We have concluded each of the past 24 years by reflecting on how RAND research and analysis have helped those we strive to serve. In 2020, we felt the stakes more acutely amid the unprecedented effects of a global pandemic, vital reckonings on matters of race and equity in all aspects of society, and truth decay. Our mission was urgent: to tackle the right problems, transcend intense partisanship, provide evidence and insight that inform policy debates, and—ultimately—empower leaders to make decisions that improve lives. To identify our accomplishments, we apply a three-tier test for impact, with each tier requiring more from us than the previous one:

**TIER 1**
The research and analysis address issues at or near the top of the policy agenda or help shape that agenda.

**TIER 2**
The results reach key decisionmakers and the broader public, improving the quality of policy discussions and deliberations.

**TIER 3**
The findings and recommendations lead directly to improvements in policy and decisionmaking.

This Year in Review profiles inspiring examples of RAND research achieving Tier 3 impact—our research and analysis being used to make a difference. We could not do this without the entire RAND community, including the commitment and expertise of RAND staff and investments from our clients, grantors, and donors.

Michael D. Rich
President and CEO
PA N D E M I C  R E S E A R C H  I N  R E A L  T I M E

The COVID-19 pandemic defined much of 2020, dramatically changing how people live, work, socialize, and care for their families. As the scientific evidence accumulated and new questions arose, RAND responded quickly to disseminate objective research, actionable recommendations, and practical tools to decisionmakers and communities.

Protecting Critical National Functions in a Global Pandemic

As COVID-19 began to spread across the United States, the National Risk Management Center in the U.S. Department of Homeland Security asked RAND to develop a system to actively monitor the risk to all 55 critical national functions—those so vital that their disruption would pose a grave threat to national security, the economy, or public health and safety. RAND quickly assembled a team of more than 50 analysts to design a risk assessment framework and conduct the necessary assessments. Within six weeks, the team had collected an expansive data set and populated a series of dashboards to provide decision-makers with risk ratings at a glance.

The team is continually enhancing the dashboards and updates them weekly to enable timely monitoring of such potential threats as supply chain disruptions, a shortage of critical workers, or a surge in demand that exceeds capacity. For example, in the lead-up to the 2020 elections, the RAND team's analysis forecasted a shortage of poll workers, a potential vulnerability that would not have been detected as early under previous protocols. The National Risk Management Center had enough time to coordinate with local officials and ensure that polling places would be adequately staffed on Election Day.

The utility of RAND’s risk assessment framework extends beyond the current pandemic. It was designed with the flexibility to highlight vulnerabilities and risks to critical national functions from a range of crises, including natural disasters, cyberattacks, and economic downturns.

Preparing Hospitals for a Surge in Cases

Just a few weeks after the first stay-at-home orders were issued in...
the United States, an easy-to-use RAND tool went live to help hospitals, health systems, and governments prepare for a surge in COVID-19 patients. Drawing on lessons learned from past outbreaks, publicly available data, input from critical care physicians and public health experts, and decades of RAND support to governments preparing for large-scale emergencies, the tool estimates the number of patients a hospital could accommodate and shows how it could increase its critical care capacity.

The pandemic’s early days were characterized by extreme uncertainty about whether the necessary resources—including staff, hospital beds, and ventilators—were in place to help communities meet the need for critical care. The American Hospital Association included the RAND tool in its list of pandemic models for health care providers. The tool has also been adopted by the Managed Emergency Surge for Healthcare Coalition, a non-profit public-private partnership that provides services and training in preparedness and resilience to the health care sector. Amid new surges in infections and hospitalizations, an ability to rapidly estimate capacity under various scenarios is helping to support critical care resource sharing, increase preparedness across the health care sector, and save lives.

Modeling the Pandemic to Support State-Level Responses

As the pandemic began, the Commonwealth of Virginia turned to RAND to assess rapidly evolving models of COVID-19 infection rates and spread to inform policy decisions. Policymakers needed to know how to prepare hospitals for a surge in patients, what statewide guidance to issue, how to respond to localized hot spots, and how to reopen safely. Building on insights from a RAND-developed decision-support tool and other resources, researchers helped Virginia’s public health officials better understand asymptomatic spread of the virus, the risk posed by interstate travel, and the implications of various policy interventions, as well as anticipate demand for ventilators, intensive care beds, and other resources. Importantly, RAND’s assessments clarified the limits of modeling when it comes to forecasting the rate and spread of a novel virus, as well as the effects of specific policy options. Communities across Virginia continue to benefit from RAND’s rigorous, real-time evaluation of multiple models and their underlying data as policymakers prepared for the winter’s surge in cases and hospitalizations.
SUPPORTING COMMUNITY HEALTH AND RESILIENCE

With the pandemic dominating headlines and stoking public fears, public health experts grew increasingly concerned that people were postponing or forgoing routine and preventive care. Although the pandemic’s effect on deaths from other health conditions remains unclear, RAND research has already strengthened the public health foundations for a prospective return to normal daily life.

Collaborating with Policymakers to Prevent Veteran Suicides

RAND’s Congressional Fellowship Pilot Program played a significant role in shaping new evidence-based legislation aimed at stemming the tide of veteran suicide. The program enables a RAND researcher to work alongside U.S. congressional committee staff to help improve understanding between policy research and policymaking in real time.

The RAND fellow drew on a portfolio of prior RAND analysis to inform the Veterans Comprehensive Prevention, Access to Care, and Treatment (COMPACT) Act of 2020, which became law in December. The law establishes a program to deliver acute crisis care for emerging suicide risk symptoms, a pilot program to increase information sharing between the U.S. Department of Veterans Affairs and designated relatives and friends to better reach veterans in need of assistance and benefits, and a new education program for family members and caregivers of veterans with mental health disorders.

Established in 2019 with philanthropic support from RAND donors, the Congressional Fellowship Pilot Program enhances policymakers’ access to RAND’s nonpartisan expertise as they prepare legislation and gives researchers a firsthand view of the policymaking process. Lessons from the program’s first year are helping RAND researchers better address the needs of legislators and their staffs.

For many years, RAND researchers have worked on temporary assignment in the executive branch of the U.S. federal government to facilitate knowledge sharing and to help meet strategic needs. The Congressional Fellowship Pilot Program builds on those efforts.

Preventing Early Colorectal Cancer Deaths

Research by a team of health care experts, including a RAND biostat-
istician specializing in cancer prevention, was critical to informing new government recommendations to lower the age when colorectal cancer screenings should begin, a change particularly important for Black Americans, who are at higher risk of developing colorectal cancer early and have lower survival rates.

Thanks to routine screening, colorectal cancer deaths have been declining, but the lifetime risk of developing the disease is still more than 4 percent in the United States. The prevailing recommendation has been that screening should begin at age 50, yet around 12 percent of people diagnosed each year are younger, and their risk continues to rise at an alarming rate. The researchers evaluated various screening regimens, including beginning screening at a younger age. Taking the evidence into account, the U.S. Preventive Services Task Force, an independent panel of physicians convened by the Agency for Healthcare Quality and Research, issued a revised recommendation to begin routine screenings at age 45 instead of 50. Even before the task force posted the recommendation for public comment—the final requirement before it can be submitted to Congress—the American Cancer Society began advising those with an average-level risk of colorectal cancer to begin routine screenings at age 45.

**Supporting the Mental Health of Incarcerated Populations**

RAND research has helped Los Angeles County—with a population of more than 10 million—determine how to scale its community-based treatment programs to reduce incarceration, with one official calling the effort “transformative.” Los Angeles County’s Office of Diversion and Reentry (ODR) was created to better support the needs of the large and rapidly growing segment of the Los Angeles County jail population with a serious mental illness, with the goal of connecting them with community-based services in lieu of incarceration. This approach, known as diversion, can alleviate jail overcrowding, reduce rates of recidivism, and improve health outcomes for those who are diverted from the criminal justice system.

RAND researchers provided ODR with a clearer picture of how many individuals in the Los Angeles County jail mental health population were legally suitable and clinically eligible for such programs. They found that around 61 percent were appropriate candidates for diversion and an additional 7 percent were potential candidates. The county has since opted to close a facility once slated to become a “mental health jail,” and voters approved a November ballot initiative allocating resources to expand this “care first” model of criminal justice reform.

**Bridging the Early Learning Gap for Low-Income Children in the UK**

RAND Europe research prompted a significant government investment in a program to address disparities in early language learning, as well as the program’s rollout to thousands of children whose education has been disrupted by the COVID-19 pandemic.
Researchers conducted an empirical evaluation of the Nuffield Early Language Intervention (NELI), a small-group program designed to improve language acquisition among four- and five-year-olds. Interventions that target spoken language skills in children's early years have the potential to narrow the achievement gap between disadvantaged students and their more-affluent peers.

The study showed that NELI participants made the equivalent of three additional months of progress in language skills, on average, compared with children who did not participate in the program. Citing the findings, the UK Department for Education committed £9 million to expand the program to around 5,000 primary schools as part of a £1 billion COVID-19 response package. The program's rollout is prioritizing schools that serve high percentages of low-income students, bringing critical support to children whose learning has been most affected by the pandemic.

**Promoting Media Literacy**

RAND researchers envisioned, and then helped realize, an interdisciplinary commission to develop a shared definition of media literacy and a set of competencies by which to measure resilience to disinformation and changes in media habits. Formed in response to RAND's recommendations, the National Media Literacy Alliance has brought together a diverse group of educators, activists, and students to promote interdisciplinary strategies that are improving media literacy and preparing students to navigate the increasingly complex information ecosystem.

The RAND team drew on evidence indicating that media literacy is a skill that can be taught and that users, equipped with the right competencies, can change how they consume, create, and share information—and become more resilient to disinformation. Whereas previous studies defined and measured media literacy in different ways, making it difficult to study the effects of increased media literacy and assess its utility in countering Truth Decay, the RAND team saw an opportunity to strengthen communication and collaboration and bridge a divide between educators and policymakers. This project was made possible by philanthropic investments, which support innovative ideas for solving intractable or underappreciated policy problems. RAND is continuing to support the alliance's mission by developing media literacy standards that it could adopt.

**Guiding Health-Focused Policymaking Across Sectors**

With a population facing elevated rates of chronic health problems, compounded by an inefficient health care system...
and a pandemic that has exacerbated underlying inequities, Prince George’s County, Maryland, turned to RAND for support in implementing holistic policies that prioritize individual and community health.

Health in All Policies is a cross-sector policymaking approach addressing health care access and delivery, education, public safety, social services, residential overcrowding, mitigation of environmental toxins, access to healthy food, opportunities for physical activity, and more. RAND researchers helped the county identify ways to determine the health return on investment in relevant policies and outlined detailed recommendations to guide planning and implementation, break down funding silos, improve coordination, and increase transparency.

The county council unanimously approved a resolution to adopt Health in All Policies and has pursued the next step in the RAND study’s recommendations to align cross-sector spending in ways that promote health and health equity. The county is also working with partners to reform the health care system to better serve uninsured residents and Medicare recipients. Other recent changes have included resolutions to phase in healthy meals on children’s menus at restaurants and provide tax incentives to bring grocery stores to underserved communities. The study continues to inform integrated budget and policy thinking in Prince George’s County and holds potential lessons for other communities, particularly as the nation recovers from the COVID-19 pandemic.
STRENGTHENING NATIONAL SECURITY

RAND’s contributions in the national security domain, enabled through decades of rigorous and objective research and trusted partnership with senior decisionmakers, run deep. Our researchers are both helping shape military strategy at high levels and developing new ways to support military service members and their families in their daily lives.

Informing National Defense Priorities

Research from across RAND was foundational to the House and Senate Armed Services Committees’ efforts to develop several sections of the National Defense Authorization Act for Fiscal Year 2021. The influence of RAND’s analysis was wide-ranging:

- A RAND study to support the launch of national security space assets, such as high-value military satellites, determined that three space launch providers would provide the lowest-risk solution, yet the U.S. Air Force is required to use only two providers. This finding led to a requirement for the Air Force to enter into agreements with three space launch providers.

- Underscoring a RAND recommendation, the legislation directs the Air Force to increase the gender diversity of its force.

- Citing RAND research conducted over two decades, Congress called for an independent study and an update on the status and effectiveness of the Department of Defense’s response to recommendations in a RAND report on barriers to minority participation in special operations forces.

- On the basis of findings and recommendations from a RAND study on gender differences in personnel retention, the legislation directs the U.S. Coast Guard to report on efforts to increase the diversity of its force.

Assessing U.S. Strategic Sealift Readiness

RAND’s analysis was foundational to a decision by the Office of the Secretary of Defense to reallocate the U.S. Navy’s sealift capabilities to improve its readiness to move large amounts of mil-
itary cargo across vast distances when needed to support operations and combatant command requirements. The Navy maintains a fleet of 61 commercial-standard ships known as the strategic sealift fleet, which must be maintained to a certain level of readiness to respond when the need arises. Strategic sealift is overseen by two Navy organizations: Military Sealift Command and the Maritime Administration.

A 2019 RAND study highlighted multiple areas for improvement to strategic sealift readiness—from a need for investment in maintenance to a lack of clarity on the fleet’s dual management. RAND researchers recommended a test of the fleet’s readiness and put forward suggestions to align it with the capability requirements it needed to meet. When U.S. Transportation Command conducted the recommended test of the sealift fleet’s readiness, the conclusions aligned with the RAND study’s findings. The command reported that only around 40 percent of the fleet would be fully prepared for a major sealift operation in a crisis. To better meet the need for these assets, the Office of the Secretary of Defense opted to transfer Military Sealift Command ships to the Maritime Administration.

Supporting the Australian Navy’s Strategic Innovation

Innovation is a key component of Australia’s recently announced strategic realignment of its armed forces. The Royal Australian Navy drew on RAND’s expertise in developing a plan to leverage technological advances to ensure its readiness into the future.

RAND Australia developed the analytic underpinnings and assisted the Navy in crafting its Robotics, Autonomous Systems and Artificial Intelligence Strategy, a framework for effectively integrating these emerging capabilities into maritime mission sets. The strategy offers both a 20-year vision and immediate steps to establish a critical foundation of partnerships, acquisition and modernization plans, rapid technology development, workforce and training enhancements, legal and ethical parameters, and ongoing assessments of opportunities and challenges.

RAND continues to support the Navy in implementing the strategy, which includes establishing milestones and developing an actionable plan that supports the adoption of robotic, autonomous, and artificial intelligence systems across the joint force.

Realizing U.S. Light Attack Aircraft Capabilities

In February, U.S. Special Operations Command announced its intention to acquire 75 light attack planes, in line with RAND recommendations to establish dedicated special operations units of these aircraft. Although special operators have long cited a need for light attack aircraft to support
small teams in isolated locations, procurement has been repeatedly delayed by competing priorities. RAND took a fresh look at the issue, finding that light attack aircraft would be both strategically important and cost-effective. The Office of the Secretary of Defense, citing RAND’s analysis, recommended shifting funding to Special Operations Command to rapidly procure the aircraft. The National Defense Authorization Act for Fiscal Year 2020 echoed this decision, and the command is moving forward with acquiring the aircraft.

Connecting Military Spouses with the Support They Need

A portfolio of RAND research is helping connect military spouses with career and other support. Military life places extraordinary demands on families, and frequent relocations can make education and career advancement difficult for military spouses. The spouses of U.S. service members earn less, on average, than the spouses of civilians and are more likely to be unemployed or underemployed. The U.S. Department of Defense created the My Career Advancement Account (MyCAA) Scholarship to help military spouses pursue associate’s degrees and certificates and licenses. In 2018, RAND researchers found that the scholarships were successful in reaching military spouses and that their employment and earnings outcomes improved. Recipients’ service member spouses were also more likely to remain on active duty. At a House Appropriations Subcommittee on Homeland Security hearing in February, Representative Joe Cunningham cited RAND’s findings while advocating for an expansion of MyCAA to include U.S. Coast Guard spouses so that they “are able to benefit from this valuable program.” The change was subsequently included in the National Defense Authorization Act for Fiscal Year 2020, along with other program enhancements.

RAND is also helping the Army increase opportunities and support for spouses. In 2018, RAND researchers surveyed 8,500 Army spouses to learn what challenges they faced, the types of help they needed, their experiences in seeking support, and how well available resources aligned with their needs. More than half of Army spouses reported being stressed, overwhelmed, or tired, along with problems achieving work-life balance. Feedback from the survey has helped the Army better tailor its career, education, relocation, and mental health support resources, and RAND is currently conducting a follow-up survey to measure the progress of these efforts.
A LOOK AHEAD TO IMPACT ON THE HORIZON

Excellent research can often take years to achieve significant impact. Here are RAND projects and programs that we believe are poised for impact in 2021 and beyond.

Advancing Racial Equity in Policymaking

Throughout its history, RAND has conducted research with a focus on racial inequity and eliminating disparities in housing, education, health care, and the justice system and within and across other sectors. Its research has also informed efforts by the U.S. military and government agencies to build more diverse and inclusive workforces. But as calls for racial justice grew across the country and the COVID-19 pandemic had disproportionately negative impacts on communities of color, it became clear that RAND should contribute more to dismantling systemic inequity and structural racism.

In August, RAND launched the Center to Advance Racial Equity Policy to support a growing portfolio of innovative, high-impact racial equity research and analysis; create a clearinghouse to help coordinate related efforts; and collaborate with other mission-driven organizations. The new center is a critical part of RAND’s ongoing commitment to advancing diversity, equity, and inclusion and is a priority of its $400 million fundraising campaign, Tomorrow Demands Today. The center will usher in a new phase of RAND research and action that goes deeper into the policies that underlie systemic racism and what it will take to build future systems and policies that advance racial equity. Sign up to receive future newsletters on the center’s homepage on rand.org.

Exposing Disparities in the Cost of Health Care

The pandemic arrived at a time of heated policy debate on the cost of health care, surprise bills, prescription drug prices, and the future of protections for pre-existing conditions, including diabetes. The complexity and lack of transparency in medical billing practices have long obscured the cost burden on private insurance. In 2017, RAND researchers found that hospital rates billed to employer-sponsored insurance in Indiana were an average of 358 percent higher than the rate charged to Medicare. That study has since expanded to include nearly half of community hospi-
tals in the United States and has revealed similar cost differences. The research provides a clearer idea of what to expect under a new U.S. Department of Health and Human Services rule requiring hospitals to share information about their cash prices and negotiated rates.

A second RAND study exposed similarly dramatic disparities: Insulin prices are eight times higher in the United States than in 32 other high-income countries combined. RAND’s study presents the most comprehensive evidence to date on how these pricing disparities can add up over a lifetime. Differences in the cost of pharmaceutical drugs continue to be a focus of efforts to bring down health care costs for U.S. consumers.

**Shaping a Pandemic Risk Insurance Program**

The COVID-19 pandemic has been costly for businesses, yet existing business insurance policies typically exclude pandemic coverage. This gap has prompted federal action to mitigate economic risk in the event of a future disease outbreak. The Pandemic Risk Insurance Act, introduced in the U.S. House of Representatives in May, proposes incentives for insurance companies to offer coverage for pandemic-related interruptions and losses. The bill is modeled on the Terrorism Risk Insurance Act (TRIA), passed in response to the September 11, 2001, terrorist attacks. RAND researchers provided analysis and recommendations to shape TRIA legislation and its subsequent renewals. Policymakers have again reached out to RAND for support as they develop similar protections for businesses affected by future pandemics.
Countering the Deadly Fentanyl Epidemic

Policymakers took steps this year toward preventing a nationwide expansion of the synthetic opioid epidemic by drafting bipartisan legislation aimed at international trafficking in synthetic opioids. RAND researchers provided evidence and advised on the bill’s language, having conducted the most comprehensive research to date exploring the contours of this complex public health emergency and holistic policy approaches to address it. The findings reveal just how different the nation’s synthetic opioid crisis is from previous drug problems; RAND researchers have helped characterize the synthetic opioid crisis as more akin to a mass poisoning than a traditional drug epidemic. Perhaps most problematically, fentanyl is inexpensive and relatively easy to procure on the internet, primarily from poorly regulated vendors in China.

Additional RAND research recommending detection of emerging fentanyl hot spots in real time through wastewater monitoring was part of a $1.5 trillion infrastructure bill that the U.S. House of Representatives passed over the summer. Forthcoming research calls for additional innovative policy responses to mitigate fatal overdoses and to pilot new forms of treatment. Several of these projects were made possible by philanthropic investments to support innovative ideas for solving intractable or underappreciated policy problems.

Bringing Wargaming to the Classroom

In 2018, under high stakes and time constraints, U.S. National Defense Strategy developers needed to test a large set of candidate strategies. With its long history of wargame design, RAND was well positioned to create a novel tool that could compress years of geopolitical change and military activity into a few hours. Whereas a typical wargame focuses on a single battle or set of scenarios, RAND offered the strategy’s developers a broad view of trade-offs among force structure, posture, modernization, and readiness decisions in light of resource availability, adversary actions, and world events.

Later, RAND researchers saw the game’s potential to help introduce students at war colleges and other academic institutions to defense policy—an idea that led to the creation of RAND’s first wargame oriented to nonspecialists. The team adapted the game to fit into a box and be played without a RAND facilitator. The game’s name, Hedgemony, is a play on the word hegemony and the need to hedge against competing demands under uncertain conditions. Demand has far exceeded RAND’s original projections, and the game is already reaching the next generation of defense strategists.
Eliminating Gaps in Air Base Defense

The growing threat from ballistic and cruise missiles to U.S. Air Force bases in Europe has prompted a reassessment of how roles and responsibilities for air base defense are allocated between the Air Force and the U.S. Army. RAND researchers conducted a broad assessment of threats, defense options, and constraints, assessing the strengths and weaknesses of several potential courses of action. After being briefed on the findings, the Air Force Chief of Staff called for an internal review of air base defense roles and missions, and the topic was a key priority at a fall 2020 meeting of senior Air Force leaders. The service appears poised to demonstrate its commitment to air base defense.

Securing the 5G Future

The next generation of wireless communication standards—known as 5G—promises to transform industries and societies through expanded bandwidth and higher data-transfer speeds. But U.S. defense and security officials are concerned that the United States is falling behind as Chinese companies dominate key parts of the 5G supply chain, potentially posing a risk to U.S. national security assets and intellectual property. RAND researchers are conducting a sweeping study of the strategies that leading nations and major companies are pursuing to advance 5G networks and developing a road map that links U.S. policy levers and resources with near- and long-term policy goals. The findings and recommendations aim to support policymakers in developing an effective plan to reap the expected technological and economic benefits of 5G while mitigating security vulnerabilities.

Fostering the Organizational Development of the U.S. Space Force

In the year since the National Defense Authorization Act for Fiscal Year 2020 officially established the U.S. Space Force within the Department of the Air Force, RAND has been supporting the planning task force and U.S. Air Force and Space Force leadership on many aspects of the new service’s development. Next, RAND researchers could shape its organizational structure. Space Force leadership has tasked several “go-teams,” including one from RAND, with developing the headquarters, with an emphasis on interoperability, leanness, and agility. RAND researchers are also assessing options for the appropriate component mix of active, reserve, and guard forces. When it comes to Space Force personnel, the RAND team is exploring alternative hybrid career field structures that would be organic to the Space Force, have viable career paths, and support the development of senior Space Force leaders. These initiatives have all been of interest to Congress as it evaluates the service’s funding.
Preparing the United States for Great Power Competition

The 2018 National Defense Strategy cited long-term strategic competition with Russia and China as its principal priority. RAND conducted a comprehensive assessment of the state of competition between the United States and China in the Indo-Pacific, with a focus on key countries of interest. The study concluded that, overall, China has more economic influence and the United States has more diplomatic and military sway, but partners generally value economic development over security concerns. A second RAND team assessed asymmetric policy options—those that impose a higher cost on China than on the United States—to help the United States compete economically, militarily, and geopolitically with a rising China. The resulting menu of feasible and affordable approaches is resilient to shifts in U.S. strategy and a range of potential Chinese responses. RAND’s findings are already informing U.S. Air Force and Army leadership, and the military capabilities of both Russia and China are also figuring heavily into RAND’s support for the development of a new joint warfighting concept, strategies to counter homeland security threats, and other high-profile projects.

Assessing the Implications of Climate Change for UK Military Logistics

RAND Europe researchers have been supporting the UK Ministry of Defence as it develops a strategy to enhance the military’s operational capability in changing climatic conditions and adopt more-sustainable practices going forward. The strategy is part of a national effort to recover from the COVID-19 pandemic while achieving net-zero greenhouse gas emissions by 2050. RAND Europe’s analysis of the implications of climate change for defense logistics is informing a broad range of initiatives that will be announced in the coming months. For example, drawing on the research team’s recommendations, the ministry is developing plans to offset emissions through environmental restoration, exploring alternative fuels for military aircraft, and acquiring a new fleet of electric vehicles.

“Thank the entire RAND community for another inspiring year. Taking on the toughest problems, being transparent about our methods, and making RAND’s findings widely available are central to our public service mission and our drive to help individuals, communities, and nations be safer and more secure, healthier and more prosperous. In a year that was disruptive like no other, RAND pivoted and adapted in the face of uncertainty, yet remained steadfast in our commitment to quality, to objectivity, and to making an impact.”

MICHAEL D. RICH
PRESIDENT AND CEO
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