

**IRS e-file Signature Authorization
for a Tax Exempt Entity**Department of the Treasury
Internal Revenue Service

For calendar year 2021, or fiscal year beginning _____ and ending _____

▶ **Do not send to the IRS. Keep for your records.**▶ **Go to www.irs.gov/Form8879TE for the latest information.****2021**

Name of filer

HEALTH CARE COST INSTITUTE, INC.

Name and title of officer or person subject to tax

KATIE MARTIN, PRESIDENT/ CEO

EIN or SSN

38-3917409**Part I Type of Return and Return Information**

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line 1a, 2a, 3a, 4a, 5a, 6a, 7a, 8a, 9a, or 10a below, and the amount on that line for the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, 5b, 6b, 7b, 8b, 9b, or 10b, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

1a Form 990 check here	<input type="checkbox"/>	b Total revenue, if any (Form 990, Part VIII, column (A), line 12)	1b _____
2a Form 990-EZ check here	<input type="checkbox"/>	b Total revenue, if any (Form 990-EZ, line 9)	2b _____
3a Form 1120-POL check here	<input type="checkbox"/>	b Total tax (Form 1120-POL, line 22)	3b _____
4a Form 990-PF check here	<input checked="" type="checkbox"/>	b Tax based on investment income (Form 990-PF, Part V, line 5)	4b <u>70.</u>
5a Form 8868 check here	<input type="checkbox"/>	b Balance due (Form 8868, line 3c)	5b _____
6a Form 990-T check here	<input type="checkbox"/>	b Total tax (Form 990-T, Part III, line 4)	6b _____
7a Form 4720 check here	<input type="checkbox"/>	b Total tax (Form 4720, Part III, line 1)	7b _____
8a Form 5227 check here	<input type="checkbox"/>	b FMV of assets at end of tax year (Form 5227, Item D)	8b _____
9a Form 5330 check here	<input type="checkbox"/>	b Tax due (Form 5330, Part II, line 19)	9b _____
10a Form 8038-CP check here	<input type="checkbox"/>	b Amount of credit payment requested (Form 8038-CP, Part III, line 22)	10b _____

Part II Declaration and Signature Authorization of Officer or Person Subject to Tax

Under penalties of perjury, I declare that ☒ I am an officer of the above entity or ☐ I am a person subject to tax with respect to (name of entity) _____, (EIN) _____ and that I have examined a copy of the 2021 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

PIN: check one box only

☒ I authorize SARFINO AND RHOADES, LLP to enter my PIN 67692 as my signature
ERO firm name Enter five numbers, but do not enter all zeros

on the tax year 2021 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

☐ As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2021 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax ▶

Date ▶

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

52626552096

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2021 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature ▶

Date ▶

**ERO Must Retain This Form - See Instructions
Do Not Submit This Form to the IRS Unless Requested To Do So**

For Privacy Act and Paperwork Reduction Act Notice, see back of form.

Form **8879-TE** (2021)

ESTIMATED TAX WORKSHEET FOR FORM 990-W

A. 2022 Estimated Tax			A	
B. Enter 100 % of Line A	B			
C. Enter 100 % of tax on 2021 FORM 990-PF	C	70.		
D. Required Annual Payment (Smaller of lines B or C)			D	70.
E. Income tax withheld (if applicable)			E	NONE
F. Balance (As rounded to the nearest multiple of 400)			F	400.

THE 2022 ESTIMATED TAX HAS ALL BEEN PAID IN ONE QUARTER
 SINCE COMPUTED ESTIMATED TAX IS LESS THAN \$ 5,000.

Record of Estimated Tax Payments

Payment number	(a) Date	(b) Amount	(c) 2021 overpayment credit applied	(d) Total amount paid and credited (add (b) and (c))
1	05/16/2022	-1,114.	379.	-735.
2	06/15/2022		379.	379.
3	09/15/2022		379.	379.
4	12/15/2022		377.	377.
Total		-1,114.	1,514.	400.

ESTIMATED PAYMENTS MUST BE MADE USING THE ELECTRONIC FEDERAL TAX
 PAYMENTS SYSTEM (EFTPS). THIS WORKSHEET MERELY PROVIDES THE AMOUNTS
 WHICH NEED TO BE PAID VIA THE ABOVE METHOD.

Return of Private Foundation

or Section 4947(a)(1) Trust Treated as Private Foundation

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

▶ Go to www.irs.gov/Form990PF for instructions and the latest information.

2021

Open to Public Inspection

For calendar year 2021 or tax year beginning

and ending

Name of foundation

HEALTH CARE COST INSTITUTE, INC.

Number and street (or P.O. box number if mail is not delivered to street address)

1100 G STREET, NW, #600

City or town, state or province, country, and ZIP or foreign postal code

WASHINGTON, DC 20005

G Check all that apply:

☐ Initial return☐ Final return☐ Address change☐ Initial return of a former public charity☐ Amended return☐ Name change

H Check type of organization:

☒ Section 501(c)(3) exempt private foundation☐ Section 4947(a)(1) nonexempt charitable trust☐ Other taxable private foundation

I Fair market value of all assets at

end of year (from Part II, col. (c), line

16) ▶ \$

NONE

J Accounting method: ☐ Cash ☒ Accrual☐ Other (specify) _____

(Part I, column (d), must be on cash basis.)

A Employer identification number

38-3917409

B Telephone number (see instructions)

(202) 803-5200

C If exemption application is pending, check here. ☐D 1. Foreign organizations, check here. ☐2. Foreign organizations meeting the 85% test, check here and attach computation ☐E If private foundation status was terminated under section 507(b)(1)(A), check here ☐F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here ☐**Part I Analysis of Revenue and Expenses** (The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions).)

(a) Revenue and expenses per books

(b) Net investment income

(c) Adjusted net income

(d) Disbursements for charitable purposes (cash basis only)

		(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
Revenue	1 Contributions, gifts, grants, etc., received (attach schedule) .	3,532,039.			
	2 Check <input type="checkbox"/> if the foundation is not required to attach Sch. B.				
	3 Interest on savings and temporary cash investments .	5,010.	5,010.	NONE	
	4 Dividends and interest from securities				
	5a Gross rents				
	b Net rental income or (loss)				
	6a Net gain or (loss) from sale of assets not on line 10				
	b Gross sales price for all assets on line 6a				
	7 Capital gain net income (from Part IV, line 2) .				
	8 Net short-term capital gain.				
	9 Income modifications				
	10a Gross sales less returns and allowances				
Operating and Administrative Expenses	b Less: Cost of goods sold				
	c Gross profit or (loss) (attach schedule)				
	11 Other income (attach schedule)	1,689,355.		1,689,355.	STMT 1
	12 Total. Add lines 1 through 11	5,226,404.	5,010.	1,689,355.	
	13 Compensation of officers, directors, trustees, etc. . .	613,708.		613,708.	
	14 Other employee salaries and wages	1,326,358.		1,326,358.	
	15 Pension plans, employee benefits	207,995.		207,995.	
	16a Legal fees (attach schedule)	37,098.		37,098.	
	b Accounting fees (attach schedule)	59,963.		59,963.	
	c Other professional fees (attach schedule) . *. .	2,683,218.		2,683,218.	
	17 Interest				
	18 Taxes (attach schedule) (see instructions). *. .	125,925.		125,925.	
	19 Depreciation (attach schedule) and depletion .	33,629.		33,629.	
	20 Occupancy	206,167.		206,167.	
	21 Travel, conferences, and meetings	11,486.		11,486.	
	22 Printing and publications				
	23 Other expenses (attach schedule) STMT 4 .	2,141,618.		-4,224,890.	5,677,229.
	24 Total operating and administrative expenses. Add lines 13 through 23.	7,447,165.		1,080,657.	5,677,229.
	25 Contributions, gifts, grants paid	NONE			NONE
	26 Total expenses and disbursements. Add lines 24 and 25	7,447,165.		1,080,657.	5,677,229.
	27 Subtract line 26 from line 12:				
	a Excess of revenue over expenses and disbursements	-2,220,761.			
	b Net investment income (if negative, enter -0-)		5,010.		
	c Adjusted net income (if negative, enter -0-)			608,698.	

Part II Balance Sheets

Attached schedules and amounts in the description column should be for end-of-year amounts only. (See instructions.)

		Beginning of year	End of year	
		(a) Book Value	(b) Book Value	(c) Fair Market Value
Assets	1 Cash - non-interest-bearing	974,980.	5,263,211.	
	2 Savings and temporary cash investments	7,731,337.	1,263,365.	
	3 Accounts receivable ▶ 1,449,630.			
	Less: allowance for doubtful accounts ▶	1,431,879.	1,449,630.	
	4 Pledges receivable ▶			
	Less: allowance for doubtful accounts ▶			
	5 Grants receivable.			
	6 Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)			
	7 Other notes and loans receivable (attach schedule) ▶			
	Less: allowance for doubtful accounts ▶			
	8 Inventories for sale or use.			
	9 Prepaid expenses and deferred charges	232,881.	301,163.	
	10a Investments - U.S. and state government obligations (attach schedule). .			
	b Investments - corporate stock (attach schedule)			
	c Investments - corporate bonds (attach schedule).			
	11 Investments - land, buildings, and equipment: basis ▶			
Less: accumulated depreciation (attach schedule) ▶				
12 Investments - mortgage loans.				
13 Investments - other (attach schedule)				
14 Land, buildings, and equipment: basis ▶ 1,880,432.				
Less: accumulated depreciation (attach schedule) ▶	151,167.	128,366.		
15 Other assets (describe ▶ STMT 5)	33,473.	33,473.		
16 Total assets (to be completed by all filers - see the instructions. Also, see page 1, item I)	10,555,717.	8,439,208.	NONE	
Liabilities	17 Accounts payable and accrued expenses	567,528.	700,546.	
	18 Grants payable.			
	19 Deferred revenue.	147,753.	145,250.	
	20 Loans from officers, directors, trustees, and other disqualified persons. .			
	21 Mortgages and other notes payable (attach schedule)			
	22 Other liabilities (describe ▶ STMT 6)	243,767.	217,504.	
23 Total liabilities (add lines 17 through 22)	959,048.	1,063,300.		
Net Assets or Fund Balances	Foundations that follow FASB ASC 958, check here ▶ <input checked="" type="checkbox"/> and complete lines 24, 25, 29, and 30.			
	24 Net assets without donor restrictions	7,990,341.	6,104,474.	
	25 Net assets with donor restrictions.	1,606,328.	1,271,434.	
	Foundations that do not follow FASB ASC 958, check here ▶ <input type="checkbox"/> and complete lines 26 through 30.			
	26 Capital stock, trust principal, or current funds			
	27 Paid-in or capital surplus, or land, bldg., and equipment fund.			
	28 Retained earnings, accumulated income, endowment, or other funds . .			
	29 Total net assets or fund balances (see instructions).	9,596,669.	7,375,908.	
	30 Total liabilities and net assets/fund balances (see instructions)	10,555,717.	8,439,208.	

Part III Analysis of Changes in Net Assets or Fund Balances

1 Total net assets or fund balances at beginning of year - Part II, column (a), line 29 (must agree with end-of-year figure reported on prior year's return).	1	9,596,669.
2 Enter amount from Part I, line 27a.	2	-2,220,761.
3 Other increases not included in line 2 (itemize) ▶	3	
4 Add lines 1, 2, and 3	4	7,375,908.
5 Decreases not included in line 2 (itemize) ▶	5	
6 Total net assets or fund balances at end of year (line 4 minus line 5) - Part II, column (b), line 29	6	7,375,908.

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Part IV Capital Gains and Losses for Tax on Investment Income

(a) List and describe the kind(s) of property sold (for example, real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.)			(b) How acquired P - Purchase D - Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
1 a					
b					
c					
d					
e					
(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) ((e) plus (f) minus (g))		
a					
b					
c					
d					
e					
Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69.					
(i) FMV as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col. (i) over col. (j), if any	(l) Gains (Col. (h) gain minus col. (k), but not less than -0-) or Losses (from col. (h))		
a					
b					
c					
d					
e					
2 Capital gain net income or (net capital loss) { If gain, also enter in Part I, line 7 If (loss), enter -0- in Part I, line 7 }			2		
3 Net short-term capital gain or (loss) as defined in sections 1222(5) and (6): If gain, also enter in Part I, line 8, column (c). See instructions. If (loss), enter -0- in Part I, line 8 }			3		

Part V Excise Tax Based on Investment Income (Section 4940(a), 4940(b), or 4948 - see instructions)

1a Exempt operating foundations described in section 4940(d)(2), check here <input type="checkbox"/> and enter "N/A" on line 1. Date of ruling or determination letter: _____ (attach copy of letter if necessary - see instructions)	1	70.
b All other domestic foundations enter 1.39% (0.0139) of line 27b. Exempt foreign organizations, enter 4% (0.04) of Part I, line 12, col. (b) }		
2 Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only; others, enter -0-)	2	
3 Add lines 1 and 2	3	70.
4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only; others, enter -0-)	4	NONE
5 Tax based on investment income. Subtract line 4 from line 3. If zero or less, enter -0-	5	70.
6 Credits/Payments:		
a 2021 estimated tax payments and 2020 overpayment credited to 2021 6a		1,584.
b Exempt foreign organizations - tax withheld at source 6b		NONE
c Tax paid with application for extension of time to file (Form 8868) 6c		NONE
d Backup withholding erroneously withheld 6d		
7 Total credits and payments. Add lines 6a through 6d	7	1,584.
8 Enter any penalty for underpayment of estimated tax. Check here <input type="checkbox"/> if Form 2220 is attached	8	
9 Tax due. If the total of lines 5 and 8 is more than line 7, enter amount owed	9	
10 Overpayment. If line 7 is more than the total of lines 5 and 8, enter the amount overpaid	10	1,514.
11 Enter the amount of line 10 to be: Credited to 2022 estimated tax 1,514. Refunded	11	

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Part VI-A Statements Regarding Activities

	Yes	No
1a During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?		X
b Did it spend more than \$100 during the year (either directly or indirectly) for political purposes? See the instructions for the definition. If the answer is "Yes" to 1a or 1b , attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.		X
c Did the foundation file Form 1120-POL for this year?		X
d Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: (1) On the foundation. ► \$ _____ (2) On foundation managers. ► \$ _____		
e Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. ► \$ _____		
2 Has the foundation engaged in any activities that have not previously been reported to the IRS? If "Yes," attach a detailed description of the activities.		X
3 Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? If "Yes," attach a conformed copy of the changes		X
4a Did the foundation have unrelated business gross income of \$1,000 or more during the year?		X
b If "Yes," has it filed a tax return on Form 990-T for this year?		
5 Was there a liquidation, termination, dissolution, or substantial contraction during the year? If "Yes," attach the statement required by <i>General Instruction T</i> .		X
6 Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?		X
7 Did the foundation have at least \$5,000 in assets at any time during the year? If "Yes," complete Part II, col. (c), and Part XIV	X	
8a Enter the states to which the foundation reports or with which it is registered. See instructions. ► _____		
b If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by <i>General Instruction G</i> ? If "No," attach explanation		X
9 Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2021 or the tax year beginning in 2021? See the instructions for Part XIII. If "Yes," complete Part XIII	X	
10 Did any persons become substantial contributors during the tax year? If "Yes," attach a schedule listing their names and addresses		X
11 At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule. See instructions		X
12 Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement. See instructions.		X
13 Did the foundation comply with the public inspection requirements for its annual returns and exemption application? Website address ► <u>HEALTHCOSTINSTITUTE.ORG</u>	X	
14 The books are in care of ► <u>THE ORGANIZATION</u> Telephone no. ► <u>202-803-5200</u> Located at ► <u>1100 G STREET, NW, STE. 600 WASHINGTON, DC</u> ZIP+4 ► <u>20005</u>		
15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of Form 1041 - check here ► <input type="checkbox"/> and enter the amount of tax-exempt interest received or accrued during the year ► 15		
16 At any time during calendar year 2021, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country? See the instructions for exceptions and filing requirements for FinCEN Form 114. If "Yes," enter the name of the foreign country ► _____		X

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Part VI-B Statements Regarding Activities for Which Form 4720 May Be Required**File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.**

	Yes	No
1a During the year, did the foundation (either directly or indirectly):		
(1) Engage in the sale or exchange, or leasing of property with a disqualified person?	1a(1)	X
(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person?	1a(2)	X
(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person?	1a(3)	X
(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person?	1a(4)	X
(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)?	1a(5)	X
(6) Agree to pay money or property to a government official? (Exception. Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.)	1a(6)	X
b If any answer is "Yes" to 1a(1)-(6), did any of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions	1b	X
c Organizations relying on a current notice regarding disaster assistance, check here. <input type="checkbox"/>		
d Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2021?	1d	X
2 Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):		
a At the end of tax year 2021, did the foundation have any undistributed income (Part XII, lines 6d and 6e) for tax year(s) beginning before 2021?	2a	X
If "Yes," list the years ▶ _____, _____, _____, _____		
b Are there any years listed in 2a for which the foundation is not applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to all years listed, answer "No" and attach statement - see instructions.)	2b	X
c If the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here. ▶ _____, _____, _____, _____		
3a Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year?	3a	X
b If "Yes," did it have excess business holdings in 2021 as a result of (1) any purchase by the foundation or disqualified persons after May 26, 1969; (2) the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or (3) the lapse of the 10-, 15-, or 20-year first phase holding period? (Use Form 4720, Schedule C, to determine if the foundation had excess business holdings in 2021.)	3b	
4a Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	4a	X
b Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2021?	4b	X

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Part VI-B Statements Regarding Activities for Which Form 4720 May Be Required (continued)

	Yes	No
5a During the year, did the foundation pay or incur any amount to:		
(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))?		X
(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive?		X
(3) Provide a grant to an individual for travel, study, or other similar purposes?		X
(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)(A)? See instructions.		X
(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?		X
b If any answer is "Yes" to 5a(1)-(5), did any of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance? See instructions		X
c Organizations relying on a current notice regarding disaster assistance, check here <input type="checkbox"/>		
d If the answer is "Yes" to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant? If "Yes," attach the statement required by Regulations section 53.4945-5(d).		X
6a Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
b Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract? If "Yes" to 6b, file Form 8870.		X
7a At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction?		X
b If "Yes," did the foundation receive any proceeds or have any net income attributable to the transaction?		
8 Is the foundation 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?		X

Part VII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors**1 List all officers, directors, trustees, and foundation managers and their compensation. See instructions.**

(a) Name and address	(b) Title, and average hours per week devoted to position	(c) Compensation (if not paid, enter -0-)	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
SEE STATEMENT 7		613,708.	27,971.	1,262.

2 Compensation of five highest-paid employees (other than those included on line 1 - see instructions). If none, enter "NONE."

(a) Name and address of each employee paid more than \$50,000	(b) Title, and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
SEE STATEMENT 14		784,288.	79,972.	35,216.

Total number of other employees paid over \$50,000 NONE

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Part VII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors (continued)**3** Five highest-paid independent contractors for professional services. See instructions. If none, enter "NONE."

(a) Name and address of each person paid more than \$50,000	(b) Type of service	(c) Compensation
SEE STATEMENT 17		172,500.

Total number of others receiving over \$50,000 for professional services **2****Part VIII-A** Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.

	Expenses
1 HCCI PUBLISHES A "HEALTH CARE COST AND UTILIZATION REPORT" ANNUALLY. IN ADDITION, THEY PUBLISH ISSUE BRIEFS, POST ON THEIR OWN BLOG "HEALTHY BYTES" & PROVIDE RESEARCH LICENSES.	5,844,084.
2 THE ORGANIZATION MAINTAINS A PRICE TRANSPARENCY WEBSITE CALLED GUROO.COM WHICH DISPLAY PRICING FOR HEALTH SERVICES ON NATIONAL, STATE AND LOCAL LEVELS FREE OF COST.	276,507.
3 THE HCCI BECAME THE FIRST QUALIFIED ENTITY UNDER THE ACA. THEY ACCUMULATE DATA FROM THE CENTERS FOR MEDICARE & MEDICAID AND REPORT PUBLICLY ON THE DATA.	182,514.
4	

Part VIII-B Summary of Program-Related Investments (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.

	Amount
1 NONE	
2	
All other program-related investments. See instructions.	
3 NONE	
Total. Add lines 1 through 3	

Form **990-PF** (2021)

Part IX Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations, see instructions.)

1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:		
a	Average monthly fair market value of securities	1a	5,021,221.
b	Average of monthly cash balances	1b	
c	Fair market value of all other assets (see instructions).	1c	NONE
d	Total (add lines 1a, b, and c)	1d	5,021,221.
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation) 1e		
2	Acquisition indebtedness applicable to line 1 assets	2	NONE
3	Subtract line 2 from line 1d	3	5,021,221.
4	Cash deemed held for charitable activities. Enter 1.5% (0.015) of line 3 (for greater amount, see instructions).	4	75,318.
5	Net value of noncharitable-use assets. Subtract line 4 from line 3	5	4,945,903.
6	Minimum investment return. Enter 5% (0.05) of line 5.	6	247,295.

Part X Distributable Amount (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations, check here ☒ and do not complete this part.)

1	Minimum investment return from Part IX, line 6.	1	
2a	Tax on investment income for 2021 from Part V, line 5. 2a		
b	Income tax for 2021. (This does not include the tax from Part V.) 2b		
c	Add lines 2a and 2b.	2c	
3	Distributable amount before adjustments. Subtract line 2c from line 1.	3	
4	Recoveries of amounts treated as qualifying distributions	4	
5	Add lines 3 and 4	5	
6	Deduction from distributable amount (see instructions).	6	
7	Distributable amount as adjusted. Subtract line 6 from line 5. Enter here and on Part XII, line 1	7	

Part XI Qualifying Distributions (see instructions)

1	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
a	Expenses, contributions, gifts, etc. - total from Part I, column (d), line 26	1a	5,677,229.
b	Program-related investments - total from Part VIII-B	1b	NONE
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2	NONE
3	Amounts set aside for specific charitable projects that satisfy the:		
a	Suitability test (prior IRS approval required)	3a	NONE
b	Cash distribution test (attach the required schedule)	3b	NONE
4	Qualifying distributions. Add lines 1a through 3b. Enter here and on Part XII, line 4	4	5,677,229.

Form **990-PF** (2021)

Part XII Undistributed Income (see instructions)

	(a) Corpus	(b) Years prior to 2020	(c) 2020	(d) 2021
1 Distributable amount for 2021 from Part X, line 7				NONE
2 Undistributed income, if any, as of the end of 2021:				
a Enter amount for 2020 only.				
b Total for prior years: 20 <u>19</u> , 20 <u>18</u> , 20 <u>17</u>				
3 Excess distributions carryover, if any, to 2021:				
a From 2016				
b From 2017				
c From 2018				
d From 2019				
e From 2020				
f Total of lines 3a through e				
4 Qualifying distributions for 2021 from Part XI, line 4: ► \$ <u>5,677,229.</u>				
a Applied to 2020, but not more than line 2a . . .				
b Applied to undistributed income of prior years (Election required - see instructions).				
c Treated as distributions out of corpus (Election required - see instructions)				
d Applied to 2021 distributable amount.				
e Remaining amount distributed out of corpus. . .	5,677,229.			
5 Excess distributions carryover applied to 2021 (If an amount appears in column (d), the same amount must be shown in column (a).)				
6 Enter the net total of each column as indicated below:				
a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5	5,677,229.			
b Prior years' undistributed income. Subtract line 4b from line 2b				
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed				
d Subtract line 6c from line 6b. Taxable amount - see instructions				
e Undistributed income for 2020. Subtract line 4a from line 2a. Taxable amount - see instructions				
f Undistributed income for 2021. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2022.				NONE
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required - see instructions)				
8 Excess distributions carryover from 2016 not applied on line 5 or line 7 (see instructions) . . .				
9 Excess distributions carryover to 2022. Subtract lines 7 and 8 from line 6a	5,677,229.			
10 Analysis of line 9:				
a Excess from 2017 . . .				
b Excess from 2018 . . .				
c Excess from 2019 . . .				
d Excess from 2020 . . .				
e Excess from 2021 . . .	5,677,229.			

Part XIII Private Operating Foundations (see instructions and Part VI-A, question 9)**1 a** If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2021, enter the date of the ruling ▶**b** Check box to indicate whether the foundation is a private operating foundation described in section ☒ 4942(j)(3) or ☐ 4942(j)(5)

2 a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part IX for each year listed	Tax year	Prior 3 years			(e) Total
	(a) 2021	(b) 2020	(c) 2019	(d) 2018	
	247,295.	NONE	NONE	NONE	247,295.
b 85% (0.85) of line 2a	210,201.	NONE	NONE	NONE	210,201.
c Qualifying distributions from Part XI, line 4, for each year listed	5,677,229.	5,595,272.	5,306,131.	3,040,979.	19,619,611.
d Amounts included in line 2c not used directly for active conduct of exempt activities					
e Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c	5,677,229.	5,595,272.	5,306,131.	3,040,979.	19,619,611.
3 Complete 3a, b, or c for the alternative test relied upon:					
a "Assets" alternative test - enter:					
(1) Value of all assets	NONE	10,555,717.			10,555,717.
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)					NONE
b "Endowment" alternative test - enter 2/3 of minimum investment return shown in Part IX, line 6, for each year listed			386,295.	468,473.	854,768.
c "Support" alternative test - enter:					
(1) Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					NONE
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					NONE
(3) Largest amount of support from an exempt organization					NONE
(4) Gross investment income					NONE

Part XIV Supplementary Information (Complete this part only if the foundation had \$5,000 or more in assets at any time during the year - see instructions.)**1 Information Regarding Foundation Managers:****a** List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than \$5,000). (See section 507(d)(2).)

N/A

b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest.

N/A

2 Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc., Programs:Check here ☒ if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc., to individuals or organizations under other conditions, complete items 2a, b, c, and d. See instructions.**a** The name, address, and telephone number or email address of the person to whom applications should be addressed:**b** The form in which applications should be submitted and information and materials they should include:**c** Any submission deadlines:**d** Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors:

Part XIV

Supplementary Information *(continued)*

3 Grants and Contributions Paid During the Year or Approved for Future Payment				
Recipient	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
Name and address (home or business)				
a Paid during the year				
Total			▶ 3a	
b Approved for future payment				
Total			▶ 3b	

Part XV-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.

	Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income (See instructions.)
	(a) Business code	(b) Amount	(c) Exclusion code	(d) Amount	
1 Program service revenue:					
a SEE STATEMENT 18					
b					
c					
d					
e					
f					
g Fees and contracts from government agencies					
2 Membership dues and assessments					
3 Interest on savings and temporary cash investments .			14	5,010.	
4 Dividends and interest from securities					
5 Net rental income or (loss) from real estate:					
a Debt-financed property					
b Not debt-financed property					
6 Net rental income or (loss) from personal property					
7 Other investment income					
8 Gain or (loss) from sales of assets other than inventory					
9 Net income or (loss) from special events . . .					
10 Gross profit or (loss) from sales of inventory . .					
11 Other revenue: a					
b					
c					
d					
e					
12 Subtotal. Add columns (b), (d), and (e)				5,010.	1,689,355.
13 Total. Add line 12, columns (b), (d), and (e) 13					1,694,365.

(See worksheet in line 13 instructions to verify calculations.)

Part XV-B Relationship of Activities to the Accomplishment of Exempt Purposes

Line No. ▼	Explain below how each activity for which income is reported in column (e) of Part XV-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes). (See instructions.)
1A	TRANSPARENCY - THE ORGANIZATION LAUNCHED THE FIRST
1A	NATIONAL, HEALTH CARE PRICE AND QUALITY TRANSPARENCY
1A	WEBSITE, GUROO.COM. THE WEBSITE DISPLAYS PRICING FOR
1A	SHOPPABLE, DISCRETIONARY, SCHEDULABLE HEALTH SERVICES AT
1A	THE NATIONAL, STATE, AND LOCAL LEVELS FREE OF COST TO THE
1A	PUBLIC. THE WEBSITE IS INTENDED FOR USE BY HEALTH CARE
1A	CONSUMERS WHO ARE UNINSURED, IN HIGH-DEDUCTIBLE HEALTH
1A	PLANS, OR ENROLLED IN HEALTH PLANS THAT DO NOT PROVIDE
1A	PRICING INFORMATION. DATA FOR GUROO.COM IS BASED ON CLAIMS
1A	FROM INSURERS AETNA, HUMANA, AND UNITED HEALTHCARE.
1A	GUROO.COM USES ACTUAL AMOUNTS PAID INCLUDING COPAY AND
1A	COINSURANCE TO PRODUCE PRICES AND PRICE RANGES.
1B	RESEARCH - THE ORGANIZATION HAS SIGNED RESEARCH AGREEMENTS
1B	WITH LEADING UNIVERSITIES, ACTUARIAL ORGANIZATIONS, AND
1B	GOVERNMENT AGENCIES TO LICENSE ACCESS TO DETAILED CLAIMS
1B	DATA FROM OVER 50 MILLION PRIVATELY INSURED AMERICANS FOR
1B	FACULTY, ASSOCIATION AND GOVERNMENT RESEARCH STUDIES AND
1B	PHD DISSERTATIONS. THE LICENSEES HAVE ACCESS TO LARGE
1B	PRIVATE CLAIMS DATABASE TO CONDUCT HEALTH CARE RESEARCH
1B	PROJECTS. ALL RESEARCH PROJECTS MUST BE NON-PROPRIETARY AND
1B	NON-COMMERCIAL AND MUST ALIGN WITH THE MISSION OF THE
1B	ORGANIZATION.

**Schedule B
(Form 990)**

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

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

OMB No. 1545-0047

2021

Name of the organization

Employer identification number

HEALTH CARE COST INSTITUTE, INC.

38-3917409

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 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

- ☐ 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

HEALTH CARE COST INSTITUTE, INC.

Employer identification number

38-3917409

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	AETNA INC. 151 FARMINGTON AVENUE HARTFORD, CT 06156	\$ 1,000,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	ROBERT WOOD JOHNSON FOUNDATION ROUTE 1 & COLLEGE RD EAST, PO BOX 2316 PRINCETON, NJ 08543	\$ 316,542.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	THE COMMONWEALTH FUND 1 EAST 75TH STREET NEW YORK, NY 10021	\$ 100,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	LAURA AND JOHN ARNOLD FOUNDATION 1717 WEST LOOP SOUTH, SUITE 1800 HOUSTON, TX 77027	\$ 250,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	CENTER FOR ECONOMIC & POLICY RESEARCH 1611 CONNECTICUT AVE, NW SUITE 400 WASHINGTON, DC 20009	\$ 22,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	SBA 409 3RD ST SW WASHINGTON, DE 20416	\$ 230,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

HEALTH CARE COST INSTITUTE, INC.

Employer identification number

38-3917409

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
7	BILL & MELINDA GATES FDTN PO BOX 23350 SEATTLE, WA 98102	\$ 1,388,497.	Person <input checked="checked" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	WEST HEALTH INSTITUTE 10350 N TORREY PINES RD LA JOLLA, CA 92037	\$ 225,000.	Person <input checked="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.)
		\$	Person <input 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.)
		\$	Person <input 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.)

FORM 990PF, PART I - OTHER INCOME
=====

DESCRIPTION -----	REVENUE AND EXPENSES PER BOOKS -----	ADJUSTED NET INCOME -----
DATABASE ACCESS FEES	434,670.	434,670.
CONTRACT RESEARCH	675,648.	675,648.
GOVERNMENT FUNDING: FLORIDA	579,037.	579,037.
	-----	-----
TOTALS	1,689,355.	1,689,355.
	=====	=====

FORM 990PF, PART I - OTHER PROFESSIONAL FEES

=====

DESCRIPTION -----	REVENUE AND EXPENSES PER BOOKS -----	NET INVESTMENT INCOME -----	ADJUSTED NET INCOME -----	CHARITABLE PURPOSES -----
CONSULTING	1,669,361.		1,669,361.	
PUBLIC RELATIONS	8,678.		8,678.	
PAYROLL PROCESSING	7,678.		7,678.	
RESEARCHER GRANTS	997,501.		997,501.	
	-----		-----	
TOTALS	2,683,218.		2,683,218.	
	=====		=====	

FORM 990PF, PART I - TAXES
=====

DESCRIPTION -----	REVENUE AND EXPENSES PER BOOKS -----	ADJUSTED NET INCOME -----
PAYROLL TAXES	125,390.	125,390.
OTHER TAXES & LICENSES	535.	535.
	-----	-----
TOTALS	125,925.	125,925.
	=====	=====

FORM 990PF, PART I - OTHER EXPENSES
=====

DESCRIPTION -----	REVENUE AND EXPENSES PER BOOKS -----	ADJUSTED NET INCOME -----	CHARITABLE PURPOSES -----
COMPUTER AND WEBSITE	99,255.	99,255.	
DATA ACCESS FEES	1,963,500.	1,963,500.	
INSURANCE	47,815.	47,815.	
DUES AND SUBSCRIPTIONS	10,255.	10,255.	
OFFICE EXPENSES	10,014.	10,014.	
POSTAGE	274.	274.	
MISCELLANEOUS	10,105.	10,105.	
EXCEEDING INCOME		-6,366,508.	5,677,229.
BANK AND MERCHANT FEES	400.	400.	
	-----	-----	-----
TOTALS	2,141,618.	-4,224,890.	5,677,229.
	=====	=====	=====

HEALTH CARE COST INSTITUTE, INC.

38-3917409

FORM 990PF, PART II - OTHER ASSETS

=====

DESCRIPTION

ENDING
BOOK VALUE

SECURITY DEPOSIT

33,473.

TOTALS

33,473.

=====

FORM 990PF, PART II - OTHER LIABILITIES
=====

DESCRIPTION -----	ENDING BOOK VALUE -----
DEFERRED LEASE OBLIGATION	217,504.
TOTALS	----- 217,504. =====

FORM 990PF, PART VII - LIST OF OFFICERS, DIRECTORS, AND TRUSTEES
=====

OFFICER NAME:
NIALL BRENNAN

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
PRESIDENT

COMPENSATION	613,708.
CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	27,971.
EXPENSE ACCOUNT AND OTHER ALLOWANCES	1,262.

OFFICER NAME:
MIKE CHERNEW, PHA

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

FORM 990PF, PART VII - LIST OF OFFICERS, DIRECTORS, AND TRUSTEES
=====

OFFICER NAME:
ANEESH CHOPRA

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

OFFICER NAME:
AMY FINKELSTEIN, PHD

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

OFFICER NAME:
AARON MCKETHAN, PHD

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

FORM 990PF, PART VII - LIST OF OFFICERS, DIRECTORS, AND TRUSTEES

=====

OFFICER NAME:
CHARLES PHELPS

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

OFFICER NAME:
ROBERT TOWN

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

OFFICER NAME:
MARSHALL VOTTA

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

FORM 990PF, PART VII - LIST OF OFFICERS, DIRECTORS, AND TRUSTEES
=====

OFFICER NAME:
CARMELLA BOCCHINO

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

OFFICER NAME:
CARA JAMES

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

OFFICER NAME:
MARA MCDERMOTT

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

FORM 990PF, PART VII - LIST OF OFFICERS, DIRECTORS, AND TRUSTEES
=====

OFFICER NAME:
ROY GOLDMAN

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
BOARD TREASURER

OFFICER NAME:
LESLEY CURTIS

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

OFFICER NAME:
RONKE EKWENSI

ADDRESS:
1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:
DIRECTOR

FORM 990PF, PART VII - LIST OF OFFICERS, DIRECTORS, AND TRUSTEES
=====

OFFICER NAME:

KATHE FOX

ADDRESS:

1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:

BOARD DIRECTOR

OFFICER NAME:

KYU RHEE

ADDRESS:

1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:

DIRECTOR

OFFICER NAME:

KOSALI SIMON

ADDRESS:

1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:

DIRECTOR

TOTAL COMPENSATION:

613,708.

=====

TOTAL CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS:

27,971.

=====

FORM 990PF, PART VII - LIST OF OFFICERS, DIRECTORS, AND TRUSTEES

=====

EXPENSE ACCOUNT AND OTHER ALLOWANCES:

1,262.

=====

990PF, PART VII - COMPENSATION OF THE FIVE HIGHEST PAID EMPLOYEES

=====

EMPLOYEE NAME:

KATHRYN MARTIN

ADDRESS:

1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:

SENIOR FELLOW

AVERAGE HOURS PER WEEK DEVOTED TO POSITION: 40.00

COMPENSATION 211,073.

CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS 21,107.

EXPENSE ACCOUNT AND OTHER ALLOWANCES 1,101.

EMPLOYEE NAME:

SARAH RODRIGUEZ

ADDRESS:

1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:

CHIEF OF STAFF

AVERAGE HOURS PER WEEK DEVOTED TO POSITION: 40.00

COMPENSATION 180,306.

CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS 18,909.

EXPENSE ACCOUNT AND OTHER ALLOWANCES 17,759.

990PF, PART VII - COMPENSATION OF THE FIVE HIGHEST PAID EMPLOYEES

=====

EMPLOYEE NAME:

JOHN HARGRAVES

ADDRESS:

1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:

SENIOR RESEARCHER

AVERAGE HOURS PER WEEK DEVOTED TO POSITION: 40.00

COMPENSATION 172,045.

CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS 17,347.

EXPENSE ACCOUNT AND OTHER ALLOWANCES 5,920.

EMPLOYEE NAME:

DANIEL KUROWSKI

ADDRESS:

1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:

SENIOR RESEARCHER

AVERAGE HOURS PER WEEK DEVOTED TO POSITION: 40.00

COMPENSATION 144,192.

CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS 14,832.

EXPENSE ACCOUNT AND OTHER ALLOWANCES 6,320.

990PF, PART VII - COMPENSATION OF THE FIVE HIGHEST PAID EMPLOYEES

=====

EMPLOYEE NAME:

KEVIN KENNEDY

ADDRESS:

1100 G STREET, NW, #600
WASHINGTON, DC 20005

TITLE:

SENIOR RESEARCHER

AVERAGE HOURS PER WEEK DEVOTED TO POSITION: 40.00

COMPENSATION 76,672.

CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS 7,777.

EXPENSE ACCOUNT AND OTHER ALLOWANCES 4,116.

TOTAL COMPENSATION: 784,288.
=====TOTAL CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS: 79,972.
=====EXPENSE ACCOUNT AND OTHER ALLOWANCES: 35,216.
=====

990PF, PART VII-COMPENSATION OF THE FIVE HIGHEST PAID PROFESSIONALS

=====

NAME:

BERKELEY RESEARCH GROUP

ADDRESS:

1800 M ST NW, 2ND FLOOR
WASHINGTON, DC 20036

TYPE OF SERVICE:

CONSULTING

COMPENSATION 75,000.

NAME:

MARK R CULLEN

ADDRESS:

251 CAMPUS DRIVE
STANFORD, CA 94305

TYPE OF SERVICE:

CONSULTING

COMPENSATION 97,500.

TOTAL COMPENSATION: 172,500.

=====

FORM 990-PF, PART XV-A - ANALYSIS OF PROGRAM SERVICE REVENUE

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DESCRIPTION -----	BUSINESS CODE ----	AMOUNT -----	EXCLUSION CODE ----	AMOUNT -----	RELATED OR EXEMPT FUNCTION INCOME -----
DATABASE ACCESS FEES					434,670.
CONTRACT RESEARCH					675,648.
GOVERNMENT FUNDING: FLORIDA					579,037.
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TOTALS					1,689,355.
		=====		=====	=====