, RESEARCH AND ANALYSIS	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	641,216	0	56,814
(3) ERIC PELTZ SVP, FINANCE & OPERATIONS	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	570,023	0	77,478
(4) MICHAEL J JANUZYK VP, CHIEF FINANCIAL OFFICER	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	468,561	0	66,297
(5) ROBERT CASE VP, GENERAL CNSL & CORP SEC	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	447,122	0	77,235
(6) NANCY STAUDT DEAN, PARDEE RAND GRADUATE SCHOOL	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	471,581	0	52,193
(7) KEVIN JACK RILEY VP, HSRD	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	453,117	0	62,177
(8) WINFIELD BOERCKEL VP, OFFICE OF EXTERNAL AFFAIRS	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	426,260	0	75,367
(9) MICHAEL WEITZENFELD VP, CIO	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	424,407	0	75,114
(10) PETER HUSSEY VP, HEALTH CARE	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	410,692	0	76,200
(11) ANITA CHANDRA VP, SEW	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	421,570	0	51,512
(12) LESTER ARNOLD VP, CHIEF HUMAN RESOURCES OFFICER	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	338,232	0	60,439
(13) JENNIFER GOULD FORMER OFFICER	40.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	300,388	0	68,991
(14) MICHAEL RICH FORMER PRES & CEO	15.0 0.0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	255,849	0	735

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) RICHARD J DANZIG TRUSTEE	1.0 0.0							6,100	0	0
(16) CHUCK HAGEL TRUSTEE	1.0 0.0	✓						4,200	0	0
(17) LIONEL C JOHNSON TRUSTEE	1.0 0.0	✓						4,200	0	0
(18) PHILIP LADER TRUSTEE (PART YEAR)	1.0 0.0	✓						3,500	0	0
(19) SOLEDAD O'BRIEN TRUSTEE	1.0 0.0	✓						2,800	0	0
(20) CARL O BILDТ TRUSTEE	1.0 0.0	✓						2,100	0	0
(21) JANET NAPOLITANO TRUSTEE	1.0 0.0	✓						2,100	0	0
(22) MARY E PETERS TRUSTEE	1.0 0.0	✓						2,100	0	0
(23) MICHAEL E LEITER TRUSTEE	1.0 0.0	✓						2,100	0	0
(24) PEDRO JOSE GREER, JR TRUSTEE	1.0 0.0	✓						2,100	0	0
(25) (SEE STATEMENT)										
1b Subtotal								6,702,646	0	871,243
c Total from continuation sheets to Part VII, Section A								1,400	0	0
d Total (add lines 1b and 1c)								6,704,046	0	871,243

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 1,042

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

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
UNIVERSAL PROTECTION SERVICE LP, DBA ALLIED UNIVERSAL SECURITY SERVICES, 161 WASHINGTON STREET, SUITE 600, CONSHOHOCKEN, PA 19428-2083	SECURITY SERVICES	2,483,314
SEYFARTH SHAW LLP, 3807 COLLECTIONS CENTER DRIVE, CHICAGO, IL 60693	LEGAL SERVICES	1,744,437
AMAZON WEB SERVICES INC, 410 TERRY AVENUE NORTH, SEATTLE, WA 98109-5210	SECURE CLOUD SERVICES	1,510,487
JOHNSON CONTROLS BUILDING AUTOMATION SYSTEMS, LLC, 5757 N GREEN BAY AVE, PO BOX 591, MILWAUKEE, WI 53201	BUILDING MAINTENANCE	1,162,396
PRICEWATERHOUSECOOPERS LLP, 601 SOUTH FIGUEROA STREET, STE 900, LOS ANGELES, CA 90017	CONSULTING SERVICES	1,150,326
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization	52	

Part VIII Statement of Revenue

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

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants, and Other Similar Amounts	1a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c				
	d Related organizations	1d				
	e Government grants (contributions)	1e	341,211,926			
	f All other contributions, gifts, grants, and similar amounts not included above	1f	88,755,931			
	g Noncash contributions included in lines 1a-1f	1g	\$ 2,129,698			
	h Total. Add lines 1a-1f		429,967,857			
Program Service Revenue	2a FEE REVENUE	Business Code 900099	13,215,804	13,215,804		
	b RENTAL INCOME	900099	422,464	422,464		
	c TUITION REVENUE	900099	1,903,205	1,903,205		
	d _____					
	e _____					
	f All other program service revenue . .		0	0	0	
	g Total. Add lines 2a-2f		15,541,473			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		7,472,536	142,470	7,330,066	
	4 Income from investment of tax-exempt bond proceeds					
	5 Royalties					
	6a Gross rents	6a	(i) Real			
			(ii) Personal			
	b Less: rental expenses	6b				
	c Rental income or (loss)	6c	0	0		
	d Net rental income or (loss)					
	7a Gross amount from sales of assets other than inventory	7a	(i) Securities	89,584,574		
			(ii) Other			
	b Less: cost or other basis and sales expenses	7b	81,377,147			
	c Gain or (loss)	7c	8,207,427	0		
d Net gain or (loss)		8,207,427		8,207,427		
8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a					
b Less: direct expenses	8b					
c Net income or (loss) from fundraising events						
9a Gross income from gaming activities. See Part IV, line 19	9a					
b Less: direct expenses	9b					
c Net income or (loss) from gaming activities						
10a Gross sales of inventory, less returns and allowances	10a		328			
b Less: cost of goods sold	10b	944				
c Net income or (loss) from sales of inventory		(616)		(616)		
Miscellaneous Revenue	11a SUBLEASE REVENUE	Business Code 900099	347,970		347,970	
	b _____					
	c _____					
	d All other revenue		0	0	0	
	e Total. Add lines 11a-11d		347,970			
12 Total revenue. See instructions		461,536,647	15,541,473	142,470	15,884,847	

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	0	0		
2	Grants and other assistance to domestic individuals. See Part IV, line 22	3,254,172	3,254,172		
3	Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	4,211,855	1,532,227	2,530,106	149,522
6	Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	436,864	207,292	207,423	22,149
7	Other salaries and wages	217,838,053	186,327,597	28,716,455	2,794,001
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	18,710,037	16,064,712	2,377,653	267,672
9	Other employee benefits	63,325,473	51,992,700	10,242,683	1,090,090
10	Payroll taxes	17,904,071	15,372,707	2,275,223	256,141
11	Fees for services (nonemployees):				
a	Management				
b	Legal	711,395	103,695	601,339	6,361
c	Accounting	1,144,009	25,189	1,118,820	
d	Lobbying	2,464		2,464	
e	Professional fundraising services. See Part IV, line 17				
f	Investment management fees	541,181		541,181	
g	Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	5,214,783	2,055,585	3,023,683	135,515
12	Advertising and promotion				
13	Office expenses	13,026,563	8,070,074	4,899,554	56,935
14	Information technology	21,167,333	15,785,683	5,321,351	60,299
15	Royalties				
16	Occupancy	12,894,138	657,990	12,236,148	
17	Travel	10,870,764	9,776,870	840,638	253,256
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	459,564	372,926	81,369	5,269
20	Interest	4,720,036	(423,956)	5,143,992	
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	4,283,927	386,682	3,897,245	
23	Insurance	2,454,260	891,519	1,562,741	
24	Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a	SUBCONTRACTS	28,994,826	27,965,921	1,028,905	
b	LETTER AGREEMENTS	1,104,486	1,101,486	3,000	
c	TAXES AND LICENSES	720,410	182,181	536,440	1,789
d	GIFT CARDS	2,155,308	2,140,038	15,270	
e	All other expenses	12,834,780	10,457,600	2,333,606	43,574
25	Total functional expenses. Add lines 1 through 24e	448,980,752	354,300,890	89,537,289	5,142,573
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

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

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	29,678,091	1	38,059,414
	2 Savings and temporary cash investments	45,572,427	2	60,432,951
	3 Pledges and grants receivable, net	35,417,100	3	30,725,526
	4 Accounts receivable, net	57,317,284	4	54,705,654
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	5	0
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)	0	6	0
	7 Notes and loans receivable, net	8,518,017	7	4,642,327
	8 Inventories for sale or use	944	8	0
	9 Prepaid expenses and deferred charges	12,572,302	9	17,561,368
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 244,163,241		
	b Less: accumulated depreciation	10b 155,141,229	104,100,346	10c 89,022,012
	11 Investments—publicly traded securities	151,286,983	11	229,943,789
	12 Investments—other securities. See Part IV, line 11	137,386,766	12	100,371,365
	13 Investments—program-related. See Part IV, line 11	0	13	0
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	121,847,693	15	118,454,874
16 Total assets. Add lines 1 through 15 (must equal line 33)	703,697,953	16	743,919,280	
Liabilities	17 Accounts payable and accrued expenses	59,490,537	17	66,357,581
	18 Grants payable		18	
	19 Deferred revenue	6,370,101	19	8,266,349
	20 Tax-exempt bond liabilities	91,637,644	20	88,352,771
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	22	0
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D	80,694,470	25	75,261,546
	26 Total liabilities. Add lines 17 through 25	238,192,752	26	238,238,247
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	244,993,758	27	250,579,877
	28 Net assets with donor restrictions	220,511,443	28	255,101,156
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
32 Total net assets or fund balances	465,505,201	32	505,681,033	
33 Total liabilities and net assets/fund balances	703,697,953	33	743,919,280	

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	461,536,647
2	Total expenses (must equal Part IX, column (A), line 25)	2	448,980,752
3	Revenue less expenses. Subtract line 2 from line 1	3	12,555,895
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	465,505,201
5	Net unrealized gains (losses) on investments	5	36,044,797
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	(8,424,860)
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	505,681,033

Part XII Financial Statements and Reporting

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

		Yes	No
1	Accounting method used to prepare the Form 990: <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 on Schedule O.		
2a	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		✓
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 type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	✓	
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? . . . If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	✓	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	✓	
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 on Schedule O and describe any steps taken to undergo such audits .	✓	

Part VII

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (Check all that apply)						(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			
(25) KENNETH FEINBERG ----- TRUSTEE (PART YEAR)	1.0 ----- 0.0	✓						1,400	0	0
(26) DAVID L PORGES ----- TRUSTEE	1.0 ----- 0.0	✓						0	0	0
(27) FRANCIS FUKUYAMA ----- TRUSTEE	1.0 ----- 0.0	✓						0	0	0
(28) JOEL Z HYATT ----- TRUSTEE	1.0 ----- 0.0	✓						0	0	0
(29) KAREN ELLIOTT HOUSE ----- TRUSTEE	1.0 ----- 0.0	✓						0	0	0
(30) LEONARD D SCHAEFFER ----- TRUSTEE	1.0 ----- 0.0	✓						0	0	0
(31) MEGHAN O'SULLIVAN ----- TRUSTEE (PART YEAR)	1.0 ----- 0.0	✓						0	0	0
(32) MICHAEL LYNTON ----- TRUSTEE	1.0 ----- 0.0	✓						0	0	0
(33) PETER LOWY ----- TRUSTEE	1.0 ----- 0.0	✓						0	0	0
(34) RAYNARD S KINGTON ----- TRUSTEE	1.0 ----- 0.0	✓						0	0	0
(35) TERESA ROSEBOROUGH ----- TRUSTEE	1.0 ----- 0.0	✓						0	0	0

**SCHEDULE A
(Form 990)**

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization

THE RAND CORPORATION

Employer identification number

95-1958142

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

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

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 An organization that normally receives (1) more than 33¹/₃% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33¹/₃% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations
 - g Provide the following information about the supported organization(s).

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	359,891,413	354,327,962	369,442,182	438,159,245	429,967,857	1,951,788,659
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
3 The value of services or facilities furnished by a governmental unit to the organization without charge						0
4 Total. Add lines 1 through 3	359,891,413	354,327,962	369,442,182	438,159,245	429,967,857	1,951,788,659
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						0
6 Public support. Subtract line 5 from line 4						1,951,788,659

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4	359,891,413	354,327,962	369,442,182	438,159,245	429,967,857	1,951,788,659
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	5,090,548	5,302,374	9,497,948	7,900,734	7,849,946	35,641,550
9 Net income from unrelated business activities, whether or not the business is regularly carried on						0
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	0	0	0	0	0	0
11 Total support. Add lines 7 through 10						1,987,430,209
12 Gross receipts from related activities, etc. (see instructions)					12	64,869,003
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f))	14	98.21 %
15 Public support percentage from 2022 Schedule A, Part II, line 14	15	98.05 %
16a 33 1/3% support test—2023. 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		<input checked="" type="checkbox"/>
b 33 1/3% support test—2022. 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		<input type="checkbox"/>
17a 10%-facts-and-circumstances test—2023. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10%-facts-and-circumstances test—2022. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
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		<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2022 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2023 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2022 Schedule A, Part III, line 17	18	%
19a 33 1/3% support tests—2023. 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 <input type="checkbox"/>		
b 33 1/3% support tests—2022. 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 <input type="checkbox"/>		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <input type="checkbox"/>		

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Part IV Supporting Organizations (continued)

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

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally Integrated Supporting Organizations

1	<i>Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).</i>		
a	<input type="checkbox"/> The organization satisfied the Activities Test. <i>Complete line 2 below.</i>		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. <i>Complete line 3 below.</i>		
c	<input type="checkbox"/> The organization supported a governmental entity. <i>Describe in Part VI how you supported a governmental entity (see instructions).</i>		
2	Activities Test. Answer lines 2a and 2b below.	Yes	No
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
	2a		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
	2b		
3	Parent of Supported Organizations. Answer lines 3a and 3b below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No," provide details in Part VI.</i>		
	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		
	3b		

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

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

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

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

Section C—Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

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

Section D—Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required—provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2023 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E—Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2023	(iii) Distributable Amount for 2023
1 Distributable amount for 2023 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2023 (reasonable cause required—explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2023			
a From 2018			
b From 2019			
c From 2020			
d From 2021			
e From 2022			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2023 distributable amount			
i Carryover from 2018 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2023 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2023 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI . See instructions.			
6 Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions.			
7 Excess distributions carryover to 2024. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2019			
b Excess from 2020			
c Excess from 2021			
d Excess from 2022			
e Excess from 2023			

Schedule B (Form 990)

Department of the Treasury Internal Revenue Service

Schedule of Contributors

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

OMB No. 1545-0047

2023

Name of the organization THE RAND CORPORATION

Employer identification number 95-1958142

Organization type (check one):

Filers of:

Section:

- Form 990 or 990-EZ [x] 501(c)(3) (enter number) organization
[] 4947(a)(1) nonexempt charitable trust not treated as a private foundation
[] 527 political organization
Form 990-PF [] 501(c)(3) exempt private foundation
[] 4947(a)(1) nonexempt charitable trust treated as a private foundation
[] 501(c)(3) taxable private foundation

Check if your organization is covered by the General Rule or a Special Rule.

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

General Rule

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

Special Rules

- [x] For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
[] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
[] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions exclusively for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc., purpose. Don't complete any of the parts unless the General Rule applies to this organization because it received nonexclusively religious, charitable, etc., contributions totaling \$5,000 or more during the year \$

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

Name of organization THE RAND CORPORATION	Employer identification number 95-1958142
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Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	----- ----- ----- -----	\$ ----- 77,562,805	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	----- ----- ----- -----	\$ ----- 73,574,671	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	----- ----- ----- -----	\$ ----- 47,698,256	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	----- ----- ----- -----	\$ ----- 37,713,584	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	----- ----- ----- -----	\$ ----- 21,267,563	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
-----	----- ----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization THE RAND CORPORATION	Employer identification number 95-1958142
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Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

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

Name of organization THE RAND CORPORATION	Employer identification number 95-1958142
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Part III *Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor.* Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this information once. See instructions.) \$ _____
 Use duplicate copies of Part III if additional space is needed.

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

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
----- ----- -----	----- ----- -----

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

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
----- ----- -----	----- ----- -----

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

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
----- ----- -----	----- ----- -----

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

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
----- ----- -----	----- ----- -----

**SCHEDULE C
(Form 990)**

Political Campaign and Lobbying Activities

OMB No. 1545-0047

2023

For Organizations Exempt From Income Tax Under Section 501(c) and Section 527

**Complete if the organization is described below. Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.**

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

If the organization answered "Yes" on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then:

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then:

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then:

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization THE RAND CORPORATION	Employer identification number 95-1958142
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Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV. See instructions for definition of "political campaign activities."
- 2 Political campaign activity expenditures. See instructions \$
- 3 Volunteer hours for political campaign activities. See instructions

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 \$
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 \$
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? Yes No
- 4a Was a correction made? Yes No
- b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities \$
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities \$
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b \$
- 4 Did the filing organization file **Form 1120-POL** for this year? Yes No
- 5 Enter the names, addresses, and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** Check if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
1a	Total lobbying expenditures to influence public opinion (grassroots lobbying)	0	0												
b	Total lobbying expenditures to influence a legislative body (direct lobbying)	2,464	0												
c	Total lobbying expenditures (add lines 1a and 1b)	2,464	0												
d	Other exempt purpose expenditures	448,978,288	0												
e	Total exempt purpose expenditures (add lines 1c and 1d)	448,980,752	0												
f	Lobbying nontaxable amount. Enter the amount from the following table in both columns.	1,000,000	0												
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">If the amount on line 1e, column (a) or (b) is:</th> <th style="text-align: left;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>not over \$500,000,</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>over \$500,000 but not over \$1,000,000,</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>over \$1,000,000 but not over \$1,500,000,</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>over \$1,500,000 but not over \$17,000,000,</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>over \$17,000,000,</td> <td>\$1,000,000.</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	not over \$500,000,	20% of the amount on line 1e.	over \$500,000 but not over \$1,000,000,	\$100,000 plus 15% of the excess over \$500,000.	over \$1,000,000 but not over \$1,500,000,	\$175,000 plus 10% of the excess over \$1,000,000.	over \$1,500,000 but not over \$17,000,000,	\$225,000 plus 5% of the excess over \$1,500,000.	over \$17,000,000,	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
not over \$500,000,	20% of the amount on line 1e.														
over \$500,000 but not over \$1,000,000,	\$100,000 plus 15% of the excess over \$500,000.														
over \$1,000,000 but not over \$1,500,000,	\$175,000 plus 10% of the excess over \$1,000,000.														
over \$1,500,000 but not over \$17,000,000,	\$225,000 plus 5% of the excess over \$1,500,000.														
over \$17,000,000,	\$1,000,000.														
g	Grassroots nontaxable amount (enter 25% of line 1f)	250,000	0												
h	Subtract line 1g from line 1a. If zero or less, enter -0-	0	0												
i	Subtract line 1f from line 1c. If zero or less, enter -0-	0	0												
j	If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No													

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) Total
2a Lobbying nontaxable amount	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
b Lobbying ceiling amount (150% of line 2a, column (e))					6,000,000
c Total lobbying expenditures	2,570	0	884	2,464	5,918
d Grassroots nontaxable amount	250,000	250,000	250,000	250,000	1,000,000
e Grassroots ceiling amount (150% of line 2d, column (e))					1,500,000
f Grassroots lobbying expenditures	0	0	0	0	0

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

	(a)		(b)
	Yes	No	Amount
1 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a Volunteers?			
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c Media advertisements?			
d Mailings to members, legislators, or the public?			
e Publications, or published or broadcast statements?			
f Grants to other organizations for lobbying purposes?			
g Direct contact with legislators, their staffs, government officials, or a legislative body?			
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i Other activities?			
j Total. Add lines 1c through 1i			
2a Did the activities in line 1 cause the organization to not be described in section 501(c)(3)?			
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

	Yes	No
1 Were substantially all (90% or more) dues received nondeductible by members?	1	
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3 Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	3	

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1 Dues, assessments and similar amounts from members	1	
2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a Current year	2a	
b Carryover from last year	2b	
c Total	2c	
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditures next year?	4	
5 Taxable amount of lobbying and political expenditures. See instructions	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

2023

Open to Public Inspection

Department of the Treasury Internal Revenue Service

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

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

Name of the organization

THE RAND CORPORATION

Employer identification number

95-1958142

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Line number, (a) Donor advised funds, (b) Funds and other accounts. Includes rows for total number at end of year, aggregate value of contributions, grants, and end of year, and two Yes/No questions regarding donor advisement.

Part II Conservation Easements

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

Table with 3 columns: Line number, Description, and Held at the End of the Tax Year. Includes rows for purpose(s) of conservation easements, total number and acreage, and various monitoring and reporting questions.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 3 columns: Line number, Description, and Amount. Includes rows for reporting on collections of art, historical treasures, or other similar assets held for public exhibition, education, or research.

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 make 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 program
 - e** Other _____
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements

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

- 1a** Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table.
- | | Amount |
|--|------------|
| c Beginning balance | 24,078,316 |
| d Additions during the year | 4,807,901 |
| e Distributions during the year | 1,335,188 |
| f Ending balance | 27,551,029 |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	288,673,692	266,233,599	327,931,673	280,337,568	272,114,018
b Contributions	5,028,496	1,895,730	1,389,839	1,898,523	18,235,359
c Net investment earnings, gains, and losses	49,225,712	33,090,882	(46,812,153)	58,724,561	2,392,203
d Grants or scholarships					
e Other expenditures for facilities and programs	12,612,700	12,546,519	16,275,760	13,028,979	12,404,012
f Administrative expenses					
g End of year balance	330,315,200	288,673,692	266,233,599	327,931,673	280,337,568

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment 59.95 %
 - b** Permanent endowment 22.35 %
 - c** Term endowment 17.70 %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|-------------------------------------|--------------------------|-------------------------------------|
| (i) Unrelated organizations? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| (ii) Related organizations? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
- b** If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?
- 4** Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		1,334,060		1,334,060
b Buildings		123,324,724	61,063,212	62,261,512
c Leasehold improvements		27,300,311	20,865,329	6,434,982
d Equipment		86,920,205	73,212,688	13,707,517
e Other		5,283,941		5,283,941
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				89,022,012

Part VII Investments—Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A) ALTERNATIVE INVESTMENTS	100,371,365	END OF YEAR MARKET VALUE
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, line 12, col. (B))	100,371,365	

Part VIII Investments—Program Related

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

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

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) CONTRIBUTION RECEIVABLE	14,098,375
(2) INTERCOMPANY RECEIVABLE	6,812,065
(3) OPERATING LEASE - RIGHT OF USE	74,427,257
(4) OTHER ASSETS	23,117,177
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B))	118,454,874

Part X Other Liabilities

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) LONG-TERM LEASE LIABILITY	66,078,436
(3) OTHER LONG-TERM LIABILITIES	6,985,388
(4) OTHER LIABILITIES	2,197,722
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	75,261,546

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

Part XIII

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

Return Reference - Identifier	Explanation	
SCHEDULE D, PART XI, LINE 2(D) - OTHER REVENUES IN AUDITED FINANCIAL STATEMENTS NOT IN FORM 990	(a) Description	
	RAND EUROPE REVENUE	20,338,618
	RAND AUSTRALIA REVENUE	1,824,795
	ELIMINATION REVENUE	- 2,785,360
SCHEDULE D, PART XI, LINE 4(B) - OTHER REVENUE	(a) Description	
	INTEREST INCOME GROSS UP	1,998,458
	SUBLEASE REVENUE	347,970
	RAND STORE REVENUE	616
	ROUNDING	- 903
SCHEDULE D, PART XII, LINE 2(D) - OTHER EXPENSES IN AUDITED FINANCIAL STATEMENTS NOT IN FORM 990	(a) Description	
	RAND EUROPE EXPENSES	20,338,750
	RAND AUSTRALIA EXPENSES	2,053,358
	ELIMINATION EXPENSES	- 3,944,822
SCHEDULE D, PART XII, LINE 4(B) - OTHER EXPENSES	(a) Description	
	INTEREST INCOME GROSS UP	1,998,458
	SUBLEASE REVENUE	347,970
	RAND STORE REVENUE	616
	ROUNDING	313

Part XIII

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

Return Reference - Identifier	Explanation
SCHEDULE D, PART III, LINE 4 - COLLECTIONS OF ART - DESCRIPTION OF COLLECTIONS	THE DONATED ARTWORK ASSISTS RAND IN ITS MISSION AS IT ALLOWS RAND TO OFFER COLLECTION TOURS AS PART OF DONOR CULTIVATION AND CONTINUES TO BE A FEATURED PART OF RAND'S ART AND ARCHITECTURE TOURS FOR THE COMMUNITY.
SCHEDULE D, PART IV, LINE 1B - AGENT, TRUSTEE, CUSTODIAN, OR OTHER INTERMEDIARY ARRANGEMENT	RAND CONTRIBUTES TO, AND IS THE SOLE TRUSTEE OF, A VOLUNTARY EMPLOYEE BENEFIT ASSOCIATION IRREVOCABLE TRUST THAT IS USED TO PARTIALLY FUND HEALTH CARE BENEFITS FOR RETIREES AND THEIR ELIGIBLE DEPENDENTS. BENEFICIARIES SHARE SUBSTANTIALLY IN THE COST OF COVERAGE.
SCHEDULE D, PART V, LINE 4 - INTENDED USES OF ENDOWMENT FUNDS	RAND'S ENDOWMENT CONSISTS OF APPROXIMATELY 52 INDIVIDUAL INVESTMENT FUNDS ESTABLISHED FOR A VARIETY OF PURPOSES. IT HAS BOTH DONOR-RESTRICTED ENDOWMENT FUNDS AND FUNDS DESIGNATED BY THE BOARD OF TRUSTEES TO FUNCTION AS ENDOWMENT FUNDS. RAND HAS ADOPTED INVESTMENT AND SPENDING POLICIES FOR ITS ENDOWMENT THAT ATTEMPT TO PROVIDE A PREDICTABLE STREAM OF FUNDING TO THE PROGRAMS SUPPORTED BY THE ENDOWMENT WHILE SEEKING TO MAINTAIN THE PURCHASING POWER OF THE ENDOWMENT ASSETS.

**SCHEDULE F
(Form 990)**

Statement of Activities Outside the United States

OMB No. 1545-0047

2023

Open to Public Inspection

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

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

Department of the Treasury
Internal Revenue Service

Name of the organization

THE RAND CORPORATION

Employer identification number

95-1958142

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

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

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

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

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
(1) CENTRAL AMERICA AND THE CARIBBEAN	0	0	INVESTMENTS		45,960,051
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					
(8)					
(9)					
(10)					
(11)					
(12)					
(13)					
(14)					
(15)					
(16)					
(17)					
3a Subtotal	0	0			45,960,051
b Total from continuation sheets to Part I	0	0			0
c Totals (add lines 3a and 3b)	0	0			45,960,051

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50082W

Schedule F (Form 990) 2023

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

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

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

3 Enter total number of other organizations or entities

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

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

Part IV Foreign Forms

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

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

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

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

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

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

Part V

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

Return Reference - Identifier	Explanation
SCHEDULE F, PART I, LINE 3 - METHOD USED TO ACCOUNT FOR EXPENDITURES ON ORG'S FINANCIAL STATEMENTS	CENTRAL AMERICA AND THE CARIBBEAN -ACCRUAL

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

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

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

Attach to Form 990.

Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization

THE RAND CORPORATION

Employer identification number

95-1958142

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

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

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50055P

Schedule I (Form 990) 2023

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

Return Reference - Identifier	Explanation
SCHEDULE I, PART I, LINE 2 - PROCEDURES FOR MONITORING USE OF GRANT FUNDS.	TO ENHANCE ITS RESEARCH AGENDA AND PROVIDE VALUABLE TRAINING IN POLICY ANALYSIS, RAND PARTICIPATES IN A NUMBER OF PROGRAMS THAT PROVIDE FUNDING FOR FELLOWSHIPS. OUTSIDE ORGANIZATIONS, AGENCIES, AND FOUNDATIONS OCCASIONALLY MAKE FELLOWSHIPS AVAILABLE THROUGH GRANTS AWARDED TO RAND. SUCH OPPORTUNITIES ARE GENERALLY WIDELY ADVERTISED, AND A COMPETITIVE APPLICATION PROCESS DETERMINES THE FELLOWSHIP RECIPIENT. FELLOWSHIP FUNDS ARE SEGREGATED AND MANAGEMENT ACTIVELY MONITORS SPENDING TO ENSURE ANY AND ALL REQUIREMENTS ARE MET, WHICH INCLUDES SUBMITTING PROGRESS REPORTS ATTESTING TO THE WORK COMPLETED BY THESE FELLOWS.

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

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't 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 and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 JASON MATHENY PRESIDENT AND CEO	(i)	635,721	353,918	52,689	60,690	10,001	1,113,019	0
	(ii)	0	0	0	0	0	0	0
2 ANDREW HOEHN SVP, RESEARCH AND ANALYSIS	(i)	454,616	175,793	10,807	38,190	18,624	698,030	0
	(ii)	0	0	0	0	0	0	0
3 ERIC PELTZ SVP, FINANCE & OPERATIONS	(i)	398,992	162,301	8,730	38,190	39,288	647,501	0
	(ii)	0	0	0	0	0	0	0
4 MICHAEL J JANUZIK VP, CHIEF FINANCIAL OFFICER	(i)	386,099	70,102	12,360	38,190	28,107	534,858	0
	(ii)	0	0	0	0	0	0	0
5 ROBERT CASE VP, GENERAL CNSL & CORP SEC	(i)	367,577	72,650	6,895	38,190	39,045	524,357	0
	(ii)	0	0	0	0	0	0	0
6 NANCY STAUDT DEAN, PARDEE RAND GRADUATE SCHOOL	(i)	385,496	76,020	10,065	38,190	14,003	523,774	0
	(ii)	0	0	0	0	0	0	0
7 KEVIN JACK RILEY VP, HSRD	(i)	363,172	81,534	8,411	38,190	23,987	515,294	0
	(ii)	0	0	0	0	0	0	0
8 WINFIELD BOERCKEL VP, OFFICE OF EXTERNAL AFFAIRS	(i)	276,611	51,214	98,435	38,190	37,177	501,627	0
	(ii)	0	0	0	0	0	0	0
9 MICHAEL WEITZENFELD VP, CIO	(i)	373,514	43,572	7,321	38,190	36,924	499,521	0
	(ii)	0	0	0	0	0	0	0
10 PETER HUSSEY VP, HEALTH CARE	(i)	338,065	65,845	6,782	38,190	38,010	486,892	0
	(ii)	0	0	0	0	0	0	0
11 ANITA CHANDRA VP, SEW	(i)	338,897	75,863	6,810	38,190	13,322	473,082	0
	(ii)	0	0	0	0	0	0	0
12 LESTER ARNOLD VP, CHIEF HUMAN RESOURCES OFFICER	(i)	272,226	59,969	6,037	38,190	22,249	398,671	0
	(ii)	0	0	0	0	0	0	0
13 JENNIFER GOULD FORMER OFFICER	(i)	176,273	57,916	66,199	26,817	42,174	369,379	0
	(ii)	0	0	0	0	0	0	0
14 MICHAEL RICH FORMER PRES & CEO	(i)	19,808	0	236,041	0	735	256,584	0
	(ii)	0	0	0	0	0	0	0
15	(i)							
	(ii)							
16	(i)							
	(ii)							

Part III

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

Return Reference - Identifier	Explanation
SCHEDULE J, PART I, LINE 1A - FIRST-CLASS OR CHARTER TRAVEL	RAND'S TRAVEL POLICY PROHIBITS FIRST CLASS TRAVEL EXCEPT IN LIMITED CIRCUMSTANCES. IN ACCORDANCE WITH THIS POLICY, PART VII LISTED PERSONS WILL OCCASIONALLY TRAVEL FIRST CLASS.
SCHEDULE J, PART I, LINE 1A - TRAVEL FOR COMPANIONS	EXCEPT UNDER VERY LIMITED CIRCUMSTANCES, TRAVEL EXPENSES FOR A TRAVELER'S SPOUSE AND/OR FAMILY ARE NOT REIMBURSABLE. ANY SUCH REQUESTS MUST BE APPROVED IN ADVANCE.
SCHEDULE J, PART I, LINE 4B - SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN	IN 2023, MICHAEL RICH AND JASON MATHENY RECEIVED PAYMENTS RELATED TO THE NONQUALIFIED SUPPLEMENTAL EXECUTIVE RETIREMENT PLAN (SERP). THE ORGANIZATION'S SERP PROVIDES A BENEFIT DETERMINED BY A FORMULA DRIVEN BY COMPENSATION, CONTINUOUS SERVICE, AND AGE. THE BENEFIT IS PAID IMMEDIATELY AFTER THE END OF THE CALENDAR YEAR. THE MAXIMUM DEFERRAL AMOUNT UNDER SECTION 457 (B), \$22,500 FOR CY2023, IS DEPOSITED INTO A RABBI TRUST HELD BY THE NEWPORT TRUST (CUSTODIAN), WHICH ALLOWS THE EXECUTIVE TO DIRECT HOW THE BENEFITS WILL BE INVESTED WITHIN THEIR NONQUALIFIED RETIREMENT ACCOUNTS. THE REMAINDER ACCOUNTS ARE PAID DIRECTLY TO THE PARTICIPANT AND ARE INCLUDED AS PART OF THE W-2 EARNINGS UNDER SECTION 457 (F). CY2023 PAYMENT RELATED TO SECTION 457 (B), INCLUDED IN SCHEDULE J, WERE \$22,500 FOR JASON MATHENY. CY2023 PAYMENTS RELATED TO SECTION 457 (F), INCLUDED IN SCHEDULE J, WERE \$61,210 FOR MICHAEL RICH.
SCHEDULE J, PART I, LINE 7 - NON-FIXED PAYMENTS	AS NOTED IN SCHEDULE O, PART OF THE BONUS PROVIDED TO PARTICIPANTS OF THE VARIABLE COMPENSATION PROGRAM IS DISCRETIONARY. A PREDETERMINED PERCENTAGE OF THE VARIABLE PAY MAY BE AWARDED AT THE DISCRETION OF THE CEO. THE VARIABLE COMPENSATION PROGRAM IS CONTINGENT ON WHETHER CERTAIN GOALS ARE ACHIEVED, INCLUDING CORPORATE FINANCIAL AND STRATEGIC ACHIEVEMENTS, AS WELL AS INDIVIDUAL GOALS. THE CEO, CFO, DIVISION AND DEPARTMENT HEADS, AND OTHERS PARTICIPATE IN THE PROGRAM. AN ANNUAL REVIEW PROCESS, INCLUDING REVIEW BY THE EXECUTIVE COMMITTEE OR COMPENSATION AND LEADERSHIP DEVELOPMENT COMMITTEE, HELPS ENSURE THAT GOAL MEASUREMENT IS VALIDATED AND PAYOUTS ARE IN ACCORDANCE WITH THE PROGRAM.

**SCHEDULE K
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

THE RAND CORPORATION

Supplemental Information on Tax-Exempt Bonds

Complete if the organization answered "Yes" on Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Part VI.
Attach to Form 990.

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

OMB No. 1545-0047

2023

Open to Public Inspection

Employer identification number

95-1958142

Part I Bond Issues

	(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pooled financing	
							Yes	No	Yes	No	Yes	No
A	CA INFRASTRUCTURE & ECONOMIC DEVELOPMENT PLAN	63-0304653		04/01/2021	98,225,000	SEE PART VI		✓		✓		✓
B												
C												
D												

Part II Proceeds

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
1 Amount of bonds retired								
2 Amount of bonds legally defeased								
3 Total proceeds of issue		98,225,000						
4 Gross proceeds in reserve funds								
5 Capitalized interest from proceeds								
6 Proceeds in refunding escrows								
7 Issuance costs from proceeds								
8 Credit enhancement from proceeds								
9 Working capital expenditures from proceeds								
10 Capital expenditures from proceeds								
11 Other spent proceeds								
12 Other unspent proceeds								
13 Year of substantial completion		2004						
14 Were the bonds issued as part of a refunding issue of tax-exempt bonds (or, if issued prior to 2018, a current refunding issue)?	✓							
15 Were the bonds issued as part of a refunding issue of taxable bonds (or, if issued prior to 2018, an advance refunding issue)?		✓						
16 Has the final allocation of proceeds been made?	✓							
17 Does the organization maintain adequate books and records to support the final allocation of proceeds?	✓							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50193E

Schedule K (Form 990) 2023

Part III Private Business Use

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
1 Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?								
2 Are there any lease arrangements that may result in private business use of bond-financed property?								
3a Are there any management or service contracts that may result in private business use of bond-financed property?								
b If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?								
c Are there any research agreements that may result in private business use of bond-financed property?								
d If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?								
4 Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government		%		%		%		%
5 Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government		%		%		%		%
6 Total of lines 4 and 5		0.00 %		%		%		%
7 Does the bond issue meet the private security or payment test?								
8a Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?								
b If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of		%		%		%		%
c If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								
9 Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?								

Part IV Arbitrage

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
1 Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?		✓						
2 If "No" to line 1, did the following apply?								
a Rebate not due yet?		✓						
b Exception to rebate?		✓						
c No rebate due?	✓							
If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
3 Is the bond issue a variable rate issue?	✓							

Part VI**Supplemental Information.** Supplemental Information Complete this part to provide additional information for responses to questions on Schedule K (see instructions).

Return Reference - Identifier	Explanation
SCHEDULE K, PART I, COLUMN (F) - PURPOSE OF BOND ISSUES	SERIES 2021 BONDS WERE ISSUED ON 4/1/2021 TO REFUND SERIES 2008A ISSUED ON 5/13/2008 AND SERIES 2008B BONDS ISSUED ON 6/8/2008.
SCHEDULE K, PART III -	PER IRS GUIDANCE CONTAINED IN THE FORM 990 SCHEDULE K INSTRUCTIONS, ORGANIZATIONS WHO HAVE OUTSTANDING BONDS (OVER \$100,000) ISSUED AFTER 12/31/2002 MUST FILE A SCHEDULE K. RAND THEREFORE FILES A SCHEDULE K DUE TO ITS OUTSTANDING 2021 BONDS. HOWEVER, ALSO PER IRS GUIDANCE CONTAINED IN THE FORM 990 SCHEDULE K INSTRUCTIONS, ORGANIZATIONS REPORTING ON BONDS ISSUED AFTER 12/31/2002 BUT WHICH REFUNDED BONDS ISSUED PRIOR TO 12/31/2002 (WHETHER DIRECTLY OR THROUGH A SERIES OF REFUNDINGS) DO NOT REPORT INFORMATION IN PART III (PRIVATE BUSINESS USE) OF SCHEDULE K. RAND THEREFORE DOES NOT REPORT INFORMATION IN PART III OF SCHEDULE K.
SCHEDULE K, PART IV, LINE 2C -	THE LAST REBATE COMPUTATIONS WERE PERFORMED ON NOVEMBER 9, 2021.

**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No. 1545-0047

2023

Open to Public Inspection

Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
Attach to Form 990.

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

Department of the Treasury
Internal Revenue Service

Name of the organization
THE RAND CORPORATION

Employer identification number
95-1958142

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art				
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	✓	17	2,129,698	MARKET VALUE
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests				
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ()				
26 Other ()				
27 Other ()				
28 Other ()				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgement **29** 0

	Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least 3 years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		✓
b If "Yes," describe the arrangement in Part II.		
31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?	✓	
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		✓
b If "Yes," describe in Part II.		
33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.		

**SCHEDULE O
(Form 990)**

Department of Treasury Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

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

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the Organization
THE RAND CORPORATION

Employer Identification Number
95-1958142

Return Reference - Identifier	Explanation
FORM 990, PART III, LINE 4A - PROGRAM SERVICE ACCOMPLISHMENTS	THE RAND CORPORATION IS A PUBLIC CHARITY AND AS SUCH RECEIVES A SUBSTANTIAL PART OF ITS SUPPORT FROM THE GOVERNMENT AND THE GENERAL PUBLIC (SEE ALSO SCHEDULE A). THIS SUPPORT IS NOT CONSIDERED PROGRAM SERVICE REVENUE AS DEFINED BY THE IRS AND THUS NOT REPORTED ON PART III, LINE 4A. HOWEVER, LIKE ALL PUBLIC CHARITIES, THIS SUPPORT IS USED TO FUND RAND'S PROGRAM SERVICES EXPENSES WHICH ARE REPORTED ON PART III, LINE 4A.
FORM 990, PART VI, LINE 11B - REVIEW OF FORM 990 BY GOVERNING BODY	RAND SUMMARIZES THE INFORMATION TO BE INCLUDED ON THE FORM 990 AND PROVIDES THE SUPPORT TO A THIRD-PARTY TAX FIRM SO THAT A DRAFT RETURN CAN BE COMPILED. THIS FIRM PROVIDES TAX GUIDANCE THROUGHOUT THE YEAR IN ADDITION TO PROVIDING GUIDANCE ON RETURN PREPARATION. ONCE THE DRAFT FORM 990 IS COMPILED, IT IS REVIEWED BY VARIOUS LEVELS OF MANAGEMENT WITHIN RAND, INCLUDING THE CFO. THE RAND BOARD OF TRUSTEES HAS DELEGATED TO THE AUDIT AND RISK COMMITTEE THE RESPONSIBILITY FOR THE OVERSIGHT OF THE FORM 990. THEREFORE, ONCE THE FORM 990 IS FINALIZED, IT IS REVIEWED BY THE AUDIT AND RISK COMMITTEE (ALONG WITH THE CONSOLIDATED AUDITED FINANCIAL STATEMENTS) AND APPROVED FOR RELEASE. THE FORM 990 IS THEN SUBMITTED TO THE IRS.
FORM 990, PART VI, LINE 12C - CONFLICT OF INTEREST POLICY	<p>NEW STAFF MEMBERS RECEIVE COPIES OF SEVERAL KEY POLICIES, INCLUDING INSTITUTIONAL PRINCIPLES, CONFLICT OF INTEREST, QUALITY ASSURANCE, AND OTHER ESSENTIAL POLICIES. CONFLICT OF INTEREST, CORPORATE INTEGRITY, INSTITUTIONAL PRINCIPLES, AND ETHICS POLICIES ARE POSTED PROMINENTLY ON RAND'S INTRANET. ALL EMPLOYEES ARE REQUIRED TO DISCLOSE OUTSIDE PROFESSIONAL ACTIVITIES, AND ALL OFFICERS, KEY STAFF MEMBERS AND STAFF WHO WORK ON RESEARCH PROJECTS ARE REQUIRED TO DISCLOSE RELATIONSHIPS AND FINANCIAL INTERESTS: (I) THAT ARE RELATED TO THEIR RESEARCH RESPONSIBILITIES, OR (II) THAT COULD BRING INTO QUESTION THE OBJECTIVITY OF THE RESEARCH. SUCH DISCLOSURES MUST BE MADE AT LEAST ANNUALLY, AND STAFF ALSO MUST REVIEW AND ACKNOWLEDGE COMPLIANCE WITH THE CONFLICT OF INTEREST POLICY AND COMPLETE RELEVANT TRAINING.</p> <p>PROSPECTIVE TRUSTEES ADVISE KEY MANAGEMENT OF ANY POSSIBLE CONFLICTS OF INTEREST BEFORE JOINING THE BOARD OF TRUSTEES. MOREOVER, ON AN ANNUAL BASIS EACH TRUSTEE IS ASKED BY THE VICE PRESIDENT, GENERAL COUNSEL, AND CORPORATE SECRETARY TO PROVIDE A LIST OF AFFILIATIONS IN WRITING THAT MAY RAISE A CONFLICT OF INTEREST ISSUE AND SIGN THE PRINCIPLES OF CONDUCT STATEMENT WHICH ASSERTS THAT THEY WOULD DISQUALIFY THEMSELVES FROM PARTICIPATING IN ANY RAND MATTERS WHICH THEY BELIEVE MAY GIVE RISE TO A POSSIBLE CONFLICT OF INTEREST. RAND MAINTAINS A FORMAL RECORD OF ALL INSTANCES WHERE TRUSTEES RECUSE THEMSELVES BECAUSE OF A POSSIBLE CONFLICT OF INTEREST.</p> <p>FINALLY, ALL RAND OFFICERS, TRUSTEES AND KEY EMPLOYEES ARE ASKED TO COMPLETE AN ANNUAL RELATED PARTY QUESTIONNAIRE, SENT BY RAND'S CFO ORGANIZATION, TO SUPPORT RAND'S RESPONSES TO CERTAIN QUESTIONS ON THE FORM 990. THIS QUESTIONNAIRE, WHICH IS REVIEWED BY VARIOUS LEVELS OF MANAGEMENT, SEEKS TO IDENTIFY FAMILY AND BUSINESS RELATIONSHIPS AMONGST THE TRUSTEES AND OFFICERS AND REPRESENTS ANOTHER OPPORTUNITY OTHER THAN THE ABOVE FOR POTENTIAL CONFLICTS TO BE IDENTIFIED.</p> <p>PER THE AUDIT AND RISK COMMITTEE CHARTER, THE ETHICS AND COMPLIANCE OFFICER REPORTS REGULARLY TO THE AUDIT AND RISK COMMITTEE. THE CONFLICT OF INTEREST POLICY IS REVIEWED BY THE AUDIT AND RISK COMMITTEE. WHEN MANAGEMENT PROPOSES MATERIAL CHANGES. THE POLICY WAS LAST UPDATED AND APPROVED BY THE AUDIT AND RISK COMMITTEE IN APRIL 2024. IT WAS LAST REVIEWED BY THE OFFICE OF THE GENERAL COUNSEL IN APRIL 2024.</p>
FORM 990, PART VI, LINE 15A - PROCESS TO ESTABLISH COMPENSATION OF TOP MANAGEMENT OFFICIAL	THE COMPENSATION AND LEADERSHIP DEVELOPMENT COMMITTEE CONDUCTS ANNUAL PERFORMANCE REVIEWS FOR THE PRESIDENT AND CHIEF EXECUTIVE OFFICER. AS PART OF THE YEARLY EVALUATION, THE COMMITTEE REVIEWS MARKET DATA FROM SEVERAL SALARY SURVEYS AND EMPLOYS AN INDEPENDENT COMPENSATION CONSULTANT TO REVIEW FOR REASONABLENESS. THE COMMITTEE RECOMMENDS SALARY INCREASES AND DISCRETIONARY AMOUNTS OF THE VARIABLE COMPENSATION PROGRAM FOR THE UPCOMING YEAR TO THE BOARD OF TRUSTEES WHO MAKES THE FINAL DECISION FOR THE PRESIDENT AND CHIEF EXECUTIVE OFFICER'S COMPENSATION. THE COMPENSATION AND LEADERSHIP DEVELOPMENT COMMITTEE CONDUCTS THE REVIEW IN THE FALL AND DOCUMENTS THE REVIEW IN THE COMMITTEE MINUTES WHICH ARE THEN APPROVED AT THE NEXT MEETING. RAISES ARE EFFECTIVE IN FEBRUARY.
FORM 990, PART VI, LINE 15B - PROCESS TO ESTABLISH COMPENSATION OF OTHER OFFICERS OR KEY EMPLOYEES	THE PRESIDENT AND CHIEF EXECUTIVE OFFICER REVIEWS THE COMPENSATION FOR OFFICERS AND OTHER RESEARCH HEADS. HE PUTS FORTH SALARY INCREASE SUGGESTIONS AFTER EXAMINING PERFORMANCE, SALARY SURVEYS, AND BENCHMARK STUDIES. THE SALARY INCREASES FOR KEY EMPLOYEES WITHIN THE RESEARCH GROUP ARE SUGGESTED BY THE GLOBAL RESEARCH TALENT VICE PRESIDENT. BOTH SETS OF RECOMMENDATIONS ARE GIVEN TO THE COMPENSATION AND LEADERSHIP DEVELOPMENT COMMITTEE, WHICH ULTIMATELY DECIDES ON THE SALARY INCREASES EACH YEAR.
FORM 990, PART VI, LINE 19 - REQUIRED DOCUMENTS AVAILABLE TO THE PUBLIC	THE ANNUAL REPORT AND AUDITED FINANCIAL STATEMENTS ARE AVAILABLE ON RAND'S EXTERNAL WEBSITE: WWW.RAND.ORG . MOREOVER, THIS INFORMATION, AS WELL AS RAND'S GOVERNING DOCUMENTS AND FORM 990, IS AVAILABLE UPON REQUEST AND AT THE SANTA MONICA OFFICE. FURTHER, THIS INFORMATION HAS BEEN SUBMITTED TO SEVERAL STATES AND GOVERNMENT AGENCIES AS PART OF VARIOUS REGISTRATION PROCESSES AND IS AVAILABLE ON THOSE ORGANIZATIONS' WEBSITES.

Return Reference - Identifier	Explanation	
FORM 990, PART XI, LINE 9 - OTHER CHANGES IN NET ASSETS OR FUND BALANCES	(a) Description	
		(b) Amount
	CHANGE IN FAIR VALUE OF DERIVATIVE INSTRUMENTS	- 2,395,272
	OTHER COMPONENTS OF NET PERIODIC POST RETIREMENT BENEFIT COSTS	1,437,687
	ADJUSTMENT TO ACCRUED POSTRETIREMENT BENEFIT	- 2,748,762
	FOREIGN EXCHANGE GAIN ON REVALUATION	665,796
	ELIMINATION	1,159,462
MISC TO TIE	1,229	
LOSS ON DISPOSITION OF PROPERTY AND EQUIPMENT	- 6,545,000	

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

THE RAND CORPORATION

Related Organizations and Unrelated Partnerships

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
Attach to Form 990.

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

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Employer identification number

95-1958142

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) GOSHEN AVENUE HOUSING LLC (85-2900416) 1776 MAIN STREET PO BOX 2138, SANTA MONICA, CA 90407	TITLE HOLDING	CA	622,534	7,816,488	RAND CORP
(2)					
(3)					
(4)					
(5)					
(6)					

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) RAND EUROPE (UK) WESTBROOK CENTRE, MILTON ROAD, CAMBRIDGE, CB4 1YG, UK	POLICY RSRCH	UNITED KINGDOM (ENGLAND, NORTHERN IRELAND, SCOTLAND, AND WALES)			RAND CORP	✓	
(2) RAND EUROPE (EU) AISBL RUE DE LOI 82, BRUSSELS, 1040, BE	POLICY RSRCH	BELGIUM			RAND CORP	✓	
(3) STICHTING RAND EUROPE NL AERT VAN NESSTRAAT 45, 3012CA ROTTERDAM, NL	POLICY RSRCH	NETHERLANDS			RAND CORP	✓	
(4)							
(5)							
(6)							
(7)							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50135Y

Schedule R (Form 990) 2023

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1).....												
(2).....												
(3).....												
(4).....												
(5).....												
(6).....												
(7).....												

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1)(SEE STATEMENT).....									
(2).....									
(3).....									
(4).....									
(5).....									
(6).....									
(7).....									

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II–IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	1a	✓
b Gift, grant, or capital contribution to related organization(s)	1b	✓
c Gift, grant, or capital contribution from related organization(s)	1c	✓
d Loans or loan guarantees to or for related organization(s)	1d	✓
e Loans or loan guarantees by related organization(s)	1e	✓
f Dividends from related organization(s)	1f	✓
g Sale of assets to related organization(s)	1g	✓
h Purchase of assets from related organization(s)	1h	✓
i Exchange of assets with related organization(s)	1i	✓
j Lease of facilities, equipment, or other assets to related organization(s)	1j	✓
k Lease of facilities, equipment, or other assets from related organization(s)	1k	✓
l Performance of services or membership or fundraising solicitations for related organization(s)	1l	✓
m Performance of services or membership or fundraising solicitations by related organization(s)	1m	✓
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	✓
o Sharing of paid employees with related organization(s)	1o	✓
p Reimbursement paid to related organization(s) for expenses	1p	✓
q Reimbursement paid by related organization(s) for expenses	1q	✓
r Other transfer of cash or property to related organization(s)	1r	✓
s Other transfer of cash or property from related organization(s)	1s	✓

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a–s)	(c) Amount involved	(d) Method of determining amount involved
(1) THE RAND CORPORATION (AUSTRALIA) PTY LTD	S	1,153,381	ACCRUAL METHOD
(2)			
(3)			
(4)			
(5)			
(6)			

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512–514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													
(12)													
(13)													
(14)													
(15)													
(16)													

Part IV Identification of Related Organizations Taxable as a Corporation or Trust (continued)

(a) Name, address and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C-corp, S-corp or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1) RAND EUROPE COMMUNITY INTEREST COMPANY WESTBROOK CENTRE, MILTON ROAD, CAMBRIDGE, UK	CONSULTING SVCS	UNITED KINGDOM (ENGLAND, NORTHERN IRELAND, SCOTLAND, AND WALES)	RAND CORP	C CORPORATION	20,338,618	14,643,251	100.00	✓	
(2) THE RAND CORPORATION (AUSTRALIA) PTY LTD STE 24 2 ENDEAVOUR HSE CPT COOK CRT, MANUKA, ACT 2603, AS	POLICY RESEARCH	AUSTRALIA	RAND CORP	C CORPORATION	1,824,795	1,139,228	100.00	✓	

Part VII**Supplemental Information.** Provide additional information for responses to questions on Schedule R (see instructions).

Return Reference - Identifier	Explanation
SCHEDULE R, PART IV - END-OF-YEAR ASSETS OF RELATED ORGANIZATIONS	THE END-OF-YEAR ASSET BALANCES FOR BOTH ENTITIES ARE EXCLUSIVE OF INTERCOMPANY PAYABLES. IF INTERCOMPANY PAYABLES WERE INCLUDED, THE ASSET BALANCES WOULD BE AS FOLLOWS: RAND EUROPE COMMUNITY INTEREST COMPANY \$ 15,441,868 THE RAND CORPORATION (AUSTRALIA) PTY LTD \$ (5,240,012)