

**There  
When  
We're  
Needed  
Most.**





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*In 2011, a year of multiple natural disasters across the nation, the ASPCA worked closely with local animal welfare groups to care for animal survivors—reuniting them with their families, finding them loving new homes and saving their lives. Simply put, the ASPCA was there for animals when they needed us most.*

# Review of 2011

*A Letter from  
Our President  
& CEO*

## There When We're Needed Most

2011 was a monumental year for the ASPCA®. In recent years, we've invested money and resources in building competencies in various areas, from governmental relations to field investigation and response, in order to execute our vision of preventing cruelty to animals and ending the homelessness of dogs and cats. Our investments paid off in spades as we were able to help or save more animals in 2011 than ever before.

The ASPCA has done great work since its inception more than 145 years ago, but I've often wondered what we would be capable of doing if only we had more resources. In 2011, the ASPCA demonstrated what we could accomplish in the weeks following a devastating tornado in Joplin, Missouri, which left 160 people dead and more than one-third of that community destroyed.

Because the ASPCA is there when we're needed most, we were in Joplin just a few hours after the tornado struck. We led emergency sheltering efforts for animals displaced by the tornado. We reunited almost 500 pets with their families, and then we hosted a major adoption event where 5,700 people came from 24 states to adopt hundreds of cats and dogs. I've been in the animal welfare field for more than 30 years, and Joplin was the most amazing example of collaboration I've ever witnessed. Not a single dog or cat left homeless by the tornado was left behind. Not one!

You'll see a lot of adorable animals in this annual report. But the cuteness factor should not supersede the real meaning of these pictures and the ASPCA's work. We are involved in a life and death battle every day to save animals and to prevent animals from suffering. Everything we do is because we don't want pets like yours to die. We want to save them all, and we are working toward that goal by building a highly collaborative, accountable and competent organization that can and will save animals directly, teach others how to do it, and inspire others to realize they can do it.

The ASPCA aspires to change the perilous environment for animals from sentiments of hopes and wishes to life-saving reality. We've been doing that by partnering with communities across the country that serve as no-kill beacons because they are committed to working with us to end the killing of homeless dogs and cats. We built excitement around animal adoption in 2011 by creating events, such as the \$100K Challenge and Mega Match-a-thon competitions, that incentivized shelters and communities to work together to save lives.

We advocated on behalf of animals before federal, state and local governments and at the grassroots level. In 2011, we partnered with animal welfare organizations to rescue and shelter victims of puppy mills, but also focused on cutting off the cycle of puppy mill sales through our "No Pet Store Puppies" campaign.

We have been working to improve animal health services in a variety of ways. For example, in 2011, the ASPCA's Bergh Memorial Animal Hospital managed nearly 16,000 cases, and our Animal Poison Control Center answered more than 252,000 calls.

And since the ASPCA could not be everywhere, in 2011 we made approximately \$15 million in grants to 743 animal welfare organizations in all 50 states so that other organizations could save animals. Many people are still suffering due to the stagnant economy, so a large portion of our grants were designated to help these people care for their pets.

The ASPCA continues to be there for animals when they need us. We touch the lives of animals and their guardians in times of tragedy and triumph. On behalf of the entire staff and the Board of Directors, we thank you for your support, encouragement, and, most importantly, for using your voice for animals. We look forward to saving more lives in 2012.



*Edwin Sayres*

Edwin Sayres,  
President & CEO

# The ASPCA Is There When Animals, and Those Who Love Them, Need Us Most

The ASPCA® was founded in 1866 by Henry Bergh as the first humane society in North America. Bergh believed that animals are entitled to kind and respectful treatment at the hands of humans, and must be protected under the law. The ASPCA has always been a primary source of aid to animals in New York City, where we are headquartered. At the same time, a broad spectrum of programs and services extends our work across the country, and today we are widely recognized as a national organization that is there for animals when they need us most. We implement our programs and services through:

## Anti-Cruelty Work

The ASPCA Field Investigations and Response Team continued to be called upon by states, municipal governments and other animal welfare partners to lend expertise during large-scale animal rescue operations, such as animal fighting and puppy mill busts, as well as for emergency deployments in the wake of natural disasters. Our new Legal Advocacy department provides expert legal assistance to better assure convictions in animal cruelty cases nationwide, while our Humane Law Enforcement department investigates incidents of cruelty in New York City. In 2011, the ASPCA also launched two new efforts aimed at fighting specific types of animal abuse: the No Pet Store Puppies campaign and the Farm Animal Welfare campaign.

## Animal Health Services

The ASPCA's Animal Poison Control Center (APCC), the nation's leading animal poison-control facility, is open 24 hours a day, seven days a week, for pet-poison emergencies and to conduct expert toxicology research. Our Bergh Memorial Animal Hospital provides companion animals with state-of-the-art medical care—from ultrasound and digital radiology to surgeries performed by board-certified specialists. In 2011, the ASPCA's National Spay/Neuter Project helped establish high-quality, high-volume spay/neuter clinics in Arizona, Colorado, Missouri and New Mexico.

## Community Outreach

The ASPCA works in cooperation with a variety of community partners—including local and regional shelters, pet parents, governments and veterinarians—to advance our efforts to reunite companion animals with their families, increase adoption rates, fine-tune shelter and rescue best practices, and steadily improve veterinary medicine with the express purpose of saving more animals' lives. In 2011, we launched an Animal Relocation Initiative to better assure that displaced animals, many of whom were the victims of natural disasters, found new homes.

*"The ASPCA was proud to play a part in providing emergency care to the thousands of animals who were the victims of natural disasters, violent storms and flooding in 2011. Animals across the country depend on us. And thanks to the generosity of our supporters, the ASPCA was there for them."*

— Edwin Sayres  
ASPCA President & CEO



# Anti-Cruelty

## Ramping Up Our Fight Against Animal Cruelty

*The ASPCA works year in and year out to stop animal cruelty wherever it exists and to improve animals' lives. 2011 was no exception. We advanced our efforts to prevent cruelty to animals throughout the United States by accelerating the work of our Field Investigations and Response (FIR) Team and Humane Law Enforcement (HLE), inaugurating a new Legal Advocacy department, kicking off two new campaigns to fight animal abuse—and much more.*

### FIR Team Expands Anti-Cruelty Work

The ASPCA®'s nationally respected Field Investigations and Response (FIR) Team was created to assist with the rescue of animal victims of both natural and man-made disasters. In 2011, the FIR Team assisted 33,459 animals in need and rescued 6,124 animals.

The ASPCA® FIR Team expanded the range of its services in 2011 to include workshops and expert testimony. It also consulted on 115 cruelty cases involving puppy mills, hoarders, animal fighting and single acts of abuse and/or neglect. Significant cases included the seizures of more than 400 dogs from a "sanctuary" in Ohio and more than 300 cats, dogs and farm animals from a "sanctuary" in upstate New York, and back-to-back puppy mill raids in Kentucky and Arkansas.

The FIR Team also expanded its groundbreaking work against animal fighting by creating a Blood Sports Division focused on assisting law enforcement with dog fighting and cockfighting cases. Led by Terry Mills, a veteran of the Missouri Highway Patrol and an expert in the field, the Blood Sports Division provides expert consultation during animal fighting cases, as well as free training to law enforcement agencies nationwide on animal-abuse response.

In April 2011, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the U.S. Attorney's Office and Halifax County and Campbell County Animal Control requested the FIR Team's assistance with a dog fighting ring in Virginia. Terry Mills worked with undercover agents for several months, helping to guide the investigation. Ultimately, 41 dogs were seized in a joint operation involving the FIR Team, law enforcement (local, state and federal) and a local animal control agency. As a direct result of the FIR Team's expertise in evidence collection and veterinary forensics, four defendants were convicted on dog fighting charges.



*The FIR Team's response to the Joplin tornado was recognized by both the Federal Emergency Management Agency (FEMA) and the Department of Homeland Security. It set a new standard for disaster response for the nation's animal welfare community.*



# Anti-Cruelty

continued

*"The main goal of the ASPCA's work in Joplin was to reunite animals with their owners. Lost-and-found reports were collected, each animal was examined and documented, and personnel worked to bring pets and their families back together. Our team's dedicated efforts paid off. More than 500 animals were reunited with their pet parents—often accompanied by tears of joy."*

— Joel Lopez  
Senior Manager of Operations, FIR Team



## The Year of Natural Disasters

It's no overstatement to say that 2011 could be called "the year of natural disasters" for the ASPCA®'s Field Investigations and Response (FIR) Team. From April through August, the FIR Team responded to 15 natural disasters in Arkansas, Alabama, Tennessee, Missouri, Mississippi, North Dakota and New York.

As local animal welfare organizations struggled to respond to tornadoes, floods and storms, requests for assistance inundated the FIR Team. All available personnel were deployed to the affected states to assist with field rescues and emergency sheltering. Still, the demand for help outpaced the FIR Team's ability to respond.

Team leaders quickly realized that more resources were required, leading to a partnership with PetSmart Charities® and the creation of ASPCA/PetSmart distribution centers. PetSmart Charities agreed to provide supplies (such as food, beds and toys), and the ASPCA agreed to manage the distribution and shipping of those supplies to qualified animal welfare groups working in areas impacted by the natural disasters.

The first distribution center opened in May in Memphis, Tennessee. It enabled the ASPCA and PetSmart Charities to dispense supplies and support to animal welfare organizations across the mid-South. This working arrangement proved so successful that it was replicated later that month in Joplin, Missouri, during the FIR Team's comprehensive response to the massive tornado that devastated the town. A third distribution center was established in upstate New York in the aftermath of Hurricane Irene; it served the entire Northeast region of the U.S. By the end of 2011, the ASPCA/PetSmart distribution centers had assisted approximately 19,300 animals through 50 animal welfare organizations in 20 states.

The FIR Team's extraordinary work during the crisis in Joplin deserves special mention. The huge EF5 tornado, with its sustained winds estimated at more than 200 miles per hour, killed 160 people and injured nearly 1,000 more. Tim Rickey, ASPCA Senior Director of the FIR Team and a Joplin native, received a frantic call for assistance from the Joplin Humane Society minutes after the storm struck. Rickey was on the scene within hours, helping to set up an emergency shelter in an empty warehouse next to the Joplin Humane Society offices.

Working with the Joplin Humane Society, Joplin Animal Control and the municipal government, the ASPCA's FIR Team initiated a full-scale response to the disaster. Our efforts included managing more than 1,300 animals in the emergency shelter, taking part in field rescues and, as previously noted, establishing a distribution center to provide supplies to area residents and animal welfare organizations throughout the Midwest.

Over the course of the 44-day emergency effort, more than 90 organizations from across the country sent teams to assist the core 13-member FIR Team. In addition, close to 600 caring people—many of them volunteers—took part in the emergency response, with an average of 120 people on site each day.

After several weeks, once every effort at reuniting pets and guardians had been exhausted, the ASPCA and the Joplin Humane Society began planning an adoption event the likes of which had never before been seen. After a massive spay/neuter initiative, led by the ASPCA's National Spay/Neuter Project, the post-tornado emergency shelter our FIR Team helped establish was turned into a giant adoption center. The two-day adoption event—which drew overwhelming support from the city of Joplin, the Federal Emergency Management Agency (FEMA) and the U.S. Department of Agriculture—attracted more than 5,700 people from 24 states. Every available animal was adopted.

The FIR Team's response to the Joplin tornado was lauded by both FEMA and the Department of Homeland Security and set a new standard for disaster response for the nation's animal welfare community.



## ASPCA Advances Field Sheltering and Veterinary Field Medicine

Establishing temporary shelters in a field environment can test the capabilities of animal welfare organizations. Yet, as was the case in Joplin, sometimes the FIR Team must house hundreds of animals in temporary locations such as warehouses, veterinary clinics, empty stores and parking lots.

The FIR Team remains dedicated to providing the very same quality of medical and daily care at temporary facilities that an animal would receive in a permanent facility, even though there are fewer guidelines and defined best practices for field shelters.

The ASPCA is at the forefront of this emerging subfield. With the addition of Dr. Rhonda Windham, a veterinarian with an extensive background in animal cruelty cases, the Team is poised to lead the development of best practices and care standards for field shelters.



# Anti-Cruelty

continued



## FIR Team Grows Network of Partners

In 2011, the FIR Team's network of Response Partners expanded to include more than 170 organizations located across the country. Partners regularly provide our FIR Team with highly trained and skilled personnel to assist during cruelty cases and natural disasters and willingly fold animals from these operations into their adoption and foster programs. Response Partners include county and state response teams, transportation companies, spay/neuter organizations and national response agencies.

As a special thank-you to these dedicated friends of the ASPCA, the FIR Team established a Response Partner recognition program in late 2011. Eight organizations were commended for their extraordinary contributions to animal welfare: Denver Dumb Friends League, Humane Society of Broward County, Spay/Neuter of Kansas City, Columbia-Greene Humane Society, Charleston Animal Society, Washington Animal Rescue League, Wayside Waifs and St. Hubert's Giralda. Each was awarded \$10,000 in grant funding.

## Anti-Cruelty Behavior Team Advances Justice for Animals

During 2011, the ASPCA® Anti-Cruelty Behavior (ACB) team rescued, evaluated and rehabilitated thousands of animals. Our ACB team:

- Evaluated 1,192 animal victims of cruelty, including victims of dog fights, hoarding, puppy mills and natural disasters.
- Provided expert witness testimony in a highly publicized Colorado dog-fighting case.
- Joined forces with the ASPCA's Legal Advocacy department in a puppy mill investigation, during which a team member served as an undercover puppy "buyer."
- Consulted with 13 outside agencies on cruelty cases.
- Achieved significant behavioral improvements in puppies removed from puppy mills and rehabilitated for six weeks in a temporary shelter.



# Anti-Cruelty

continued

## New Legal Advocacy Department Makes Its Impact Felt Right Away

In March 2011, the ASPCA® created a Legal Advocacy department to provide expert legal assistance in animal cruelty cases. In just nine months, our new department took part in 20 animal cruelty investigations, plus prosecutions, involving large-scale puppy mills, hoarders and equine cruelty cases.

What's more, our Legal Advocacy counsel filed two *amicus curiae* ("friend of the court") briefs, one of them with the U.S. Supreme Court in the case of *National Meat Association v. Harris*. The National Meat Association brought the suit to challenge a California law prohibiting the slaughter of non-ambulatory animals (those who cannot stand or walk unassisted) on the grounds that the state law is preempted by the Federal Meat Inspection Act.

The Legal Advocacy department also filed an *amicus curiae* brief in *Tracy v. Solesky*, a Maryland case in which a landlord was held liable for injuries caused by a tenant's dog simply because the landlord had knowledge of the dog's breed—although not of the dog's behavior.



## ASPCA Humane Law Enforcement Investigates Thousands of Cases of Animal Cruelty

Overall, 2011 was an extremely busy year for the ASPCA®'s Humane Law Enforcement (HLE) department. During the year, our dedicated HLE Agents:

- Investigated 4,494 cases of animal cruelty.
- Made 56 animal cruelty arrests.
- Responded to nearly 40,000 calls, emails and letters from the public.
- Removed 546 at-risk animals from abusive owners.
- Conducted 204 carriage-horse inspections.
- Made nearly 150 visits to hoarders.
- Trained judges, pet shop owners and the New York Police Department.

## Two Humane Law Enforcement Cases Result in Landmark Convictions

Criminal cases brought by HLE resulted in 24 convictions in 2011. Two of those cases, involving the use of DNA evidence, were considered landmark victories for animals.

The first conviction involved a despicable 2008 incident in which a cat was doused with lighter fluid and set on fire. When our HLE Agents inspected a Brooklyn building where the cat spent time, they found a vacant room with charred tile flooring. In that same room, our Agents discovered what appeared to be a piece of skin. DNA testing, performed at the Veterinary Genetics Laboratory at the University of California-Davis Veterinary School, showed that the skin tissue matched that of the feline victim. Based on this evidence, the perpetrator of the horrific act was convicted of aggravated animal cruelty along with arson and burglary.

DNA evidence also helped identify an umbrella used to beat a cat in 2009. The cat sustained a punctured lung and died. A sample of saliva taken from the umbrella matched that of the cat, and expert testimony showed that bite marks on the umbrella were defensive in nature. The DNA evidence was used to convict a New York City man of aggravated cruelty, animal cruelty and criminal mischief.

## New Campaigns Target Animal Abuse

Cracking down on puppy mills—large-scale commercial dog-breeding operations where profits are given priority over the well-being of the animals—remained a focal point for the ASPCA® in 2011. We launched the No Pet Store Puppies campaign to educate consumers about the link between pet store puppies and puppy mills. No Pet Store Puppies asks consumers to pledge not to buy any goods whatsoever from stores or websites selling puppies.

Last year, the ASPCA worked cooperatively with other animal welfare organizations to pass historic legislation in Texas that, for the first time, requires commercial dog and cat breeders to be licensed by the state. And, our anti-puppy mill campaign collaborated with the ASPCA's Field Investigations and Response Team to shut down a puppy mill in Hot Springs, Arkansas, rescuing nearly 200 dogs from overcrowded, unsanitary conditions.

The year 2011 also saw the launch of our new Farm Animal Welfare campaign dedicated specifically to improving the lives of farm animals. Under the auspices of this campaign, the ASPCA spearheaded a coalition of organizations opposing dangerous “ag-gag” legislation—bills seeking to criminalize undercover investigations of farm-animal abuse—in states around the country.

*Cracking down on puppy mills remained a focus for the ASPCA in 2011. We launched the No Pet Store Puppies campaign to educate consumers about the direct connection between pet store puppies and puppy mills.*



# Animal Health

*In 2011, the ASPCA's renowned Bergh Memorial Animal Hospital responded to 4,909 emergencies, an increase of seven percent over the previous year, and, through the Trooper Fund, provided life-saving health care to 1,560 needy pets—an increase of 16 percent over 2010.*

## Bergh Memorial Animal Hospital Serves More Patients than Ever Before

The ASPCA®'s Bergh Memorial Animal Hospital, a premier American Animal Hospital Association (AAHA)-certified small-animal medical, surgical and emergency facility, has provided high-quality specialized and general medicine to New York City's animals since 1912.

The Animal Hospital is staffed by 21 veterinarians (including board-certified specialists in internal medicine and surgery) as well as 31 licensed veterinary technicians. Each works to uphold the ASPCA's commitment to provide the most compassionate and up-to-date care available to all who enter the hospital.

The facilities at Bergh Memorial Animal Hospital match the hospital's level of care. It houses a state-of-the-art intensive care unit that operates 24 hours a day, seven days a week. The hospital also offers cutting-edge digital radiology, which enables pet parents to view their pet's radiographs over the Internet; ultrasound, echocardiograms and endoscopy performed by board-certified specialists; soft tissue and orthopedic surgeries also performed by board-certified specialists; and walk-in emergency care.



During 2011, Bergh Memorial Animal Hospital addressed 4,909 emergencies, seven percent more than the previous year. Through the Trooper Fund, which was established to cover the medical expenses of special-needs clients, we provided life-saving health care to 1,560 needy pets, an increase of 16 percent over 2010. In addition, some 2,867 ASPCA Adoption Center animals received expert care at the animal hospital last year. Other notable developments in 2011 included the following:

- Our veterinarians played a key role in the first criminal prosecutions for animal cruelty in New York City where DNA analysis was accepted as evidence at trial.
- We created a new program in which volunteers play with, give affection to, exercise and train animals victimized by cruelty and neglect.
- We launched a new dog-running program. Team members who are runners take some of our dogs out for runs, giving them much-needed exercise as well as a change of scenery and time outdoors.

In 2011, forensic veterinarian Dr. Robert Reisman, ASPCA Medical Coordinator of Animal Cruelty Cases, co-authored a paper, published in the *Journal of the American Veterinary Association*, on the "Veterinary Role in Animal Cruelty." Dr. Reisman also authored a chapter entitled "The Recent Evolution of Animal Cruelty Law and Veterinary Forensic Medicine" for the textbook *Forensic Science Advances and Their Application in the Judiciary System*.



## Operation Pit Exceeds Its Goal

Two years ago, the ASPCA launched a health and wellness program for Pit Bulls and Pit Bull-mixes called Operation Pit. The program has proved to be a huge hit. During 2011, 632 Pit Bulls were spayed, neutered, vaccinated and microchipped at Bergh Memorial Animal Hospital—26 percent over the program's projection for the year. Anyone who owns a Pit Bull between three months and six years of age can take part in Operation Pit. The program is not limited by income or place of residence.

# Animal Health

continued



## The ASPCA's Animal Poison Control Center Handles Thousands of Cases Every Month

We live in a world filled with chemicals and poisons of all kinds. These substances are not only potentially dangerous to humans, but also to the animals we love. The ASPCA®'s Animal Poison Control Center (APCC), the nation's leading animal poison-control facility, responds to more than 13,000 pet emergencies each month.

Twenty-four hours a day, seven days a week, APCC's staff of 27 dedicated veterinarians, along with 45 veterinary technicians and assistants, provides diagnostic and treatment recommendations over the phone to pet parents and veterinary professionals around the country. Simply put, APCC is a crucial

resource for anyone seeking fast answers to potentially life-threatening situations facing a pet.

Over the years, APCC's skilled professionals have treated more than one million cases involving pesticides, drugs, plants, metals and many other potentially hazardous products and foods.

The expertise of the APCC staff is bolstered by the ASPCA's AnTox™ system, an advanced scientific database that identifies the toxic effects of certain substances in animals. This powerful combination of professional expertise and technology enables APCC to provide fast and accurate information about the potential effects of poisons—and how to best treat exposure to them.

In 2011, APCC received 240,095 calls and opened 165,957 cases involving 121,729 animals. The greatest number of calls concerned human prescription medications. (Pets, especially dogs, are

notorious for ingesting any dropped pills.) Insecticides were the subject of 11 percent of calls to APCC last year. (Insecticides include products used on lawns, indoors and directly on pets.) Chocolate remains the number-one toxic "people food" that pets ingest. APCC received more than 7,600 calls last year related to chocolate.

When not responding to animal emergencies, APCC personnel work closely with human poison control centers to provide them with accurate information about substances that can be dangerous to animals. APCC also provides consulting services to clients in pharmaceutical, chemical, home-product and animal-product companies on a wide range of subjects, including formulation issues, product liability and regulatory reporting.



*Spay/neuter surgeries not only serve to control animal overpopulation, but also are often medically beneficial for animals, placing them at lower risk for infection and disease.*

## The ASPCA's Spay/Neuter Program Expands

The ASPCA® has long believed that the best way to save animals' lives is to both limit the number of unwanted litters and increase the number of adoptions. These two goals remain the focus of our local and national spay/neuter programs, as well as our adoption initiatives.

While homeless animals remain a pressing national problem, the good news is that the number of animals ending up in shelters appears to be on the decline. Spay/neuter has played a critical role in this decline. What's more, these life-saving operations not only help control overpopulation, they can also be medically beneficial for the animals, helping to prevent a number of life-threatening illnesses, including uterine infections and cancer. Spaying and neutering also can improve overall behavior and inhibit an animal's impulse to run away, thereby keeping animals out of shelters and in homes.

The challenge is that spay/neuter surgeries can be prohibitively expensive for some pet parents. Many of the most serious overpopulation and animal health crises take place in neighborhoods with limited access to veterinary care, and among families having scarce financial resources. To assist such pet parents, the ASPCA offers free and low-cost spay/neuter surgery in New York City's five boroughs. We reach low-income neighborhoods with our fleet of Mobile Animal Surgical Hospital (MASH)-style spay/neuter clinics. In 2011, we also reintroduced Operation Pit at our stationary clinic in Glendale, New York, where we conducted spay/neuter surgeries on an average of 100 Pit Bulls and Pit mixes every month. In addition, the ASPCA sponsored the third annual Spay/Neuter Conference in New York, featuring speakers from across the country, panel discussions and labs. More than 110 people attended the conference.

At the national level, the ASPCA National Spay/Neuter Project, founded in 2010 to assist communities in establishing high-quality, high-volume spay/neuter clinics, expanded its outreach and is now working in Arizona, Colorado, Missouri and New Mexico. The ASPCA also helped to introduce MASH clinics in seven locations around the country—most notably in Joplin, Missouri, following the devastating tornado that struck the city in May 2011. All told, our National Spay/Neuter Project touched the lives of approximately 23,000 animals in 2011.



# Community Outreach

*Since 2007, the ASPCA has lent financial support, expertise and on the ground support to communities large and small throughout the country in an effort to save the lives of at-risk animals.*



## Scoring Big Gains for Animals with Our Community Partners

The ASPCA®'s vision has been, and remains, for the United States to become a humane nation in which all animals are treated with respect and kindness. We have pursued that vision throughout our history and, since 2007, have worked to facilitate it by lending long-term financial and personnel support to communities across the country to help save the lives of at-risk animals.

The ASPCA Partnership works with nine communities across the country where the animal welfare community needs our help to implement initiatives to boost the "live release rate" for companion animals. We collaborate with these partners to develop sustainable, data-driven plans and programs that help reunite lost animals with their families, increase adoption rates, establish targeted spay/neuter programs and come to the aid of feral cats through Trap-Neuter-Return (TNR) and community cat programs. We invest in these partnerships through grants, capacity-building, training, staff expertise and strategic planning.

We're pleased to report that in 2011, most ASPCA partner communities achieved significant increases in adoptions and decreases in the intake of homeless animals, as the following examples attest:

**Austin, Texas:** In Austin, the number of adoptions (1,740) rose by more than 19 percent over the previous year, and live releases jumped to 89.5 percent, up from 71.5 percent in 2010. Also, 3,783 fewer homeless animals were taken into our partners' facilities.

**Buncombe County, North Carolina:** The live release rate in Buncombe County increased 15 percent over 2010. All told, 1,375 more animals were adopted, transferred to other agencies, sterilized and returned to the field or reunited with their families.

**Charleston County, South Carolina:** All key indicators trended in the right direction for the ASPCA's partners in Charleston County, including a 10.5 percent increase in adoptions, an 18 percent increase in community spay/neuters, a 20 percent increase in live releases, a 28 percent decrease in euthanasia and a whopping 44 percent increase in the number of free-roaming cats who were altered and returned to their habitats. In addition, for the first time, the number of animals entering shelters decreased.

**Cleveland, Ohio:** Cleveland achieved a 60 percent community live release rate for 2011, up four percentage points from 2010. Feline live releases increased 20.5 percent due to both an increase in adoptions and a decrease in the number of strays taken in. In addition, a total of 732 dogs were reunited with their families, 99 more than in 2010.

**Miami-Dade County, Florida:** Our Miami partners relocated 1,031 animals to adoption agencies in 2011. They conducted a total of 20,540 spay/neuter surgeries—an increase of 5,155 surgeries over the prior year. They also raised their live release rate by 6.9 percent over 2010.

**Oklahoma City, Oklahoma:** Oklahoma City saw live release rates increase three percent in 2011. In addition, 1,311 more animals underwent spay/neuter surgery than in 2010, and 684 animals were relocated for adoption. Another high point for the year was our partner's completion of the Steven J. Bentley Quarantine Facility.

**Sacramento, California:** The state's economic downturn continues to impact the Sacramento area, and funding for animal services at the ASPCA's city and county partners remains at critically low levels. However, there is good news to report as well: A total of 1,194 animals were successfully transferred to placement partners in 2011—an increase of 31 percent over the prior year. Plus, since 2008, spay/neuter surgeries have nearly doubled in number to more than 20,000 annually.

**Shelby County, Alabama:** Our Shelby County partners realized successes in two notable areas in 2011. They increased adoptions by 260 animals—a 29 percent increase over 2010—and increased their live release rate by 7.9 percent, or 426 animals.

**Spokane, Washington:** In 2011, the ASPCA's Spokane partners focused on safety-net programs to keep animals out of community shelters, and their hard work paid off. Though 1,363 fewer animals entered the community shelter system, 120 more animals were transferred to placement partners. In addition, a total of 9,808 spay/neuter surgeries were performed on cats and dogs, an increase of 1,600 surgeries over 2010.

## Working with Industry Professionals to Extend Our Reach and Improve More Animals' Lives

Every day, the ASPCA® strives to improve animals' lives by working cooperatively with a wide range of professional audiences (shelters, animal welfare experts, veterinarians and more) to extend the reach and effectiveness of programs like these:

### ASPCA \$100K Challenge

We launched the ASPCA \$100K Challenge in 2010 as a way to inspire local shelters and their communities to find innovative ways to save more animals' lives, including through adoptions, reuniting lost pets with their families and transferring animals to other organizations. In 2011, 49 shelters completed the Challenge, saving the lives of 52,484 animals, an increase of 8,977 over the previous year. In addition, 70

percent of Challenge participants reported breaking one or more of their adoption records, and 82 percent tried innovative, new strategies to get animals adopted.

### Shelter Research and Development

The ASPCA's Shelter Research and Development department focuses on saving animals' lives through data-driven research. The department's research studies are conducted in animal shelters across the country, and concentrate on the information and next steps that will best help pets stay in their homes—or that will get animals out of shelters faster and increase the number of successful adoptions. In 2011, for example, the department began work on a cutting-edge project called "X Maps Spot." The project uses geographic information system (GIS) technology to identify shelter animals at highest risk, applies innovative intervention techniques to those particular animals, then monitors the effectiveness of the techniques. The department also worked with the Shelter Medicine Program at the University of California-Davis School of Veterinary Medicine in a joint effort to develop a Comprehensive Animal Risk Data System.

### Grieving Pet Parents

During 2011, we received approximately 3,200 calls to the ASPCA Pet Loss Hotline. Dr. Stephanie LaFarge, ASPCA Senior Director of Counseling Services, responded to many of the calls herself, answering questions about the grieving process, euthanasia, and how family members, including children, can best prepare themselves for the loss of a beloved pet. Dr. LaFarge also replied to numerous emails and



phone calls from people seeking advice about human-animal bonding issues. Some of the callers felt forced to choose between their pet and their human partner. Other callers were distressed by a neighbor's mistreatment of an animal and sought advice about how to avoid a hostile situation while still trying to improve the animal's quality of life.

### Veterinary Outreach

Supporting the work of the nation's veterinarians is fundamental to the advancement of the ASPCA's efforts to save animals' lives. In 2011, our Veterinary Outreach department provided education and training to more than 10,000 veterinary and shelter professionals, and provided shelter medicine and spay/neuter consultations for animal shelters across the country. The department also partnered with ASPCApro.org and the Association of Shelter Veterinarians (ASV) to produce a year-long series of webinars focused on the ASV's Guidelines for Standards of Care. Some 3,000 veterinarians and shelter professionals attended the webinars. Additionally, our Veterinary Outreach department sponsored and organized shelter medicine conferences at Cornell University, Colorado State University and the University of Wisconsin. Members of the department taught shelter-medicine veterinary courses as faculty at those universities' prestigious veterinary schools—a testament to the consummate professionals who staff our Veterinary Outreach department.

# Community Outreach

continued





## ASPCA Adoption Center Finds Homes for 3,360 Dogs and Cats

One of the most important aspects of the ASPCA®'s work is finding loving homes for companion animals. In 2011, our Adoption Center found homes for 3,360 cats and dogs. In addition, we successfully placed 29 dogs and cats with other shelters, rescue groups or sanctuaries that were best suited to the individual animals' needs.

Throughout the year, our Adoption Center took in 1,591 animals from Animal Care & Control of NYC, many of whom were at risk of euthanasia. And, as part of the

Trooper Program, the ASPCA Adoption Center sheltered and treated 59 critically injured animals. The majority of these pets had been hit by automobiles or had survived falls from high-rise apartments, suffering fractures and internal injuries.

Helping all animals—whether they're survivors of accidents or acts of cruelty, or animals left homeless for other reasons—requires the expert help of medical and behavioral professionals. In 2011, the ASPCA's team of medical professionals consulted with adopters regarding the special medical needs of more than 500 cats and dogs in an effort to make certain each animal received the treatment and care required for his or her well-being. In addition, our team of expert animal behavior counselors worked with behaviorally challenged animals to facilitate their rehabilitation. All told, our counselors performed some 5,644 behavior-modification treatments. Our counselors also consulted with adopters on 986 dog cases and 176 cat cases to ensure that the animals' behavioral needs would be thoroughly understood by their new pet parents.

## New Animal Relocation Initiative Launches

The ASPCA officially launched its Animal Relocation Initiative in May 2011. Over the ensuing five months, our relocation team facilitated the moving of 866 animals from "source shelters" in 13 states to 36 "destination shelters" in 16 states. Many of the animals involved in the moves had been displaced as a result of the natural disasters that ravaged parts of the country last summer. Other animals were relocated at the requests of overcrowded shelters whose staffs wanted to give them a better chance for adoption at less-crowded facilities.

In addition to these hands-on efforts, members of the ASPCA's new Animal Relocation team began developing model relocation transport programs in California, Louisiana, Massachusetts, New Mexico, New Jersey, Oklahoma and Tennessee. The team also awarded grants to 15 different organizations across the country to cover a variety of costs associated with relocations. Collectively, those relocations saved the lives of an estimated 8,000 animals.



*“With record drought and hay prices in the stratosphere, we are thrilled the ASPCA Equine Fund has been able to extend its support to so many more agencies in need.”*

– Jacque Schultz  
ASPCA Senior Director, Equine Fund



A large, vibrant photograph occupies the left two-thirds of the page. It depicts several horses in mid-stride, running across a lush green field. In the foreground, a light-colored horse with a dark mane and tail is prominent, looking directly at the camera. Behind it, other horses of various colors, including dark brown and reddish-brown, are visible. The background is filled with dense green foliage and trees, creating a sense of depth and natural beauty.

# Community Outreach

continued

## Equine Fund Provides Record-Setting Funding to Help Organizations Care for Horses

The ASPCA® has a longstanding commitment to organizations that rescue equines and to sanctuaries and anti-cruelty organizations that provide care to equine victims of abuse and neglect. We fuel their caring, and often life-saving, actions through the ASPCA Equine Fund, which provides grants to non-profit equine welfare organizations in the U.S.

During 2011, the ASPCA awarded a record-setting \$1.68 million, through 183 grants, to equine rescue groups in 38 states—an astounding \$600,000 increase over 2010. In these tough economic times, many equine organizations simply could not have done what they did to help horses without the critical grants our Equine Fund provided.

Twenty-seven percent of the Equine Fund's grants were made to 13 thoroughbred rescue organizations via the Million Dollar Rescuing Racers initiative. Now in its second year, the initiative is dedicated to saving retired racehorses from neglect, abuse and slaughter. Some 70 other equine organizations received 23 percent of our Equine Fund monies to provide their animals emergency feed. A portion of those funds were distributed through the "Hay Bale-Out" program, created expressly for horses impacted by the high cost, and low supply, of hay in drought-stricken Texas and Oklahoma.

An additional 14 percent of Equine Fund dollars were given to 35 equine-rescue groups and equine sanctuaries for safety improvements and facility expansion. Grants also were awarded to organizations for education on equine best practices; disaster-preparedness training; rehabilitation for horses rescued from cruelty and neglect; and as a means of creating a safety net for low-income horse owners.

Texas and California each received 26 grants, more than any other states. Not only are both among the top three states for equine ownership, but California also has more equine rescue groups than any other state, and Texas was hit especially hard last year by a record-setting heat wave and drought that required a large amount of hay to be brought in from elsewhere.

# Grants

## ASPCA Awards a Record-Breaking \$15 Million in Grants in 2011

Thanks to our generous supporters, the ASPCA® was able to give a record-breaking \$15.1 million in grants to animal welfare organizations across the country in 2011. All told, we made 1,270 grants to more than 740 different organizations in all 50 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands and Guam.

Grants were provided to animal shelters, humane law enforcement agencies, rescue groups, in-clinic and mobile spay/neuter providers and academic institutions, among other deserving recipients. Grant monies underwrote adoption events, anti-cruelty initiatives, emergency veterinary care, disaster response, spay/neuter programs, humane education and more. What follows is a small sampling of the grants the ASPCA made in 2011 that demonstrate the programmatic and national breadth of our funding work.

### Alabama

\$128,000 to the Greater Birmingham Humane Society toward an animal transport truck for relocations for adoptions and disaster response

### Alaska

\$5,000 to the Golden Heart Pet Assistance League for veterinary and spay/neuter services in areas of rural Alaska accessible only by plane

### Arizona

\$10,000 to the Humane Society of the White Mountains for mobile vaccination clinics needed by communities of the White Mountain Apache tribe

### Arkansas

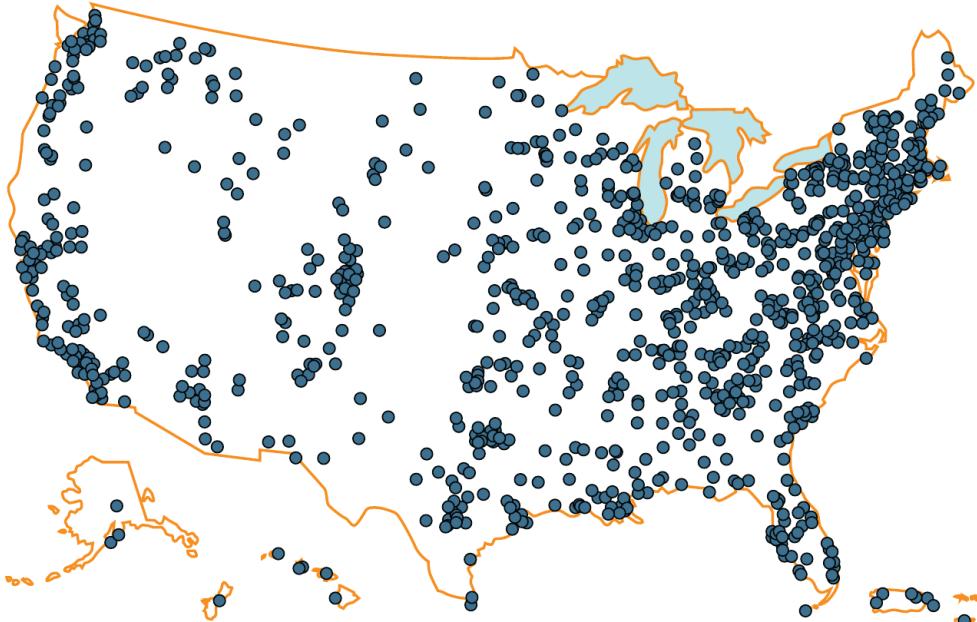
\$4,025 to Baxter County Animal Control for the care, transport and stabling of horses rescued from neglect

### California

\$100,000 to Pet Connections to relocate animals from areas with low adoption rates to those with high adoption demand

### Colorado

\$5,000 to the Colorado Veterinary Medical Foundation for emergency planning training for the southern Colorado animal agencies



### Connecticut

\$5,000 to Trumbull Animal Control for new holding areas and condos for cats

### Delaware

\$4,000 to Summerwinds Stables for fencing for rescued Arabian horses

### District of Columbia

\$3,800 to the Global Federation of Animal Sanctuaries to rescue birds who have been victims of breeders and hoarders

### Florida

\$300,000 to the Humane Society of Greater Miami and the Dade County Society for the Prevention of Cruelty to Animals toward a veterinary care assistance fund for at-risk animals

### Georgia

\$10,000 to the Rescue Ranch for equipment for a spay/neuter clinic servicing rural counties

### Hawaii

\$5,000 to the Hawaii Island Humane Society to help cover the costs of spaying and neutering pets from low-income families

### Idaho

\$1,000 to the Idaho Humane Society for a scholarship enabling staff to attend the Animal Welfare Administrators National Conference

### Illinois

\$10,000 to Chicago Animal Care and Control for free animal vaccination clinics in underserved neighborhoods

### Indiana

\$12,700 to Fort Wayne Animal Care and Control for an "ID-Me" tagging machine, plus collars and tags

### Iowa

\$7,075 to the Red Oak Heritage Foundation, toward the Montgomery County Animal Rescue's purchase of cat condos and dog kennels for animals rescued from Missouri River flooding in southwest Iowa

### Kansas

\$9,500 to the Emergency Equine Response Unit for an all-terrain vehicle used for technical, large-animal rescues and for mounted search and rescue

### Kentucky

\$50,000 to the Kentucky Equine Humane Center for its Rescuing Racers Project, a thoroughbred retraining program

### Louisiana

\$100,000 to the Louisiana Society for the Prevention of Cruelty to Animals for a relocations vehicle for adoptions and emergency response

### Maine

\$10,000 to Youth Alternatives Ingraham for online training for law enforcement officers and emergency responders about the link between animal abuse and violence toward humans

### Maryland

\$18,000 to Days End Horse Rescue for veterinary care, housing and food for 140 horses rescued from a cruelty and neglect case

### Massachusetts

\$5,000 to Merrimack River Feline Rescue Society to prepare 100 cats and kittens for adoption at the ASPCA Mega Match-a-thon pet adoption event

**Michigan**

\$10,000 to the Michigan Humane Society for a high-volume animal vaccination clinic

**Minnesota**

\$4,500 to the Pennington County Humane Society for microchipping and return-to-owner assistance

**Mississippi**

\$10,000 to the Vicksburg Warren Humane Society for the rescue, care and transport of animals following flooding in the state

**Missouri**

\$150,000 to the National Animal Control Association to implement the "ID-Me" tagging programs in 25 animal control agencies

**Montana**

\$50,000 to the Science and Conservation Center for fertility control for horses

**Nebraska**

\$1,350 to the Nebraska Humane Society to care for dogs rescued from Rowan County/Morehead, Kentucky

**Nevada**

\$10,000 to the Heaven Can Wait Sanctuary for Pit Bull spay/neuter services

**New Hampshire**

\$4,000 to the New Hampshire SPCA to fund a safety net program for veterinary services and a hay bank

**New Jersey**

\$5,000 to Tabby's Place Cat Sanctuary to cover emergency care and special needs for cats

**New Mexico**

\$12,000 to the Santa Fe Animal Shelter to fund emergency housing for animals rescued from state wildfires

**New York**

\$80,000 to Farm Sanctuary, Inc., for an animal transport vehicle

**North Carolina**

\$72,500 to the Humane Alliance for the spaying/neutering of feral cats and other at-risk cats and dogs

**North Dakota**

\$5,000 to 4 Luv of Dog Rescue for the spaying/neutering of rescued dogs

**Ohio**

\$5,480 to Shelter Outreach Services of Ohio for spay/neuter services for dogs rescued from a Clark County hoarding case

**Oklahoma**

\$5,000 to the Central Oklahoma Humane Society for website redesign

**Oregon**

\$180,500 to the Oregon Humane Society in support of its "Spay & Save" program, operated in conjunction with the Animal Shelter Alliance of Portland

**Pennsylvania**

\$5,000 to Delaware Valley Golden Retriever Rescue to fund Project Home Life, a rehabilitation and adoption-readiness program for dogs rescued from puppy mills

**Puerto Rico**

\$10,000 to the Centro de Control y Adopción de Animales San Juan to make animal vaccinations possible for low-income residents and communities

**Rhode Island**

\$7,500 to the Ocean State Animal Coalition for Pit Bull spay/neuter services

**South Carolina**

\$24,000 to Humane Net, Inc., for a special marketing campaign to promote animal adoption

**South Dakota**

\$4,000 to the Pierre-Fort Pierre Area Humane Society for a reduced-cost spay/neuter program

**Tennessee**

\$10,000 to the Greeneville-Greene County Humane Society for search, rescue and care activities for animals affected by a severe tornado

**Texas**

\$45,000 to the Texas Humane Legislation Network to advocate for puppy mill legislation

**Utah**

\$5,000 to South Ogden Animal Services to cover spay/neuter costs for low-income parents adopting shelter animals

**Vermont**

\$10,000 to the Vermont Humane Federation to support the Vermont Cruelty Response System Project in Rutland, Bennington and Windham Counties

**Virginia**

\$15,000 to Ring Dog Rescue to care for dogs rescued from puppy mills, dog fighting rings and other cruelty cases

**Washington**

\$5,000 to Progressive Animal Welfare Society Paws of Bainbridge Island and North Kitsap to fund veterinary care for pets of low- and fixed-income seniors

**West Virginia**

\$9,500 to PIGS, Inc., a sanctuary, for quarantine and sick-bay facilities for rescued farm animals

**Wisconsin**

\$10,000 to the Wisconsin Humane Society for disease-management costs associated with an outbreak of distemper

**Wyoming**

\$2,000 to Jackson Hole Regional Horse Rescue for emergency hay for rescued horses and mules

# Government Relations

## Fighting for Animals at Every Level of Government

In 2011, the ASPCA® rallied supporters to secure many significant victories in Congress and in state legislatures throughout the country.

### Federal Legislation

The opening of an office in Washington, D.C., and the creation of a federal relations team provided a visible, national presence for the ASPCA on Capitol Hill. In 2011, we laid the foundation for productive relationships with decision-makers in Congress, federal agencies and the current presidential administration. This concerted effort to heighten our presence in our nation's capital has already yielded some early, positive results.

### Dog Training Therapy for Veterans

The ASPCA advocated in support of the Veterans Dog Training Therapy Act (H.R. 198), introduced by Rep. Michael Grimm (R-NY). This innovative legislation would implement a pilot program that includes the adoption of shelter dogs as service animals for America's military veterans. The bill was included in a veterans' health care package passed by the House in October 2011.

### Standing Up for Wild Horses

Our Government Relations team worked on behalf of the Corolla Wild Horse Protection Act (H.R. 306), introduced by Rep. Walter Jones (R-NC). The legislation protects wild horse populations on North Carolina's Currituck National Wildlife Refuge. The House Natural Resources Committee voted in favor of the bill and sent it to the House floor for consideration. Members of our Government Relations team also met with Bureau of Land Management authorities to press for the humane treatment of wild horse populations in Western states.

*"The ASPCA's presence in D.C. has a tangible and positive effect on the work of the Congressional Animal Protection Caucus. The ASPCA's grants program, shelter outreach and direct care make it a particularly important partner as we work to protect animals through legislation."*

– Rep. Jim Moran (D-VA)  
Co-Chair of the Congressional Animal Protection Caucus





### Improving Access to Pet Medicines

In December 2011, the ASPCA's Vice President of Federal Affairs, Richard Patch, addressed the House Congressional Animal Protection Caucus, outlining our organization's strong support for the Fairness to Pet Owners Act (H.R. 1406). Introduced by Representatives Jim Matheson (D-UT) and Lee Terry (R-NE), the bill would require veterinarians to provide clients with copies of their pets' prescriptions in order to open the market and reduce the cost of pet medications.

### Official Recognition

Two members of Congress from New York, Representatives Jerrold Nadler and Carolyn Maloney, formally congratulated the ASPCA for its 145 years of service to animals in the Congressional Record, the official record of proceedings and debates in the U.S. Congress.



# Government Relations

continued

## State Legislation

The ASPCA worked to safeguard animals at the state level in 2011, advocating for bills to protect animals and opposing anti-animal legislation.

No state did more to advance animal-protection laws last year than **Texas**. Legislators there passed eight new animal-protection laws, including one that creates humane regulations governing puppy mills. With this new law, many commercial breeding facilities will have to open their

doors to inspectors for the first time. Texas legislators also enacted laws to: toughen penalties for cockfighting; create protective orders for pets; facilitate the seizure of animals in cruelty cases; and provide legal support for good Samaritans who come to the aid of animals. In addition, legislators proclaimed October "Adopt a Pet Month." The ASPCA is proud to have partnered with the Texas Humane Legislative Network to advance many of these animal welfare initiatives.

Legislators in **Connecticut** passed a new law, backed by the ASPCA, mandating the investigation of complaints about poor animal care and encouraging shelters to work with non-profit rescue organizations to save more animals' lives. The new law also requires that a description or photo of adoptable shelter animals be posted online, and offers civil immunity to veterinarians who discount their fees for treating shelter animals.

In 2011, **Florida** joined the more than 30 states having specific laws against the sexual abuse of animals, enacting legislation that defines and prohibits the practice. Additionally, the ASPCA held numerous grassroots meetings around the state to train animal advocates in citizen lobbying.

The ASPCA spearheaded efforts to enact a new **California** law that prohibits the sale of animals at roadsides and parking lots and increases penalties for animal neglect. Sales at such venues instigate overpopulation problems and inevitably involve animal suffering. In addition, the penalty for animal neglect is now on par with intentional acts of animal cruelty (up to one year in jail per act).

In **New York State**, the ASPCA helped pass legislation to strengthen the laws against animal fighting, making attendance at such events a criminal offense.

In our continuing battle to expose and end the horrors of dog racing, we joined forces with Grey2K USA to issue a major report on the Greyhound racing industry in Iowa; we also met with legislators in Des Moines and generated interest in a bill to decouple racing from other forms of gambling. In Florida, a full ban on Greyhound racing nearly passed the Legislature, setting the stage for the future.



The ASPCA conducted several successful campaigns to defeat anti-animal legislation in 2011. In **Florida**, **Iowa**, **Minnesota** and **New York**, we played a key role in preventing the passage of “ag-gag” laws that would criminalize the mere investigation of farm-animal abuse. Over the last two decades, undercover investigations of “factory farms,” which have often yielded explicit video footage of animal cruelty, have been key to enacting legal reforms to farm animals.

In **Illinois**, the ASPCA helped prevent the passage of legislation that would have allowed communities to institute laws targeting or banning specific breeds of dogs. There is no evidence that breed-specific laws reduce dog bites or increase public safety, while there is significant evidence that well-enforced, breed-neutral laws help accomplish both.

In **Maryland**, the ASPCA worked with a large coalition of organizations to defeat two agribusiness-supported bills that would have placed all control over livestock with a new state advisory board. The proposed Livestock and Poultry Care Advisory Board would have had the authority to define existing abuse on farms as “humane,” stymieing farm animal-welfare reform efforts and shielding systemic abusers from the possibility of prosecution.

Also in 2011, the ASPCA successfully pressed for the **New Jersey** governor’s conditional veto of language in a Legislature-approved bill that would have eliminated the state’s current mandatory seven-day hold on all animals entering shelters. If chaptered into law as written, the bill would have allowed any animal entering a shelter to be immediately euthanized for age, health or behavior reasons.

Finally, in **North Carolina**, the ASPCA successfully fought a proposal put forward by the state’s Agriculture Department that would have eliminated funding for the agency’s Animal Welfare Section, which enforces laws to protect pets, dogs in puppy mills, homeless animals and animals in shelters. After hearing from our staff and local members of the ASPCA Advocacy Brigade, the North Carolina House of Representatives not only restored funding for the Animal Welfare Section, but also added three *additional* inspector positions—a clear-cut victory for animals.



# Media & Communications

## Media Coverage of the ASPCA Soars in 2011

Throughout 2011, the ASPCA®'s Media & Communications team shared compelling stories with the media, helping to raise the visibility of our organization's life-saving work in every part of the country.

We increased national media exposure by nearly 50 percent from 2010 to 2011 and increased media exposure at all levels by 42 percent over the same period.

Multiple natural disasters caused death and destruction throughout the nation in 2011. The ASPCA was a trusted source of information for pet parents during and after the tragic events. In Joplin, Missouri, for example, where a massive tornado destroyed nearly 7,000 homes, our Media & Communications team worked closely with the ASPCA Field Investigations & Response Team and the Joplin Humane Society during a six-week-long operation.

The ASPCA's collective response culminated in a huge two-day adoption event—featured on NBC Nightly News—that led to the placement of 745 dogs and cats left homeless by the tornado. Many people learned about the adoption event through their local media and traveled long distances to adopt a companion animal or simply to show their support.

The ASPCA's work in Joplin was covered in 1,500 media stories. More than 300 of those ran in national media outlets.

The ASPCA \$100K Challenge—a national competition to inspire animal shelters, and those who support them, to increase pet adoptions, reunite more pets with their families and save more animals—also garnered significant national attention for our organization in 2011. With the introduction of a “qualifying heat”—an online voting period where contestants were required to rally their communities to vote them into the competition—we saw a surge in the amount of local and regional media coverage, which remained high throughout the contest.





National coverage of the \$100K Challenge in *Parade* magazine and on Parade.com significantly elevated the status of the contest and the ASPCA brand. By year's end, media coverage surrounding the \$100K Challenge generated 491 million "opportunities to see" (OTS) the ASPCA brand in 1,536 unique media placements.

Last but certainly not least, 2011 also marked the launch of the ASPCA's No Pet Store Puppies campaign, aimed at raising public awareness about the link between puppy mills and dogs sold in pet stores. Such national online media outlets as USA Today.com, Reuters.com, CNN.com and Time.com covered the campaign's launch, leading to widespread public support. Ultimately, 52,000 people signed our No Pet Store Puppies pledge in 2011. In addition, an integrated media strategy—that included earned media, paid online media and local billboard advertising—brought intense public pressure to bear on local pet stores attempting to sell puppies. The ASPCA achieved nothing less than a historic victory when a major Midwest puppy retail chain bowed to that public pressure, announcing that it would no longer sell puppies in its stores.



*The  
ASPCA's  
giant, two-day  
adoption event in  
Joplin, Missouri,  
was featured on NBC  
Nightly News, helping us  
place 745 homeless dogs and cats  
with loving new pet parents.*

# Corporate Partners

## Pet-Friendly Corporate Sponsors Help Maximize the ASPCA's Effectiveness

Throughout 2011, the ASPCA® enjoyed the ongoing financial support of a number of corporate partners who, despite a still-challenging economic environment, demonstrated their strong commitment to our organization. We are enormously grateful for their loyalty and generosity.

### Subaru

The ASPCA continued to expand our relationship with Subaru® during 2011. The company provided the ASPCA and six partner communities not only financial support, but also colorful, co-branded vehicles to meet the daily transportation needs of local animal welfare groups. Subaru dealers across the country also worked with their local animal shelters to raise awareness about pet homelessness and to find caring homes for thousands of animals through the company's "Love a Pet" adoption program.

What's more, for the fourth year in a row, the ASPCA was selected for Subaru's popular "Share the Love" holiday promotion, during which more than 100 Subaru dealers nationwide hosted events for animal shelters in their area. Subaru donated more than \$1.4 million to the ASPCA, and 60 percent of the funds were designated for shelter grants in all 50 states. The grants provided critical medical treatments to animals, including vaccinations and spay/neuter services. In 2011, Subaru also chose to become the official sponsor of Team ASPCA, whose members take part in endurance running and biking events to raise money and awareness for the ASPCA. Subaru even emblazoned an Outback with a custom wrap that featured the names of all those running with Team ASPCA in the Los Angeles Rock 'n' Roll Marathon.



*For the fourth year in a row, the ASPCA was selected as a charity participant of Subaru's popular "Share the Love" holiday promotion. During the promotion, more than 100 dealers nationwide hosted fundraising events for animal shelters near them. "Share the Love" generated more than \$1.4 million for the ASPCA.*

## Clorox and Fresh Step

On another front, long-time partner Clorox® and its Fresh Step® brand got involved in our efforts to save cats by financially supporting the ASPCA's idea of fee-waived adoptions for adult cats. In fact, Fresh Step not only made generous donations, but also leveraged its public relations and marketing relationships to host a national fee-waived cat adoption campaign in June. The campaign built a significant presence on Facebook®, helping to convince more than 150 shelters across the country to participate. The result? An impressive 87 percent increase in adult cat adoptions nationwide.

## Cause Marketing

Leveraging growing consumer interest in "shopping with a conscience," the ASPCA formed new partnerships in 2011 that allowed consumers to support our work through their shopping, both online and off. Here's a brief overview of those partnerships.

**A&P®** and its family of stores chose the ASPCA as its charity partner in launching their Preferred Pet Club loyalty program. Donations triggered by the purchases of pet products were backed up with extensive in-store and direct mail promotions that reached more than 11 million households.

**Pottery Barn Teen®** selected our organization as the sole charitable beneficiary of its new line of pillows. The decision proved to be a win-win. The company surpassed forecasted sales goals, which paved the way for the ASPCA's inclusion in Pottery Barn's 2012 Holiday giving collection. Meanwhile, Pottery Barn's sister company, **West Elm®**, chose the ASPCA for its Mug Project. The company's adorable dog-themed mug was quickly sold out.

Whether buying everyday household goods, booking travel or even applying for a mortgage, **We-Care.com™** offers consumers an easy, convenient way to shop online. As a direct result of its new partnership with the ASPCA, We-Care.com saw an increase in the number of participating merchants and an increase in sales. In turn, the ASPCA was the beneficiary of a significant and steady revenue stream from We-Care.com shoppers. Each purchase at We-Care.com generated a donation to our organization.

Finally, to raise awareness about how to keep pets safe in cold weather, the ASPCA joined forces with **Morton Salt®**'s Safe-T-Pet™ ice melt in a special Facebook campaign. In spite of an unusually warm winter in many parts of the country, friends of the ASPCA nationwide helped Morton exceed its donation goal during the promotional period.

## Licensing

The ASPCA® Collection Licensing Program continued to grow in 2011. Sales from products carrying the ASPCA brand resulted in our organization being named one of the world's top 125 licensors for the second year in a row. Consumers could find our pet-care products at more than 15,000 retail stores, including Walmart®, Lowe's®, Ross Stores® and CVS®. New items in the collection included beds, blankets, pillows, medical scrubs, collars and leashes—all of which carried the tagline, "Compassion. Comfort. Love.™"

As in previous years, it was ASPCA Pet Health Insurance—America's fastest-growing pet-insurance brand—that in 2011 continued to anchor our licensing program while reflecting the values we hold dear. Over time, the ASPCA has forged a trusted partnership with The Hartville Group, which underwrites ASPCA Pet Health Insurance. The Hartville Group remains dedicated in its commitment to provide America's pet parents with affordable pet insurance. Also in 2011, for the fourth consecutive year, The Hartville Group generously sponsored the ASPCA Humane Awards.

Last but certainly not least, 2011 marked the second year of our licensing relationship with Bank of America®, and what a year it was! The ASPCA made a record-breaking rise into the top 10 of Bank of America's licensed credit and debit card partners, proving once again how proud our supporters are to carry—and use—a card that gives back to the ASPCA and the animals we help each and every day.



# Foundation and Corporate Support

We deeply appreciate the growing group of institutional donors who make significant grants each year. Their generosity and commitment enable us to advance our programs and improve the lives of animals across the country.

## \$100,000 AND ABOVE

Anonymous  
Bank of America Foundation  
The Steven A. and Alexandra M. Cohen Foundation  
PetSmart Charities, Inc.  
Rachael's Rescue - Rachael Ray & John Cusimano  
Subaru of America Foundation  
We-Care.Com

## \$50,000 TO \$99,999

American Express Foundation  
Anonymous  
AT&T United Way / Matching Gift Program  
Eaglecom Inc.  
The Samuel Freeman Charitable Trust  
The Herman Lissner Foundation, Inc.  
Microsoft Corporation  
Network For Good  
C. Parker Family Charitable Trust  
Winifred L. Stevens Foundation, Inc.  
Wells Fargo Community Support Campaign  
ZBI Employee Allocated Gift Fund

## \$25,000 TO \$49,999

1stDibs.com  
Anonymous  
Leona Bothmer Foundation  
The Brown Foundation, Inc.  
Sidney E. Frank Foundation  
Emogene Gable Fund Of The California Community Foundation  
Carl Jacobs Foundation  
MorganStanley  
The National Horse Show Twenty-Seven Foundation

## \$10,000 TO \$24,999

Abbott Laboratories  
Allstate Giving Campaign  
The Ambriola Company, Inc  
Amherst Securities Group, LP  
Anncox Foundation  
The Annenberg Foundation  
Anonymous  
Arnhold Foundation, Inc.  
Bank Of America United Way Campaign  
Bank of New York Mellon Community Partnership  
The Emma Barnsley Foundation  
The Sandra Atlas Bass and Edythe and Sol G. Atlas Fund, Inc.  
Belle Price Charitable Fund  
Bloomberg Matching Gifts Program  
The Capital Group Companies  
Michele & Agnese Cestone Foundation  
Chevron Employee Giving Campaign  
The Crown Family

## \$5,000 TO \$9,999

Filomen M. D'Agostino Foundation  
Dell Direct Giving Campaign  
Discover Financial Services  
The Edouard Foundation, Inc.  
The Blanche T. Enders Charitable Trust  
The Charles Engelhard Foundation  
Roger S. Firestone Foundation  
FTI Consulting  
GE Foundation  
Bradley L. Goldberg Charitable Trust  
Goldman, Sachs & Co.  
Google  
Hewlett Packard  
The George F. and Helen M. Hirschmann Charitable Foundation  
Robert and Arnold Hoffman Foundation, Inc.  
Horne Family Charitable Foundation  
IBM Employee Services Center  
ING  
The Jana Foundation, Inc.  
Johnson & Johnson Employee Fund & Matching Gifts Fund  
JP Morgan Chase & Co.  
Jurrens Family Foundation  
The John S. and James L. Knight Foundation  
Live Oak Bank  
The Jeanette MacDonald Fund  
Bill Maher Trust  
The Gilbert J. Martin Foundation  
Maverick Capital Foundation  
The Alexander McCausland Charitable Trust  
Bill and Joy McGinnis Fund  
Merck Employee Giving Campaign  
Gary E. Milgard Family Foundation  
Mobile Giving Foundation  
New York Yankees Foundation  
The Edward and Dorothy Perkins Foundation  
The Margaret Thiele Petti Foundation  
Pfizer Foundation Matching Gifts Program  
Road ID  
Rosenfeld Family Charitable Foundation  
May and Samuel Rudin Family Foundation, Inc.  
Warren & Katherine Schlinger Foundation  
Shared Vision Charitable Foundation  
The Peter Jay Sharp Foundation  
The Clinton H. and Wilma T. Shattuck Charitable Trust  
The Shaw Group  
Sherman Foundation Trust  
The Stringer Foundation  
TLC Foundation  
Warmenoven Family Foundation  
The Winston Foundation, Inc.

The McGraw-Hill Companies  
Louis and Anne Abrons Foundation  
ACTIVE NETWORK  
The Adikes Family Foundation  
Aetna Foundation  
Ameriprise Financial Services  
Ameritrade Clearing  
Amgen Foundation  
The Ammon Foundation  
Anonymous  
The Art & Antique Dealers League Of America, Inc.  
The Atlantic Philanthropies Director/Employee Designated Gift Fund  
Ronald W. Burkle Foundation  
Cardinal Health Foundation  
Charles Schwab Corporation Foundation  
Samuel Chen Charitable Trust  
Cisco Systems, Inc.  
Clorox Company Foundation  
Commercial Microwave Technology, Inc.  
Compass Point Research and Trading Charitable Foundation  
Cranshaw Corporation  
Sophia Piel Dawson Charitable Trust  
Do Unto Others Trust, Inc.  
The Edelmann Family Foundation  
Encana Oil and Gas, Inc.  
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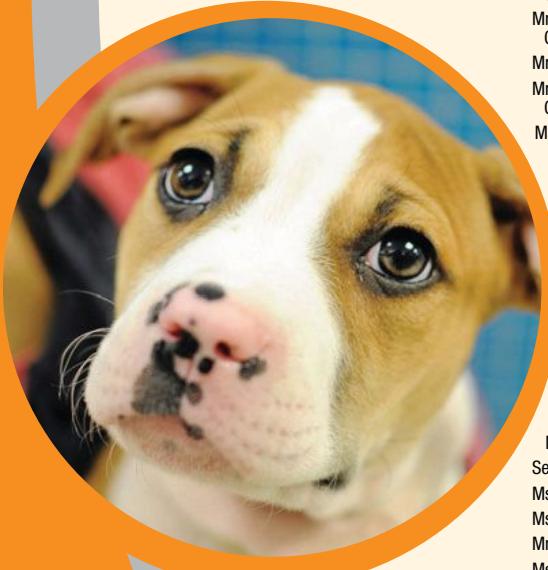
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Mr. Clarence Rudgeair	Mr. James Schmidt*	Ms. Cynthia Shiffer*	Ms. Jayne Specht	Ms. Barbara Sumner*	Mr. Charles Tobler	Ms. Susete Vilares
Ms. Margaret Rudel*	Ms. Mindy Schmidt	Mr. Lee Shiloh*	Ms. Gail Speed*	Ms. Charline Spektor	Mr. Jeffrey Todd*	Ms. Nancy and Mr. Philip Villanueva
Ms. Judith Rudlin	Ms. Lauren Schmitz	Mrs. Lisa and Mr. Michael Shinall	Ms. Mary Spence	Ms. Mary Stuckey	Ms. Judy and Mr. Thomas A. Tomao*	Chaudhary Vinay
G. Frederick Rush	Ms. Corinne Schnabel*	Mr. Robert Shingleton*	Mrs. Nora and Mr. Dick Spencer	Ms. Sandra Surgan*	Mr. and Mrs. Stirling Tomkins, Jr.*	Ms. Mary Vincent
Mrs. Susan and Mr. John Rush*	Dr. Nancy Schneider*	Ms. Evelyn Shockley*	Ms. Sally Spettique	Ms. Linda Sutcliffe*	Mr. Mark Tomlina	J. Vivaldo
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Ms. Gaile Russ	Ms. Wendy Schneider*	Ms. Elizabeth Shulze*	Ms. Elizabeth Shulze*	Ms. Jennifer Sutton	Ms. Evelyn Topping*	Ms. Kendra Von Esh
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Mrs. Xaviera and Mr. Jason Rutigliano	Ms. Brooke Vaughan Schroeder*	Mace Siegel	Ms. Amy Stack	Ms. Tara Sweeney*	Mr. Steven Towbin	Ms. Charlene von Saher
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		Mr. John Selleck*	Mr. Su Elyn Stern	Ms. Su Elyn Stern	Ms. Phyllis Dye Turner	
			Ms. Dorothy Smith	Allayn Stevens		

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Ms. Norma Beem	Ms. Joan Berkowitz	Mr. Richard Blake	Ms. Helen Bounds	Ms. Stephanie Bricker
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Ms. Paula Bennett	Ms. Todd Bialous	Mrs. Catherine and Mr. Carter Bogush	Ms. Janice Brakkee	Mr. Eugene Buckingham
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Mr. William Bennett	Mr. Lee Bice*	Ms. Bethelyn Bolling	Ms. Shelley Bramstedt*	Ms. Louise Buckmaster
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				Mr. Lee Buckwalter
				Mr. Jonathan Budd*
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				Ms. Barbara Budge
				Ms. Maria Bueno
				Mr. Dave Buetow
				Mr. John Buffington
				Ms. Margaret Cairo
				Ms. Susan Calace-Wilklow

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Mr. Felix Wang*	Ms. Kimberley Williams	Mr. John Zallas	Ms. Elisabeth Alexander	Ms. Michele Anderson	Ms. Theresa Ayala	Mr. Patrick Barksdale
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Mrs. Meriruth and Mr. Ryan Warnken	Ms. Jane Wilner	Ms. Sharon Zell	Ms. Irene Alfandari	Ms. Sara Anderson	Mr. Gary Babcock	Ms. Lisa Barnes
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Mr. Robert Waters*	Mr. Lynn Winkler	Ms. Barbra Locker and Ms. Penny Zuckerwise	Araceli Allala	Mr. Michael Andreola	Ms. Patricia Baron	Ms. Patricia Baron
Ms. Jamie Youngs*	Ms. Kathleen Wennesland	Ms. Janice Zuke*	Ms. Trisha Allcock	Ms. Katherine Andrews*	Mr. Peter Barr	Mr. Peter Barr
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Mr. Elliot Weisenberg*	Mr. Bruce Wittig	Mr. Murray Abrahams	Ms. Kelly Allen	Ms. Michele Annabele	Ms. Brenda Bailey	Mr. Clark Bartee
Ms. Lisette Weishaupt	Mr. Andrei Abramov	Mr. Gladys Alonso	Ms. Paula Allen*	Anonymous	Dr. Doralee Bailey	Mrs. Joan and Mr. Bruce Barth*
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Mr. Marvin Weissberg	Mr. Randal Womack	Mr. Melissa Harrub Alt	Ms. Sharon Almy	Mr. Brad Ansary	Mr. Renee Bailey	Ms. Carolyn Bartholomew
Ms. Sheila Weissinger	Mr. Brian Wong	Mr. Mrs. Daisy and Mr. Stewart Alter	Ms. Shauna Alonge	Mr. Vasilios Antoniadis	Ms. Margaret Bain	S. Bartholomew
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Ms. Mary J. Wertheimer	Mr. Brian Achenbach*	Mr. Brian Achenbach*	Ms. Jeannine Altmeyer	Mr. Leonard Baker	Mr. Leon Baker	Ms. Laurie Baskin
Ms. Tina Weseman	Mr. Joe Woods	Ms. Leslie Ackerman	Mr. Fredric Altschuler*	Ms. Julia Archer	Mari Baker	Ms. Patti Bass
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Ms. Anita Westsmith	Ms. Loretta Woodward	Ms. Doris Adams	Ms. Denise Ambrose	Ms. Barbara Armel	Mr. Ron Baker	Mr. Brian Basto
Ms. Suzanne Wetlaufer	Ms. Anna Wooldridge*	Ms. Jill Greenwald and Mr. Gregory Adams	Mr. Jon Ambrose	Mr. David Armer	Mr. Stephen Baker	Ms. Olga Bates
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Ms. Andrea White	Ms. Linda Woolford	Ms. Leslie Adams*	Ms. Karen Ames	Ms. Diane Armstrong	Mr. Robert Baksa*	Ms. Catherine Bator
Ms. Brooke White	Mrs. Joyce and Mr. Kenneth Worley	Mr. Jan Amore	Mr. Jan Amore	Ms. Elizabeth Armstrong	Dr. Marjorie Balazs	Ms. Todd Battaglia
Ms. Denise White	Mr. Mark Adams	Mr. Mark Adams	Mr. James Armstrong	Mr. James Armstrong	Ms. Laura Baldasare	Mr. Daniel Battazzo
Dr. Georgiana Donase White*	Ms. Karen Worrell	Ms. Mary Adams*	Mr. Paul Arnhold	Mr. Paul Arnhold	Ms. Bryan L. Baldwin and Mr. Eric Hull	Ms. Jacqueline Batten
Ms. Susan White	Mr. Steven Worringer*	Mr. and Mr. Scott Adams	Mr. John Arnold	Mr. John Arnold	Ms. Laureen Baldwin	Ms. Sandra Batten
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Ms. Audrey Wilcox	Dr. Deanna Felber Yates*	Ms. Sandra Agnello	Ms. Sandra Andersen*	Mr. Kristin and Mr. Boyd Ashdown	Kim Banh-Le	Ms. Nancy Baumer*
Mr. Henry Wild	Ms. Dotti Yee	Ms. Cecilia Aguilar	Ms. Elaine Anderson*	Mr. Alvin Ashley	Ms. Barbara Banik	Mr. Norbert Baumgartner
Ms. Donna Wiley*	Ms. Laura Yerrick	Mr. Rodolfo Aguilar	Mr. Eric Anderson*	Ms. Georgene Aster	Mr. James Barbato	Mr. John Bava
Ms. Georgette Wiley*	Mr. and Mrs. John Yoder	Mr. Craig Ahrens	Mr. Andrew Anderson	Ms. Lois Atkin	Ms. Irene Barber	Mr. James Baxley, III*
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			Ms. Carla Auslund	Ms. Jennifer Aumais	Ms. Sue Barbier	
				Ms. Anna Barclay	Ms. Ann Barclay	
				Sharon and Smitty Barco	Sharon and Smitty Barco	
				Mr. Geraldine Aulisa	Mr. Steve Bardack	
				Ms. Jennifer Aumais	Mr. Randall Barfield	
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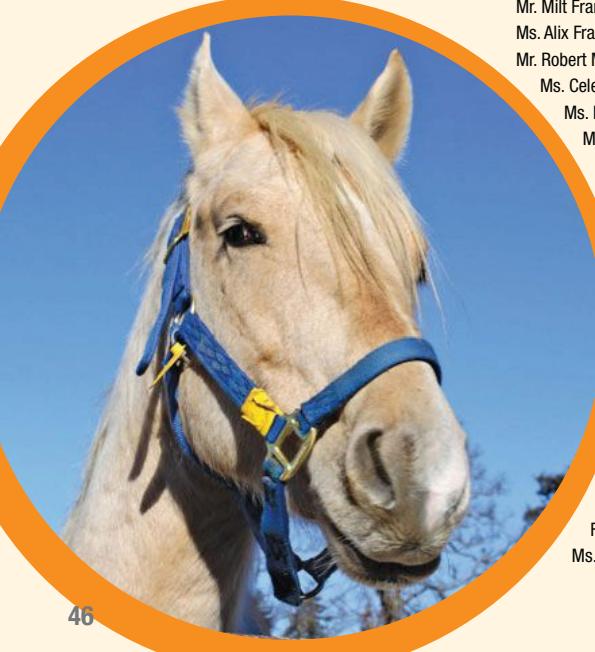
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Ms. Nora Kosztolanyi	Ms. Lorraine Lacey	Ms. Sarah Laverty	Mr. Joseph Lepley	Ms. Deborah Lippay	Ms. Laurie Luciani	Ms. Susan Mailman*
Mrs. Susan and Mr. Edward Kotite	Degna Lacivita	Ms. Carla Lavery	Ms. Caryn Lerman	Ms. Carol Lippincott*	Ms. Lindsey Lucibella and Mr. Robby Kravis	Perry Maiorana
Ms. Ola Kotys	Ms. Susan Laden	Mr. Timothy Law	Ms. Diane Lerner*	Ms. Rebecca Lipscomb	Mr. Josh Liptzin	Mr. Bill Major
Mr. Doug Kough	Mrs. Tracy and Mr. Gregory Ladeveze	Col. James Lawrence, Ret.	Ms. Jenna Lerner	Mr. John Ludlam	Ms. Claudia Ludovici*	Ash Majumdar
Ms. Mary-Jo Kovach	Robin Ladraach	Mr. Jay Lawrence	Ronnie Lesh	Mrs. Nancy Litt	Mr. William Luebke	

\* Indicates friends celebrating three or more consecutive years as Founders.

# Founder's Society (continued)

Ms. Joann Makdad	Ms. Mary-Anne Martin	Ms. Jo Ann McAlpine	Mrs. Sue and Mr. McGonegal*	Mr. David Melancon	Ms. Ellen Miller	J. P. Monnin
Ms. Cynthia Makishima	Ms. Paula Martin	Ms. A. Shirley McArthur	Ms. Sharlynn McGonigal	Ms. Sherry Melchiorre	Ms. Frances Miller*	Ms. Joyce Montague
Mr. and Mrs. Alex Malaspina*	Ms. Rebecca and Mr. Robert Martin	Ms. Mary McAvoy	Ms. Kathryn McGowan	Dr. Joanne Mele	Ms. Gerda Miller*	Mr. Lisandro Montalvo*
Ms. Rachel Malcolm	Mr. Robert Martin	Ms. Margaret McBride	Ms. Maureen McGowan	Mr. Jeff Meleski	Mr. Glenn Miller	Ms. Marilyn Monter
Ms. Jo Malik	Mr. Robert Martin*	Ms. Constance McBrien	Ms. Patricia McGowan	Ms. Karyn Meletis	Mr. Jim Miller	Dr. Carla Montgomery*
Ms. Martha Malins	Ms. Rosemon Martin	Mr. Jackson McBroom	Ms. Beverlee McGrath	Mr. John Mellott	Mr. Jim Ed Miller	Ms. Melissa Montgomery
Ms. Deborah Maliver	Mr. Josh Martinelli*	Mr. John McCall	Ms. Ellen McGrath	Mr. Gary Melton	Ms. Joyce Miller	Ms. Michelle Montgomery
Mr. Daniel Mallmann	Mrs. Nancy and Mr. Joseph Martinez*	Dr. E.C. McCall, III	Ms. Patrick McGrath	Ms. Patricia Melvin	Mr. Kenneth Miller	Mr. Norman Montgomery
Mr. Bill Mallon	Ms. Donna McCommon*	Mrs. Melinda and Mr. John McCann*	Mr. Christopher McGratty	Ms. Phyllis Memmer	Mrs. Phyllis and Mr. Lawrence Miller	Sascha Montross
Ms. Diane Mallory	Ms. Maria Martinez	Ms. Leah McGriff	Mr. Philip McGraw	Mrs. Jolene and Mr. Shaun Mendel	Leslie Miller	Ms. Deborah Moody*
Dr. Sheelagh Malloy	Ms. Melody Martinez	Ms. Sarah McGuinn	Mrs. Jane and Mr. Richard McGregor	Ms. Mari Mendez	Ms. Lisa Miller*	Mr. Donald Moon*
The Mallroy Family	Ms. Veronica Martinez	Ms. Patricia McCarron	Ms. Patricia McHale	Mr. Allen Menkin	Mrs. Stacey and Mr. Matt Miller*	Ms. Alice Mooney
Ms. Karen Malmen	Ms. Jeannie Martz	Mr. Brian J. McCarthy	Ms. Lyn McHugh and Mr. James Davidson	Ms. Bethany Mentz	Ms. Melissa Miller*	Ms. Ann Moore*
Mr. Laurence Mancuso	Ms. Nancy Martz	Mrs. Sheila McCarthy	Mr. Larry McIntire*	Mr. Jeff Meredith	Ms. Patti Miller	Ms. Charlotte Moore
Ms. Janet Manczak	Mr. and Mrs. Daniel Maschoff	Ms. Susan McCarthy*	Dr. Barbara McIntosh*	Ms. Carolyn Merkel	Mr. and Mrs. Phillip Miller	Mr. Chris Moore*
Mr. Robert Mandeltort, CPA	Ms. Mary Ann Mascia	Mr. Thomas McCarthy*	Ms. Lori McIntosh	Ms. Peggy Merkel*	Mr. Robert Miller	Ms. Christina Moore
Mr. Thomas Mandia*	Mr. Brian Masefield	Worthy McCartney	Ms. Melanie McIntyre	Mr. and Mrs. Robert Merkle	Mr. Stephen Miller	Ms. Elizabeth Moore
Ms. Joanne Mandry and Mr. Donald Ramesdorfer*	Ms. Belle Mason*	Mr. Kevin McCarty	Ms. Laura McKay	Ms. Deidre Merrill	Mr. Thomas Miller	Mrs. Kathleen and Mr. James B. Moore
Mr. Ludovico Manfredi	Ms. Cynthia Kay Mason	Leslie McCarty	Ms. Joan McKeating	Mr. Jeffrey Merrill	Ms. Victoria Miller	Ms. Laura Moore*
Mr. Seraphin Manfredonia	Ms. Toni Mason	Ms. Teresa McCaslin*	Ms. Marlene McKee	Mr. Thomas Merrill*	Ms. Victoria Coviello and Mr. Wiley Miller	Mr. John Moore*
Mr. Dennis Manfroni	Mr. Edward Masoro	Mr. Peter McCauley*	Ms. Janet McKenzie	Mr. John Merritt	Mr. Scott Millikan*	Ms. Joycelyn Moore
Ms. Marta Manildi*	Selwa Masri	Ms. Rose McCauley*	Ms. Carolyn and Mr. Donald Metzger	Ms. Marilyn Mersereau	Ms. Eileen Mills	Ms. Karen Moore
Ms. Mary Taylor-Manley and Mr. Patrick Manley*	Ms. Lakeisha Massey	Mr. Timothy McCauley	Ms. Janis McKinzie	Ms. Kathleen Messina	Eve Mills	Ms. Marjorie Moore
Mrss. Linda and Mr. Robert Mannheim	Mr. Michael Masterkoff	Mr. Phillip McCaula	Mr. Joseph McKeon	Ms. Karyn Metten*	Dr. and Mrs. Thomas P. Mills	Mr. Michael Moore
Mrs. Judy and Mr. Clarence Manning*	Mr. Bruce Masters	Mrs. Carolyn and Mr. Douglas McClaine	Ms. Lenora McKeon	Ms. Carolyn and Mr. Donald Metzger	Myron Millwood*	Ms. Monique Moore
Dr. Dean Manning*	Ms. Melissa Masters	Mr. Kevin McClanahan	Ms. Catherine McKezitt	Ms. Janice Metzger	Ms. Phyllis Milne*	Mr. Peter Moore
Ms. Sylvia Manning	Ms. Melodie Mastro	Mr. Charles McClenahan	Ms. Marian McKinney	Ms. Linda Metzler	Ms. Jill Mincin	Ms. Phyllis Moore
Ms. Rebecca Manor	Mr. Philip Mastroeni	Ms. Bethany McCloy	Mr. Richard McKnight and Mr. William Schuyler	Mr. Phillip Mueller	Ms. Holly Moose	Ms. Alexandra Moosally
Ms. Beverly Manzella	Ms. Kimberley Mathers	Mrs. Patti and Mr. Chris McCluskey	Ms. Karen McLane	Mr. Alwin Meyer	Mr. Matt Mootz	Mr. Matt Mootz
Ms. Connie Manzer	Ms. Lena Mathew	Ms. Joyce McCollum	Ms. Elizabeth McLaren	Mr. and Mrs. Barry Meyer*	Ms. Cynthia Morales	Mr. Roman Minaylo
Ms. Lisa Manzione	Mrs. Suzanne and Mr. David Mathewson	Mr. Robert McCollum	Ms. Wendy McLaughlin	Mr. and Mrs. Charlie Meyer	Ms. Elizabeth Miracky	Mr. Jeff Moran
Ms. Patricia Manzollo	Mr. Craig Mathiesen	Dr. Anne McComb	Ms. Catherine McLean	Ms. Christina Meyer*	Mr. Peter Misivich*	Ms. Kyle Moran*
Ms. Carol Manzon*	Mr. Thomas Mathiesen	Ms. Bridget McCombe	Ms. Norah McLean Clark*	Mr. Edward Meyer	Mr. Duncan Mitchell*	Mr. Thomas Moran*
Ms. Carol Mapes	Ms. Alexandra Mathysen-Gerst	Ms. Mary McCorison	Ms. Susan McLeish	Ms. Lynette Meyer	Ms. Nina Mitchell*	Dr. Floyd Moreland*
Mr. Dan Maple	Ms. Victoria Matos*	Ms. Joan McCormack	Mr. Jack McManus*	Ms. Barbara Meyers	Ms. Rebecca Mitchell*	Mr. Albert Morelli
Ms. Catherine Marchiano	Ms. Patricia Matsen*	Mr. Eric McCormick*	Ms. Doris McMillan	Kelly Meyers	Ms. Luminita Mititelu	Ms. Linda Morey
Mr. John Marcinek	Mr. John Mattera	Glenn McCormick	Ms. Leslie McMillan	Ms. Susan Micari	Mrs. Sarah and Mr. Jonathan Mizrack	Mr. Christopher Morgan
Toni Marcus	Mr. John W. Mattera	Mr. Michael McCoy	Ms. Kimberly McMillion*	Ms. Suzanna Michael*	Col. and Mrs. Harmon Morgan	Col. and Mrs. Harmon Morgan
Ms. Melissa Marcus	Mr. Bryan Mattern	Ms. Susan McCoy*	Kyle McMurphy	Ms. Julie Michaels Allen	Mr. Arline and Mr. Michael Mizutani*	Mr. Herbert Morgan
Ms. Theresa Marcus	Ms. Karen Matthews	G. Lindsay McCrea	Dr. Kimberly McNeal	Ms. Diane Michell*	Ms. Pamela Mobberley	Ms. Norma Morgan
Ms. Marylyn Mardirossian	Ms. Tara Matthews	Mr. Thomas McCrea	Mr. John McNeely	Ms. Carol Michetti	Mr. Conrad Mock*	Ms. Pauline Morgan*
Mr. Michael Marek	Ms. Helen Mattin	Ms. Bette McCue*	Dr. Roger McNees	Mrs. Katherine and Mr. Christopher Michetti*	Mr. Michael Modiz	Ms. Ronda Morgan
Ms. Jan Marie Marengo	Mr. Richard Mattingly, Jr.	Mrs. Sharon Brawner and Mr. William McCullen*	Ms. Jane McNeil	Ms. Melissa Michna	Ms. Anna Moeller	Mr. Thomas Morgan
Ms. Mary Margaitis	Dr. Harry Maua	Ms. Virginia McCulloh and Ms. Nancy Kohlreiter*	Mr. Kurt McNeil	Ms. Susan Pagnac and Mr. Marshall Midden	Dr. William Moffat	Ms. Gail Morin*
Mr. and Mrs. Robert Marin*	Mr. Joe Maurais	Kelly McCutchin	Mr. Gary McNeill	Ms. Lorraine Middleton	Mrs. Michelle and Mr. Danny Mogg	Mrs. Sandra Hahn and Mr. Thomas Morra
Mr. Peter Marino	Ms. Mary Maurer	Mr. David McDaniel	Mr. Michael McPherson	Mr. Peter Mignano	Mrs. Fereshteh and Mr. Kaveh Moghboli	Ms. Deborah Morris
Ms. Wendy Markee*	Mr. William Maurer	Mr. James McDaniel	Ms. Ann McRae	Ms. Marie Mihail*	Mr. David Mohan	Ms. Elise Morris*
Mr. Garrett Markenson	Mrs. Kelly Shen and Mr. Richard Mauro*	Ms. Ann McDonagh	Mr. Daniel McVeigh	Ms. Leanne Mihata	Ms. Deborah Mikhtarian	Mr. Eric Morris
Mr. and Mrs. Markiewicz*	Mr. Richard McDonough*	Mr. Richard McDonough*	Dr. Shannon McWeeney	Ms. Anna Maria Milani*	Ms. Anna Maria Milani	Ms. Julie Morris
Dr. Bernard Markowitz	Ms. Nicole Mawby	The McDorman Family	Mr. Thomas McDowell	Ms. Barbara McNulty	Ms. Narandja Milanovich	Ms. Carol Morrison
Mr. Peter Markus	Ms. Suzan Maxey*	Ms. Janet McDowell	Mr. David McElhone	Ms. Gillian McPhee	Mr. Michael Milea	Ms. Dottie Morrison
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Ms. Michelle Marone	Ms. Susan Mayernick	Mr. Thomas McDowell	Ms. Dana McEvoy*	Ms. Margaret Miles*	Ms. Jeanette and Ms. Jeanette Molino	Ms. Michele Morrison
Mr. James Marpe*	Mr. Joseph Mayernik	Mr. David McElhone	Ms. Mary McEwan	Mr. Paul Miles	Mr. Michael Mollica	Ms. Dawn Morville
Ms. Suzanne Marquard*	Mr. William Mayfield	Mr. Dennis McElrath	Ms. Doreen McFadden	Ms. Kathie Miley	Mr. Brian Molloy	Ms. Elizabeth Moseley
Ms. Jennifer Marrone	Mrs. Shirley and Mr. Robert Mayhew*	Ms. Dana McEvoy*	Mr. Sharon McFarland	Ms. Virginia Milhous	Ms. Anna Moloney*	Ms. Lynn Moser
Ms. Ellen Marrone Sweeney*	Mr. Stephen Mayhugh	Ms. Mary McEwan	Ms. Anna McFarlin	Mr. Jeffrey Milici	Ms. Kathleen Moloney	Ms. Janet Moses
Ms. Inti Marshall	Mr. John Maynard	Ms. Doreen McFadden	Mr. Miriam and Mr. Charles McGee, III	Ms. Jeanne Milkey	Ms. Gina Monaco	Ms. Eleanor Mosholder
Ms. Jean Marshall*	Ms. Kelly Maynard	Ms. Darlene McFarland	Mr. Kenneth McGee	Ms. Dorothy Meehan	Mr. and Mrs. Craig Monahan	Ms. Pat and Mr. Robert Mosley
Ms. Laura Marshall	Ms. Suzanne Mayo	Ms. Anna McFarlin	Mr. Ron Mays*	Mr. Thomas Meehan	Ms. Carol and Mr. Richard Millard	Mrs. Janis and Mr. William Mosley
Ms. Linda Marshall	Ms. Elizabeth Mayor*	Mr. Alexander McAfee	Mr. Roger Mays*	Ms. Lennis Meek*	Ms. Neilla Monahan	Ms. Julie Mott*
Ms. Ava Martin	Mr. Roger Mays*	Ms. Leann McAlister	Mr. Daniel McGinn	Ms. Jennifer Meeks	Mr. and Mrs. Thomas P. Monahan	Ms. Nancy Mould*
Ms. Debra Martin	Mr. Ron Mays	Ms. Janet McCallister	Ms. Mary McGinnis*	Ms. Cheryl Meide	Mr. Terry Monday*	Ms. Jeanne Moulds
Ms. Frances Martin*	Mr. Alexander McAfee	Ms. Becky McGinsie	Mr. Thomas Meier*	Mr. Thomas Meier	Ms. Cheryl Mondheim*	Ms. Nancy Moulton
Ms. Kathleen Martin	Ms. Lois Martin*	Ms. Janet McCallister	Mr. Frank Meiswinkel	Mr. David Miller	Mr. Donald Mong, II	Ms. Cynthia Moutray
Ms. Lois Martin*	Ms. Angela McAllister	Ms. Janet McCallister	Ms. Asefa Mekonnen	Mr. David Miller	Dr. Wendy Monkcom	Ms. Anne Mowatt
					Ms. Mary Monk-Tutor	Ms. Joanne Moy



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Mr. Richard J. Moylan*	Mr. Vernon Nelson	Mr. Clayton Nirtz	Mr. Timothy Olson	Mrs. Melissa and Mr. David Pearson
Ms. Barbara Green and Mr. William Moyle*	Ms. Leslie Nemazi	Mr. Victor Nino	Ms. Kathy O'Malley	Ms. Joyce Pearson
Mr. Bruce Moynagh	Ms. Charlene Nemec	Ms. Laurie Nitz	Dr. Miriam O'Malley	Ms. Marji Lee Pearson
Ms. Donna Moynihan*	Ms. Shari Kish	Ms. Linda Nizolek	Ms. Pamela Omidi	Ms. Pamela Pearson
Mr. John Moynihan	Neal and Mr. Justin Nest	Ms. Mary Noe*	Ms. Lynne Onak	Ms. Elizabeth Pease
Ms. Barbara and Mr. Ralph Mroz	Ms. Mary Nettes	Ms. Catherine Nolan	Mert Onaler	Ms. Margaret Pecile
Mrs. Sherry and Mr. Tom Muchmore	Ms. Jessica Neubauer	Mr. Daniel Nolan	Ms. Carole O'Neil	Ms. Janet Peckarsky
Ms. Kellie Muckleroy	Ms. Birgit Neuhuber	Ms. Janet Nolan*	Ms. Patricia O'Neil*	Ms. Dianna Pedersen
Ms. Diane Mueller	Ms. Alison and Mr. Steve Neumann*	Ms. Rita Nolan	Mr. James O'Neill	Mr. John Pedrotti
Ms. Joan Mueller*	Ms. Georgia Neureuther	Dr. Jeannette Norden	Shawn O'Neill	Dr. Roxane Peiffer
Mr. Matthias Mueller	Dr. Patricia Nahormek	Ms. Tina Nordlander	Ms. Jane Oppenheimer	Ms. Jacqueline Peipert
Ms. Melissa Mueller	Ms. Marilyn Nalbach	Ms. Nancy Norem	Ms. Jean Oppenheimer	Ms. Holly Pekowsky
Ms. Martha Grove and Mr. Robert Mueller	Ms. Sharon and Mr. Michael Nalli	Ms. Dawn Norfolk	Ms. Dawn Oram	Ms. Silvia Pelaez*
Ms. Sandra Mueller	Mr. Kevin Nam	Ms. Marilyn Norfolk*	Ms. Robbin and Mr. Michael Orbison	Ms. Marguerite Pelissier
Mr. Thomas Mueller	Ms. Ali Namvar*	Mr. Thomas Norton	Ms. Susan Orchant	Mr. Anthony Pellegrino
Ms. Joyce Mukes	Col. and Mrs. David A. Napolieto, Ret.	Ms. Patricia Norway	Ms. Terri Orcutt	Mr. Joe Pendergrass*
Ms. Angie Mulder	Ms. Jeannie Napolitano	Mr. Michael Noth*	Mrs. Carol and Mr. John Ordowich	Ms. Darlene Pendery
Mr. James Muldoon	Ms. Jennifer Napolitano	Dr. Dorothy Novak	Ms. Gwynne O'Reagan	Mr. Mark Pendleton
Ms. Elizabeth and Ms. Adeline Muller	Mr. Michael Napolitano	Ms. Melba Novak*	Ms. Lauren Orenstein	Ms. Doreen Penfield
Mait Muller	Kristen Nappi	Mr. Michael Novielli	Dr. Brian Oricoli*	Ms. Stephanie Peng
Mr. Anthony Mulloy	Bahman Naraghi	Mr. Michael Novin	Ms. Claudia Ourourke	Mr. David Pennington
Ms. Jeanne Mulville	Ms. Joan Nardi	Gail Nowicki	Ms. Glidiola Ortiz	Ms. Emma Pennington
Ms. Ardent Mumpton*	Ms. Marilyn Nardone*	Ms. Judith Nussbaum	Ms. Veronica Ortiz	Ms. Laurie Pense*
Ms. Jennifer Mungovan	Ms. Joan Naro	Mr. Joshua New	Mrs. Avril O'Ryan-Blair	Ms. Barbara Pentony
Mr. Estaban Munoz	Mrs. Susan and Mr. Michael Nash	Ms. Linda Newingham	Ms. Dolores Osborne*	Ms. Franclay Peralta
Mrs. Armarie Murphy	Mr. Royston Nash	Ms. Ann Newman	Mr. Graham Osborne	Mr. Arturo H. Peralta-Ramos, III*
Ms. Clarice Murphy	C.L. Nathanson	Ms. Mary Newman	Ms. Janet Osborne*	Ms. Christa Percopo*
Ms. Dolores Murphy	Shobhana Natu	Ms. Page Newman	Mr. and Mrs. Richard Scott Osborne	Mr. Steven Pereira
Ms. Joyce Murphy	Ms. June and Mr. Gerald Naughton	Ms. Sirley Newman	Mrs. Debbie and Mr. Charles Oshaughnessy	Ms. Theresa A. Perenich
Ms. Betty Murray*	Ms. Linda Navarro	Ms. Noreen Newmark	Dr. Susan O'Shea	Ms. Isa Perez
Ms. Stephanie Murray	Ms. Birute Navikas	Leslie Newquist	Ms. Tamis Oshiro	Ms. Melida Periso
Ms. Theresa Murray	Ms. Christine and Mr. Michael Nealy	Ms. Christine Newsom	Ms. September Oslund	Mr. Robert Perkin
Mrs. Irene and Mr. Dale Murrell	Mrs. Diane F. Neas	Ms. Cindy Newton	Mr. Jim Ostach	Ms. Theresa Perkins*
Mr. Robert Murri	Mr. Jared Nebelkopf	Ms. Emily and Mr. Jeffrey Newton	Mr. Jeffrey Ostrager	Mrs. Mary and Mr. Leonard Perkoski
Shelby Murrin	Mr. Serge Neborak*	Mr. Peter Newton	Mr. Jeffrey Ostrow	Mr. Robert Perlmutter*
Ms. Marie Muscolino	Mr. Bryan Needham	Ms. Patricia Newton	Dr. Claudia Herd and Dr. Richard Ostrup	Ms. Kara Perrine
Ms. Carol Musselman	Mr. Sean Neel	Ms. Nan Newton	Ms. Lou Helen O'Sullivan	Ms. Sarah Perrin*
Ms. Patricia Muzyk	Mrs. Sherry and Mr. Joe Neely	Ms. Patricia Newton	Ms. Marian O'Sullivan	Ms. Sharon Perritt
Ms. Kermita Myers	Ms. Jill Neely	Mr. Peter Newton	Ms. Barbara O'Toole	Ms. Eleanor Perry
Ms. Margo Myers*	Mrs. Sharon and Mr. David Neff*	Ms. Sherry Newton	Ms. Sylvia Ann Ott	Ms. Emily Perry
Ms. Marilyn Myerson	Ms. Natalie Neff	Ms. Puay-Huang Ng and Mr. Hamid Nili*	Ms. Ann Otte	Mr. Jeff Perry
Mr. David Myre	Ms. Bobby Neil	Mr. James Ng	Ms. Laureen Otto	Ms. Juliette Perry
Mr. Nick Naccarato	Ms. Joan Nelkin	Mr. Ray Ng*	Ms. Margaret E. Otto*	Mr. Joseph Persky
Ms. Cynthia Nachmani	Ms. Linda Nicestro	Mr. James Ogil	Ms. Karen Outland*	Ms. Shirley Petersen
	Ms. Linda Nieblas*	Mr. James Ogg	C.E. Overman*	Ms. Audrey Peterson*
	Ms. Linda Olmstead	Ms. Denise Ogonowski	Sean Oversmith	Mrs. Lilian and Mr. Dan Peterson
	Ms. Bonnie Oliver	Ms. Heidi Oh	Ms. Deborah Owen	Mr. David Petrak
	Ms. Valerie O'Loughlin	Ms. Kim Ohara*	Ms. Elizabeth Owen	Mr. Richard Petrasco
	D. Olsen	Ms. Peggy O'Hara	Ms. Douglas Owens	Ms. Phyllis Petree
	Ms. Carol Olson	Ms. Sandy O'Kane*	Mr. Jim Owlesy	Ms. Mary Petretti
	Mr. Michel Niggel	Mr. Gregory O'Keefe*	Ms. Louise and Mr. Jerry Owlesy	Mr. John Petrie
	Mr. Stephen Nelson	Ms. Jaye Okolovitch	Ms. Teresa Oxley	Ms. Patricia Petro
		Ms. Kimberly Olden	Ms. Preeti Pachaury	Mr. Thomas Petrone
		Mr. Sean Oleary	Mrs. Colleen and Mr. Robert Pachence, Jr.	Ms. Lisa Petrovich
		Ms. Alisa O'Leary	Ms. Diane Pachetti Ciampi	Ms. Frances Petrozzello
		Mr. Michael O'Leary	Dr. William Packard*	Mr. Ray Petrich*
		Ms. Theresa Oleske	Ms. Catherine Paddison	Mr. Ralph Pettersen*
		Ms. Sharyn Olesker	Ms. Anita Padgett	Ms. Michell Pett-Thomas
		Mr. Hector Oliva	Ms. Aglahe Padilla	Mr. Brian Petty
		Ms. Ann Oliveira	Ms. Ann Padilla	Ms. Ellen Pfeiffer
		Ms. Bonnie Oliver	Ms. Bobbi Padilla	Mr. Ray Pfleil
		Ms. Dana Oliges-Arcana	Ms. Janet Padilla	Ms. Dawn Pfister
		Mr. Parrish Olmstead	Mr. Philip Padovano	Ms. Elizabeth Pfriem
		Ms. Valerie O'Loughlin	Ms. Roxana Pagan	Ms. Michelle Phan
		D. Olsen	Mr. Mario Pagnotta	Ms. Julie Phelan
		Ms. Carol Olson	Mr. James Paik	Ms. Deana Phillips
		Mr. Erik Olson	Ms. Andrea Pearson	Ms. Joan Phillips*

\* Indicates friends celebrating three or more consecutive years as Founders.

# Founder's Society (continued)

Mrs. Paula and Mr. Randall Phillips*	Ms. Gigi Posejpal	W. B. Quisenberry	Mr. Brent Reed	Ms. Deborah Reynolds	Ms. Lisa Riordan	Mrs. Susan and Mr. Stanley Roegner*
Mr. Tyler Phillips	Mr. Jeffrey Possick	Ms. Camilla Rab	Mr. James Reed	Dr. Dorothy Reynolds	Ms. Norma Rios	Chris Roehner
Mr. Raymond Picciano	Ms. Lisa Post*	Ms. Ellen and Mr. Sheldon Rabin	Mr. Johns H. Reed, III	Mr. Glenn Reynolds*	Ms. Renee Rios-Gittens	Mr. John Rogaris
Ms. Marion Pichardo	Ms. Darla Postil*	Ms. Rebecca Rabinowitz*	Ms. Julie Reed	Ms. Kathy Reynolds*	Ms. Linda Rippetoe	Ms. Angela Rogers
Ms. Traci Pichette	Mrs. Linda and Mr. Rick Poston	Mr. Thomas Rabito	Ms. Julie Rees*	Mr. Dennis Rezek	Ms. Jennifer Risch	Mr. and Mrs. Harry Rogers, Jr.
Mr. John Picini	Mr. Wallace Poteete	Ms. Ellen Rachlin	Ms. Sue Reese	Ms. Valerie Rezendes	Ms. Laurie Rising and Mr. James Connell*	Mr. Hudson Rogers
Ms. Elizabeth Pickering*	Mr. Marc Poulin	Mr. James Raczkowski	Ms. Elizabeth Reeves	Ms. Alice Rhea	Mr. Bill Risser	Ms. Jean Rogers
Ms. Jessica Piecyk*	Ms. Amy Powell	Mrs. Roselyn and Mr. Samuel Radcliffe	Ms. Lauretta Reeves	D. Rhea	Mr. Robert Ritter	Ms. Christina Rohall
Ms. Christine Pierce	Ms. Debbie Powell	Dr. Jayant Radhakrishnan*	Ms. Julianne Regan	Ms. Lisa Rhea	Mr. Joel Ritz*	Mr. Mark Roldan
Ms. Elizabeth Pierce	Mr. Fred Powell	Ms. Mary Radix*	Ms. Barbara Regard	Ms. Patricia Rheault	Ms. Margaret and Mr. Larry Rivers*	Mr. Craig Rolfe
Ms. Nancy Pierce*	Mr. George Powell*	Mr. Michael Radke	Ms. Christine Regula	Ms. Susan Rhoderick	Mr. Carl Roach	Ms. Bonnie Rollberg
Mr. Gregg Pierleoni	Mr. James Powell	Ms. Cynthia Radom	Ms. Elsa Reid*	Ms. Laurie Riccobono	Ms. Anne Robb	Ms. Joanna Roller
Mrs. Jill and Mr. Tony Pietrini	Mr. Joshua Powell	Mr. James Radosevich	Ms. Mimi Reid	Mr. Henry Rice	Ms. Deborah Robbins	Mr. Francis Roman
Ms. Vicki Pigg	Mr. Steve Pozzi	Gopal Raghavan	Mr. Sam Reid*	Ms. Janet Rice	Ms. Mary Rice	Ms. Monica Roman*
Ms. Jayne Pignata	Ms. Ellen Prahl	Mr. Marc Ragovin*	Ms. Constance Reifsnyder	Ms. Pamela Rice	Mr. Anthony Romano	Mr. Anthony Romano
Mr. Stanton Mark Pikus	Ys S. Prakash	Ms. Francisca Rahardja	Ms. Rita Reik	Dr. Andrea Rich	Mr. Andy Roberts	Ms. Jill Romano
Ms. Vassiliki Tsangani and Mr. Konstantinos Pilinos	Ms. Elizabeth Pratt-McRae	Ms. Barbara Raichle	Sean Reiley	Mrs. Shani and Mr. David Rich	Mr. Glenn Roberts	Ms. Annika Romero
Mr. Chris Pillar	Mrs. Rebecca and Mr. Mitchell Pray	Ms. Amanda Raines	Ms. Amy Reilly	Ms. Carol Richards	Glynn Roberts	Ms. Ingeborg Rompf
Shawna Pinkerton	Ms. Monique Preble	Ms. Carolyn Rainville	Ms. Dana Reilly	Mr. Maurice Reilly	Ms. Joanne Roberts	Ms. Heather Roney
Mr. Tomer Pinksiewicz	Mr. Reo Prendergast	Mr. Christian Rakshys	Mr. William Reimann	Ms. Samuel Richards	Ms. Margaret Roberts	Ms. Luann Rooff
Ms. Diana Elzey Pinover*	Mr. Kenneth Pressman	Mr. David Ramagos	Mr. Lawrence Reinalter*	Ms. Lisa Richardson	Mrs. Catherine and Mr. Marlin Roberts	Mr. Charles Rooney
Mrs. Claudia and Mr. Michael Pinto	Ms. Penny Preston	Ms. Karilee Ramaley*	Ms. Marcia Reinders	Ms. Sandra Richardson	Ms. Sharon Roberts	Mr. Dennis Rooney
Ms. Barbara Piper	Mr. and Mrs. James Prestridge	Ms. Michelle Ramirez	Ms. Ramona Jean Reineke*	Mr. Gregory Richey*	Ms. Sharon Roberts	Pat Roos
Ms. Deborah Tutte and Mr. John Piper	Mr. Edward Preusse	Dr. Minerva Moret Ramirez*	Kay Reinhardt	Mr. Robert Richling*	Ms. Diane Robertson	Mr. Harry Root*
Ms. Jennifer Pirigyi	Ms. Darlynn Prevocki	Ms. Melinda Ramm	Ms. Gina Reis	Ms. Janet Robertson	Ms. Janet Robertson	Mr. Mark Rosa
Mr. Frank Piscitelli	Ms. Catherine Preziosi	Ms. Ernestina Ramos	Mrs. Olivia and Mr. Kenneth Reis	Ms. Rebecca Ricigliano*	Ms. Lori Robertson	Ms. Amy Rosania
Ms. Victoria Pitkin	Mrs. Erlene and Mr. David Price	Mrs. Shellie and Mr. Ron Ramos	Mr. Eric Reisenbigler	Mr. Larry Rick	Ms. Mary Robertson	Ms. Elaine Roschel
Ms. Sharon Pitman	Mr. and Mrs. Malcolm Price	Mr. Victor Rampertab	Mr. Glenn Reiter	Mr. Wayne Rick*	Ms. Mary Jean Robertson	Ms. Karen Roscoe
Mr. and Mrs. Robert S. Pitts, Jr.*	Ms. Jo Priest	Mr. Robert Ramsdell	Ms. Wendy Reitherman	Ms. Donna Rickard	Mr. Ralph Robertson	Mr. David James Rose*
Ms. Kris Plank*	Mrs. Lynda and Mr. Wilbur Prim	Ms. Lorna Jean Ramsey	Mr. Joseph Rekas	Mr. Thomas Ricker*	Gale Ricketts	Mr. Irving Rose
Mrs. Lucy and Mr. Richard Platek	Ms. Jean Prince	Mr. Bradley Randall	Mr. Darwin Remboldt	Mr. Donald Riddle	Mr. Andrea Robinson	Mrs. Carolyn and Col. Michael Rose
Ms. Monica Platt	Ms. Samantha Prince	Mr. and Mrs. Jim Randall	Dr. James Remenick	Ms. Trina Riddle	Ms. Christina Robinson*	Mr. David Rosen
Mr. Joseph Plaud	Ms. Harriett Printz	Ms. Penny Randall	Ms. Kellee Remer*	Ms. Rachel Ridewood	Mrs. Christine and Mr. Bob Robinson*	Ms. Rhonda B. Rosen
Mr. Henry Plotkin*	Ms. Trudie Prior	Mrs. Jane and Mr. Leonard Randazzo	Mrs. Mindy and Mr. Tim Remington	Ms. Fran Rielag	Ms. Diana Robinson	Ms. Tracie Rosen
Mr. Jay Plourde	Ms. JoAnn Priore	Ms. Linda Randell	Mr. Scott Renninger	Ms. Linda Riese	Mr. James Robinson*	Ms. Carol Rosenberg
Mr. Christopher Plum*	Mr. Thom Pritchett	Mr. and Mrs. Scott Randell	Ms. Charlotte Renovich	Mr. Phillip Rife	Mr. Randy Robinson, Jr.	Mr. David Rosenberg*
Ms. Theia Poczabut	Ms. Judith Probert	Mr. John Ranelli*	Mr. and Mrs. David Resch	Mrs. Kim Rifkin	Ms. Debra Robson	Mr. Lee Rosenberg
Ms. Barbara Podowski	Ms. Cheri Procter	Ms. Jennifer Rankin		Stephanie C. Riggio*	Ms. Anastasia Rocanova	Ms. Lisa Rosenberg
Mr. Timothy Poffinbarger*	Mr. Robert Promisel*	Mrs. Sharon and Mr. Robert Rankin		Mr. Howard Riggs	Ms. Joan Rochford	Mr. and Mrs. Michael Rosenberg*
Mr. Gabriel Poirier	Ms. Barbara Proper	Mr. J. J. Ranna			Ms. Barbara Rockefeller	Ms. Sarah Rosenberg
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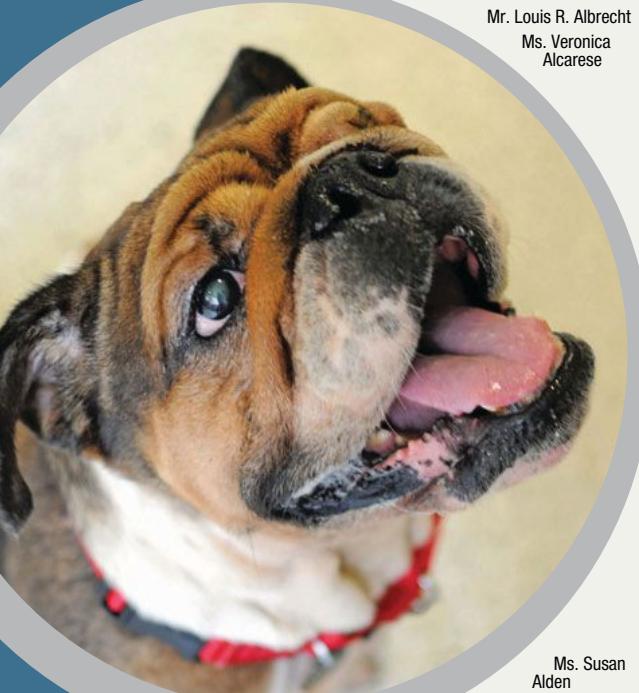
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Mr. Ronald Walker	Mr. Alexander B. Wayman	Ms. Ann Welden		Ms. Margaret Wirth		Ms. Suzanne Zywicki
Ms. Amanda Wallace						

\* Indicates friends celebrating three or more consecutive years as Founders.



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These individuals have provided for the future of the ASPCA by participating in the annuity program or including the organization in their estate plans. It is with deep appreciation that we list them as members of the ASPCA Legacy Society.



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Mr. Steve Rowland	Mr. William Secord	Mr. William Secord	Mr. Laven Sowell	Ms. Benita Somerfield	Ms. Donna R. Williams		
Dr. Jane Rowley	Ms. Joyce Seeley	Ms. Joyce Seeley	Ms. Sheri Spagna	Mr. Leonard Stringhill	Ms. Melinda Weaver		
Ms. Melissa Ruck	Ms. Joan B. Seibert	Ms. Joan B. Seibert	Ms. Mary Sparks	Ms. Faye R. Strom	Ms. Nancy Lee Webb		
Ms. Dolores Rucker	Sara and Richard Seitz	Sara and Richard Seitz	Mr. Laurence Spergel	Ms. M.J. Strum	Ms. Patricia A. Webb		
Dr. Jennifer Ruff	Mr. Ralph Semprevio	Mr. Ralph Semprevio	Ms. Valerie A. Sutera	Ms. Anna M. Stuart	Ms. Carrie J. Webster		
Ms. Margaret Ruhl	Ms. Anna Spielberger	Ms. Anna Spielberger	Ms. Emma J. Stuart	Ms. Emma J. Stuart	Mrs. George W. Weigl		
Mr. Daniel J. Ruiz and Mr. David Jones	Ms. Dina M. Sena	Ms. Dina M. Sena	Mr. and Mrs. William Somers	Mr. and Mrs. William Somers	Ms. Jane Weinmann		
Ms. Phyllis B. Runci	Ms. Valerie Senatore	Ms. Valerie Senatore	Ms. Dorothy Spieler-Goldsmith	Mr. and Mrs. William Somers	Ms. Gloria Weintraub		
Ms. Olga V. Runkel	Ms. William Serritella	Ms. William Serritella	Colonel Virginia Spikes, USAF, Ret.	Mr. and Mrs. William Somers	Ms. Darlene Valdez-Olguin		
	Ms. Marilyn Y. Shackelford	Ms. Marilyn Y. Shackelford	Eva and John Spillane	Ms. Liz Sullivan	Ms. Helen Jean Ussia		
	Ms. Sheryl Spitz	Ms. Sheryl Spitz	Janet and John Swanson	Ms. Nina Sullivan	Ms. Darlene Valdez-Olguin		
				Mr. Brian K. Sullwold	Ms. Mary Sullivan		
				Ms. Jennifer Summer	Ms. Greta Uphouse		
				Ms. Gina Sunseri	Ms. Sonia Urruela		
				Ms. Liz Susman	Ms. Gloria Turner		
				Ms. Valerie A. Sutera	Ms. Mary Ulman		
				Dawn and Stan Sutherland	Ms. Donna Ulrich		
				Linda M. and Jeffrey A. Svoboda	Ms. Helen Unterleitner		
				Edith L. and Forrest Swanson	Mr. and Mrs. John G. Stipeonovich		
				Janet and John Swanson	Ms. Shirley Van Orden		
					Ms. Marilyn Van Wie		
					Ms. Vicki L. Vandergrift		
					Ms. Roxana Varela		
					Dr. Robert K. Vartanian		
					Lisa and John Wheeler		



# Trusts and Estates

In sincere gratitude to those members  
who remembered the ASPCA  
in their wills.



## \$1,000,000 AND ABOVE

Aline B. Klussman  
Margaret Ann Shryock

## \$500,000 TO \$999,999

Carol J. Fosnaugh  
Mildred C. Kummerer  
Marjory Wolter White

## \$250,000 TO \$499,999

Arlene S. Cohen  
Seymour Holzer  
Rebecca J. Kollmer  
Hans Peter Mooyman  
William F. Pane  
Stanley Posthorn  
Francisco Robles  
Joanne K. Rodwell

## \$100,000 TO \$249,999

Mary E. Anderson  
Dorothy C. Audrieth  
H. T. Barnfield  
Edgar R. Bistika  
Betty J. Boone  
Mary Curran  
Paula L. Dietrich  
Ellen Drost  
Johanna Fiedler  
Allen Attick Gault  
Thomas Michael Gavin  
Alison G. Gronlund  
James D. Halliday  
Esther L. Hofley  
Lois T. Howell  
Robert Kohlman  
James M. McKinney  
Albert B. & Hazel W. Miller  
Mildred J. Milliman  
Helen E. Poulos  
Anna C. A. H. Rodill  
Frederick G. Rowe  
Sandra S. Shannon  
Margaret Snelgrove  
Sharon Kae Strauss  
Harriet Troyan  
Irwin C. Unger  
Jill Catherian Watson  
Louise Anne Zeller  
Hilda B. Ziegler

## \$25,000 TO \$99,999

Doris Abben  
Eve Arnstein  
Joan P. Baptie  
Selwyn J. Barefoot  
Betty J. Birk  
Lucie Blau  
Kathleen B. Boschen

Judith M. Bray  
Gladys Eva Brubaker  
Wilma A. Buchman  
Claude Preston Burt  
Francis A. Bush  
George E. & Stella M. Carapanos  
Elaine Marie Christensen  
Homer B. Clay  
Carol Close  
Mary R. DiSipio  
Alice Donnelly  
Dimis T. Dowse  
Patricia E. Dugan  
Peggy J. Egbers  
Imogene Farthing  
Barbara Fischer  
Daniel J. Garr  
Elizabeth Genrich

Norman Goldberg  
*\*in memory of Norman Goldberg & Arleen Alberts*  
Stephen F. Green  
Marilyn B. Greenberg  
Everett H. Gregory  
Andrea Grill  
Marjorie W. Halter  
Toni Harad  
Marion Hart  
Peter C. Hoffmann  
Betty R. Johnson  
Carolyn S. Johnson  
Joan Jones  
Florence J. Keeney  
Madelyn A. R. Kendall  
William Etz Korn  
Ruth A. Lawless  
Else M. Lester  
Delores Janet Mason  
Douglas Paul McGrory  
Barbara S. Miller  
*\*in memory of her beloved Bridgitte*  
Carol A. Murphy  
Stephanie Otis  
Steven J. Paolantonio  
Marion M. Pincus  
Inez Pinson  
Craig A. C. Reynolds  
Kelly Rhae  
Charlotte G. Riepe  
Katherine Henry Seaboch  
Eleanore M. Smith  
Selma Uslaner  
Tilla van Biema  
Everett D. Waid  
*\*in memory of Everett D. Waid & Carol A. Murphy*  
Robert D. & Sharyn R. Walker  
Pauline E. Weisner  
Diana L. Wenner  
Richard Edward Zeidat

Billy R. Bone  
Edith Brownstein  
Nancy C. Bruce  
Margaret J. Bushee  
Daniel E. Christopher  
Gertrude Copley  
Juliana M. Crozier  
Michael Deskey  
Dorothy J. Dyer  
Priska D. Ellenberg  
Judith Sackett Fields  
Kitt M. Foster  
Robert J. Frankel  
Ilse G. Gold  
Janet Ruth Golding  
Dorothy F. Goldman  
Rita D. Hayner  
Regina L. Hoiseth  
Louise Cook Holmes  
Anthony W. Keros  
Edward J. Klipec, Jr.  
Anette La Hough  
Mark Edward Laichtman  
Eleanor Jeannette Lawson  
Cynthia Leary  
Karen Lehman  
Martha A. McDaniels  
Wendell K. Miles  
Margaret A. Mitchell  
Irene H. Piorek  
William Harold Postle  
Viola DeVito Rahn  
Mary Catherine Ramirez  
Joyce B. Rice  
Winifred R. Ring  
Joseph Lawrence Robinson  
Jane F. Root  
Alice B. Roush  
Allan E. Saari  
Andrew D. Sanders  
Elizabeth E. Schenk  
Stuart G. Schmidt  
Trudy J. Schroeder  
Esther Mae Scott  
Ruth Seppala  
Patricia M. Shock  
Maxine Smith  
Carol Stewart  
Isabelle Terzian  
Lucienne Bugel Viviano  
Jeanne E. Waters  
Kathryn B. Wendelken  
Frances V. Whalen  
Winifred Q. Witt  
Samuel Wunsch  
Donald B. Wyant & Kathleen T. Zerbe  
Linda Lou Zink

## UP TO \$10,000

John G. & Maxine Adler  
Charlotte J. Arnold  
Kathleen Augenstein  
Hazel C. Baldridge  
Elaine W. Bass  
Dolores N. Belew  
Margie V. Berry  
Leonard Berson  
Agnes S. Berz  
Lynn Bohrer  
Philip Newman  
Heiga M. Nordkamper  
Carol A. Parker  
Ethel R. Raymond  
Marie Reddall  
Louise H. Reisch  
Lillian M. Ritter  
George W. Robinson  
Wayne L. Roelof  
Ingeborg M. Borre

Joe B. Botti  
Karin H. Bowers  
A. Lawrence Bram  
Karen Bramell  
Sue Browning  
JoAnn Bush  
William Butson  
Doreen L. Canfield  
Gloria Caravello  
William A. Chandler  
Marthe Denise Chauvet  
Cecile Connell  
Nancy Cooley  
Elizabeth Penn Custer  
Lucrecia Del Rio  
Louise Di Blasi  
Mildred Y. Dickinson  
Joan T. Diedolf  
Doris M. Driver  
George Dudas-Gyorki  
Mark Eisenstein  
*\*in memory of Flora Eisenstein*  
Gretchen B. Elkemann  
Walter C. Emery  
Jacqueline Fox  
Harriett L. Funkhouser  
Rose F. Gadsden  
Jennie B. Gardner  
Teresa M. Giarratana  
Anita Gluck  
Terese Frances Hallett  
Rita M. Hamlin  
Maxine Heredia  
Peggy Hunt Hicks  
Helen G. Holden  
Henrietta Horochina  
Robert H. & Mary E. Houghton  
Anabelle Howard  
Ruth Jonen  
Georgette Haigler Jones  
Juneo Kane  
Vivian R. Kavina  
Benjamin M. Kelton  
Betty A. Kilgore  
Hortense H. Kuehner  
M. Carol Kunka  
Sonja K. Lockstrom  
Dorothy E. Mannella  
Evelyn P. Marino  
Elizabeth M. Martin  
Helen F. McPhee  
Beatrice Kelly Mengel  
Frederick W. Miller, Jr.  
Karl Moll  
Joseph L. Monarca  
Nancy Moran  
Koko Morikawa  
Joseph & Grace Muller  
Cynthia Nagode  
Philip Newman  
Heiga M. Nordkamper  
Carol A. Parker  
Ethel R. Raymond  
Marie Reddall  
Louise H. Reisch  
Lillian M. Ritter  
George W. Robinson  
Wayne L. Roelof  
Robin Lin Rossland

## PERPETUAL ESTATES

Hugh L. Adams  
Earl & Olive Andrews  
Raymond & Madalin Beaton  
Josephine D. Bedle  
Marilyn & Jack Behrman  
Mary Ellen Bell  
Ronald N. & Coral Darlene Boyce  
Van Wyck & Angela Brinkerhoff  
Aline Rhonie Brooks  
Ellen Deberuff  
Charles G. DeVries  
Charles H. Douglas  
Elsie L. Ferguson  
Marian L. Freeman  
Doris Ellen Frick  
Josephine Graeber  
William H. & Vivien B. Groody  
Bernard & Angela Harr  
Alice A. Liebscher  
Margaret C. Lloyd  
Anna L. Morgan  
Martin S. Paine  
Zilph Palmer  
Catharine E. B. Potter  
N. Hollis Rife  
Charles & Carol Spaeth  
Olive F. Stengel  
Walter J. & Holly O. Thomson  
Anna T. Washburn  
Therese K. White  
Roberta L. Zuhike

Jennifer Abbott	Corinne Colen	Susan Hadley	Charlyne Mattox
Tricia Acosta	Pete Colman	Ashley Hale	Christie May
Ingrid Alimanestianu	Genaro Colon	Donald Hallcom	Pamela May
Araceli Allala	Coni Constantine	Melodia Hall-Smith	Patricia McGowan
Jennifer and Judd Allen	Dustin Corrente	Michely Hamilton	Chris McGregor
Tuyet Almeida	Elizabeth Corrente	William Hamilton	Johanna McGregor
Julia Amoroso	Carol Cozeolino	Jonathan Hansard	Courtney McGroarty
Michele Amoroso	Felicity Crew	Steven Hansen	Molly McIver
Katie Anaya	Anna Cross	Jesse Harris	Jeremy McNamara
Tiffany Anderson	Rabecca Cross	Kim Harris	Damien McNickle
Sandra Arana	Jonathan Cung	Judi Hart	Jessica Melman
Leslie Arluck	Dana Cunningham	Mandi Hart	Amy Melton
Lydia Arroyo	Jill Curtis	Shelley Hayes	Janice Micari
Daniel Asher	Robyn Trovati and Curtis Aukshunas	Samantha Hecht	Jana Michelle
Konstantinos Askitopoulos	Brian Damiano	Ashley Hedington	Kat Miller
Cristie Ayers	Lisa Damonte	Rachel Herman	Jeremy Mink
Abby Baker	Emily Dann	Rachel Hitchcock	Christyan Mitchell
Chris Barrett	Michelle Davis	Lisa Hocksmith	Michelle Mogg
Michael Barrett	Nancy DeGuia	Katie Housel	Jennifer Moioffer
Natalie Barwick	Layna DeLaurentis	Katherine Howley	Omar Mojena
Shari Basch	Robert Derman	Craig Hubbard	Ashleigh Monaco
Robyn Beck	Brenda Deshaies	Janice Iannelli	Kelly Monk
Dianne Beffort	Rebecca Dietzen	Lauren Iovino	Debbie Morales
Molly Beffort	Jessica Dissler	Kimberly Irizarry	Kevin Moran
Gerdy Beleut	Sarah Donahoe	Keerthi Iyengar	Miriam Morrow
Stephan Bell	Phil Dornfeld	Martha Jakymiw	Ruth Morrow
Chris Bennett	Andrea Dresbach	Jennifer James	Christine Mueller
Ryan Bennick	Keith Dufrin	Kelly James	Ashley Mullin
Marissa Bergado	Colin Dusenbury	Margaret-Ellen Jeffreys	Daniel Murphy
Amy Bernacchi	Rachael Dykstra	Maritza Jeri	Erin Murphy
Karen Bernet	Erin Earley	Larry Trampel and Jessica LaRue	Karina Murski
Lisa Bernet	Tasha Eby	Christine Jewett	Stephen Musso
Ariel Beverly	Allison Ellman	Nick Johnson	Nicole Nahas
Mike Blois	Alexandra Epan	Stacy Johnson	Lucy Nash
Irka Bloom	Joshua Erker	Britta Jommersbach	Vanesa Natale
Michael Blum	Amanda Espy	Kevin Justus	Christi Nichols
Susan Bonefant	Daniel Esteban	Michael Kalish	Kay Niederlitz
Robert Booth	Elizabeth Estroff	Michael Kalman	Nancy Niims
Bridgett Borg	Jennifer Farned	Kelly Kannan	Ryan Nord
Valorie Born	Shirley Faulkner	Taylor Keen	Susan O'Brien
Susan Bourrillion	Victoria Fede	Sean Kelly	Jannay Oiknine
Stephanie Brady	Cindy Feinberg	Cathy Evans and Ken Stebler	Elyse Orecchio
Marie Braun	Valerie Fitzgerald	Liz Kennedy	Christopher Orkwis
Bryan Brazeau	Timothy Fitzmaurice	Nicole Kennedy	Cheryl Orlov
Marta and Larry Brecht	Tony Fleischmann	Kristen Kester	Veronica Ortiz
Amie Broder	Jennifer Lizbeth Flores	Cassandra King	Philana Otruba
Barbara Brody	Antonella Forte	Mandi Kleman	Kimberly Ovitz
Reginald Brown	Thayer Fox	Jennifer Fralick	Christina Pacheco-Cuadrado
Jacquelyn Browne	Michael Francello	Michael Franklin	Alyssa Pafrath
Allyson Brunetti	Luke Franklin	Alexandra Krider	Diana Parsons
Amanda Bullock	Tatiana Freitas	Candace Krol	Debra Pasquertette
Casey Burgess	Karen Galang	Natasha Kruse	Tim Laren
Brenda Busch	Adria Gallup-Black	Katherine Krause	Melissa Lash
Lesly Bustillo	Nitish Gangwal	Alexandra Krider	Traci LaVallee
Cristina Bustos Oliver	Crystal Garcia	Candace Krol	Jennifer Peirson
Alma Cameron-Colon	Paula Gibson	Natasha Kruse	Robert Pennino
Joy Campagna	Beth Giersch	Tim Laren	Tom Perez
Jennifer Cartwright	Laurie Gilman	Melissa Lash	Kathryn Petit
Ursula Cary	Gloria Gomez	Traci LaVallee	Donna Picerno
Paula Castano	Damary Gonzalez	Jennifer Lopez	Crystal Pipkin
Mariauxy Castillo-Vitale	Jimmy Gonzalez	Tracy Lopez	Sterrett Pixley
Kerri Catalano	Annette Goode-Parker	Carol Lubahn	Andrew Platek
Charlotte Cauwe	Laureen Gordon	LaKeitha Luster	Alla Poberesky
Eric and Julia Cearley	Sara Graf	Andrea and Michael Lutfi	Tracy Poblacion
Julietta Celesia	Ciaran Grant	Michelle Lynn	Stephanie Pokrywa
Allison Chader	Siobhan Grant	Stephanie Macejko	Annabel Polanco
Kimberly Chase	Kayla Gray	Carrie Manion	Susan Polka
Lizvette Chavez	Jeffrey Grossman	Petra Manis	Masha Portiansky
Maria Chen	Marie Guaranzon	Pamela Margid	Martha Prakelt
Kristy Chesser	Sarah Guidotti	Crystal Marie	Anna Protopappas
Cindy Chesser Ferrara	Joseph Chick	Michelle Marone	Denise Purzycki
Seung Eun Chung	Ruth Gursky	Muffy Marracco	Julian Quinonez
Michele Clark	Annie Gutierrez	Jenny Martinez	Neely Raffellini
Tara Coats	Gwen Guzman	Kristen Masciana	Vick Ramdhane
Daniela Colbasso	Alexandra Hack	Craig Matsumura	Michelle Ramirez
	Melissa Hackett		



## Team ASPCA

Team ASPCA is our national endurance training and fundraising program dedicated to helping animal lovers walk, run or cycle toward helping the ASPCA provide life-saving programs and services to millions of animals nationwide.

# Financial Statements

The ASPCA is a 501(c)(3) not-for-profit corporation qualified to receive tax-deductible contributions.

These financial summaries were compiled by management. A copy of the 2011 Audited Financial Statements can be obtained from Evelyn De La Cruz at Financial. Statements@ASPCA.org.



## Statement of Activities

For the Year Ended December 31, 2011

### Operating support and revenues:

Contributions, grants, and memberships	\$ 108,141,035
Federated campaigns	3,114,283
Bequests and trust income	11,662,864
Animal health services fees	14,900,407
Royalties and licenses	3,783,708
Special events	564,691
Other revenues	958,002
Investment income designated for current operations	<u>4,600,000</u>

**Total operating support and revenue** \$ 147,724,990

### Operating expenses:

#### Program expenses:

Animal health services	28,910,948
Community outreach	16,584,978
Anti-cruelty programs	15,433,183
Grants and sponsorships	15,847,173
Communications	<u>31,674,045</u>

**Total program expenses** \$ 108,450,327

### Supporting expenses:

Membership development and fundraising	29,422,049
Management and general	<u>7,047,900</u>

**Total supporting expenses** \$ 36,469,949

**Total operating expenses** \$ 144,920,276

**Change in net assets from operating activities** \$ 2,804,714

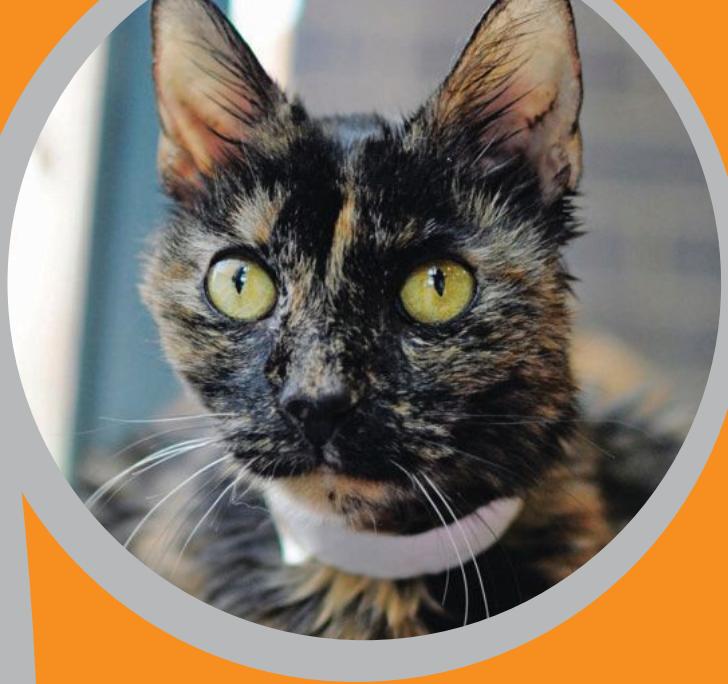
### Non-operating activities:

Bequests and trust income restricted for endowment	6,459
Investment return	(4,711,122)
Unrealized gains on beneficial interests in trusts held by others	(720,820)
Pension related charges other than net periodic pension cost	<u>(2,492,054)</u>

**Change in net assets** \$ (5,112,823)

**Net assets at beginning of year** \$ 188,024,402

**Net assets at end of year** \$ 182,911,579



## Balance Sheet

As of December 31, 2011

**2011**

### Assets

Cash and cash equivalents	\$ 17,855,957
Prepaid expenses and other assets	2,401,034
Bequests and contributions receivable	7,917,660
Other receivables	6,259,520
Investments, at fair value	133,400,497
Beneficial interest in trusts held by others	17,247,911
Land, building, and equipment, net	<u>28,623,533</u>
<b>Total assets</b>	<b>\$ 213,706,112</b>

### Liabilities and Net Assets

Liabilities	
Accounts payable and accrued expenses	12,803,824
Grants payable	5,534,457
Deferred income	975,511
Deferred rent	1,796,405
Annuity obligations	3,808,211
Unfunded pension obligation	<u>5,876,125</u>
<b>Total liabilities</b>	<b>\$ 30,794,533</b>

### Commitments and contingencies

Net assets	
Unrestricted	126,356,278
Temporarily restricted	34,666,749
Permanently restricted	<u>21,888,552</u>
<b>Total net assets</b>	<b>\$ 182,911,579</b>
<b>Total liabilities and net assets</b>	<b>\$ 213,706,112</b>

73%

### Sources of 2011 Operating Support and Revenue



Investment income designated for current operations \$4,600,000

# Board of Directors

Mary Jo White  
Chair

James L. Nederlander  
First Vice-Chair

Tim F. Wray  
Second Vice-Chair

Fredrik G. Gradin  
Treasurer

Franklin Maisano  
Secretary

Cindy Adams  
Thomas M. Belden  
Alexandra G. Bishop  
Arriana Boardman

J. Elizabeth Bradham  
Jonathan D. Farkas

Dodie Gumaer

Linda Lloyd Lambert

Randy Levine

Tracy V. Maitland

Jeff Pfeifle

Helen S.C. Pilkington

Martin Puris

Sally Spooner

Frederick Tanne

Cathy Wallach

## Chairmen Emeriti

Steve M. Elkman

George W. Gowen

Hoyle C. Jones

Thomas N. McCarter III

Marvin Schiller

James F. Stebbins

# Senior Staff

Edwin Sayres  
President & CEO

Steven Hansen, D.V.M.  
Chief Operating Officer

Stephen Musso  
Executive Vice President,  
Capital Projects -  
Facilities Planning/  
Management

Matthew Bershadker  
Senior Vice President,  
Anti-Cruelty Group

Gail Buchwald  
Senior Vice President,  
Adoption Center

Julio Carbonell  
Senior Vice President,  
Chief Information Officer,  
Information Technology

Elizabeth Estroff  
Senior Vice President,  
Communications

Todd Hendricks  
Senior Vice President,  
Development

Randall Lockwood, Ph.D.  
Senior Vice President,  
Forensic Sciences and Anti-  
Cruelty Projects

Julie Morris  
Senior Vice President,  
Community Outreach

Lee J. Murray  
Senior Vice President,  
Center for People  
Development

Julia Nelson  
Senior Vice President,  
Chief Financial Officer

Melissa Norden, Esq.  
Senior Vice President,  
Chief of Staff and Acting  
General Counsel

Nancy Perry, Esq.  
Senior Vice President,  
Government Relations

Michael Barrett  
Vice President,  
Grants Management

Mindy Bough  
Vice President,  
Animal Poison Control Center

Pam Burney  
Vice President,  
Community Initiatives

Aimee Christian  
Vice President,  
Spay/Neuter Operations

Ann Church  
Vice President,  
State Affairs

Steve Froehlich  
Vice President,  
Membership

Elysia Howard  
Vice President,  
Marketing, Licensing and  
Corporate Partnerships

Beverly Jones, Esq.  
Vice President,  
Corporate Counsel

Augusta Kimble  
Vice President,  
Information Technology  
Infrastructure

John Malles  
Vice President,  
Information Technology  
Operations

Lila Miller, D.V.M.  
Vice President,  
Veterinary Outreach

Patrick McNamara  
Vice President,  
Controller

Louise Murray, D.V.M.  
Vice President,  
Bergh Memorial Animal  
Hospital

Richard Patch  
Vice President,  
Federal Affairs

Pamela J. Reid, Ph.D.  
Vice President,  
Anti-Cruelty Behavior Team

Art Rios  
Vice President,  
Human Resources

Linda Rosenblatt  
Vice President,  
Accounting & Finance

Harold Trammel, Pharm. D.  
Vice President,  
Application and Data Services

Bert Troughton  
Vice President,  
Pro-Learning

Emily Weiss, Ph.D.  
Vice President,  
Shelter Research and  
Development

Stacy Wolf, Esq.  
Vice President &  
Chief Legal Counsel,  
Humane Law Enforcement  
and Legal Advocacy

Kim Bressant-Kibwe, Esq.  
Associate Counsel,  
Trusts and Estates

Stephen L. Zawistowski, Ph.D.  
Science Advisor





# ASPCA®

## ASPCA National Headquarters

424 East 92nd Street  
New York, NY 10128-6804  
(212) 876-7700

## ASPCA Midwest Office

1717 South Philo Road, Suite 36  
Urbana, IL 61802  
(217) 337-5030

## ASPCA Corporate Offices

520 8th Avenue, 7th Floor  
New York, NY 10018

## ASPCA Washington DC Office

600 Pennsylvania Avenue SE  
Washington, DC 20003