



VOICES YOU KNOW. VOICES YOU TRUST.



SOUTHERN CALIFORNIA PUBLIC RADIO

89.3 KPCC • 89.1 KUOR • 90.3 KVLA

2012 ANNUAL REPORT





The mission of Southern California Public Radio is to strengthen the civic and cultural bonds that unite Southern California's diverse communities by providing the highest quality news and information through radio and other interactive media. We will be a public forum that engages its audiences in an ongoing dialogue and exploration of issues, events and cultures in the region and in the world, seeking to provide greater understanding and new perspectives to the people of these communities and their leaders.

FRIENDS



While the past year has not been without its challenges, there's no question that 2012 has been **the most successful year in Southern California Public Radio's history**. Our audiences on 89.3 KPCC, 89.1 KUOR, 90.3 KVLA and on our digital platforms are larger, more diverse and more generous in supporting SCPR's public service mission than ever before. Our Board of Trustees has never been more committed to, or supportive of, our mission.

SCPR won more awards for journalistic excellence in 2012 than in any other year in our history. We launched a new program, *Take Two*—and the initial data suggest we are succeeding in serving existing public radio audiences and attracting new, more diverse audiences. To our knowledge, no other public radio news program launched in the past decade has ac-

“While other public radio and television org
public service journalism to diverse audien
the few public media organizations in the

complished such a feat right out of the gate. Thanks to the support of our Board of Trustees, the Corporation for Public Broadcasting and generous lead supporters, SCPR launched four in-depth coverage “Verticals”—Crime & Public Safety, Education, Emerging Communities & Demographic Change and Governance & Civic Engagement—and we were able to get two others—Science and Health Care—off the ground in 2012. In the process, SCPR is moving toward creating a sustainable model for public broadcasting's transition to the digital future.

SCPR's staff has grown significantly and is more diverse than ever before. By any measure you choose, the breadth, depth and diversity of SCPR's “Class of 2012” is nothing short of amazing. More importantly, this influx of talented individuals helped SCPR cross a significant threshold.



In years past, SCPR has talked about—and planned for—becoming a multi-platform journalistic institution. In 2012, SCPR *became* a multi-platform digital source for both in-depth, high quality news and meaningful civic and cultural engagement. While other public radio and television organizations talk about providing high quality public service journalism to diverse audiences on multiple platforms, SCPR is one of the few public media organizations in the country that **is actually doing it**. While other public radio and television organizations talk about engaging audiences over the airwaves, on digital devices and in live public events, again, SCPR is one of the few public media entities in the country that **is actually doing it**. Without a doubt, 2012 has been a transformative year for SCPR.

While other public radio and television organizations talk about providing high quality news and meaningful civic and cultural engagement on multiple platforms, SCPR is one of the few public media organizations in the country that is actually doing it.”

Looking ahead, SCPR’s accomplishments in 2012 give us cause for optimism in 2013, as we build upon the many successes we have achieved—so that we can more fully realize our mission of public service to the greater Los Angeles region. We have a lot of work to do in the coming year, and everything we achieve in 2013 will be made possible because of the support and encouragement we receive from our members, philanthropic foundations, corporate underwriters and volunteers—those who share our vision and believe in SCPR’s ability to improve the civic and cultural life of one of the world’s most creative and diverse metropolises.

All good things (considered),

Jarl Mohn *(above left)*
Chair

Bill Davis *(above right)*
President



THE VOICES [YOU TRUST]



At its best, public service journalism is at once informative and inspirational; consistent and innovative; reliable and exciting. Finding the right formula takes skill, focus and a commitment to experimentation—ingredients central to Southern California Public Radio's success.

In 2012, that success was built on the extraordinary talent of seasoned reporters dedicated to impacting our community. While media outlets across the nation retrenched, SCPR expanded its footprint and deepened its bench, adding an unprecedented number of new voices to those that listeners have already come to know, trust and rely on to get them through the day.

One of our most prominent new additions is Russ Stanton, SCPR's vice president of content and a former editor at the *Los Angeles Times*. During his tenure, the *Times* won three Pulitzer Prizes and was a finalist nine other times. Stanton was drawn to SCPR by the warmth and integrity he heard on air. "I had been a long time listener of the station, so I felt like I knew the staff," he says. Stanton was also attracted by the station's openness to reinvention: "Having spent 30 years in newspapers, and seeing that business model broken, I was looking for something I thought might work."

What he found was an environment that prizes collaboration and



creativity. Audiences, he notes, are shifting, and the station is changing along with them. "We need to deliver our journalism to people in whatever way they consume it," Stanton says. "That means excelling across platforms: broadcast, digital, mobile, social media and live events." It also requires fostering conversations on both ends of the radio. "At SCPR, we don't talk to you," he observes. "Our goal is always audience participation—facilitating dialogues that other media aren't."

The station's eagerness to explore uncharted territory is also part of what attracted Melanie Sill, SCPR's new executive editor. "This is an organization that has been willing to take risks from a position of strength, which most traditional news organizations have not been able to do," she says. Those risks, she points out, continue to pay rich dividends. "By moving toward the future instead of

trying preserve things as they were, SCPR has become a real success story in radio."

With 25 years under her belt at *The News & Observer of Raleigh* in North Carolina (the last five as executive editor and senior vice president), five years as editor of the *Sacramento Bee*, and time spent as a prestigious journalism executive-in-residence at USC, Sill is well equipped for the challenges of today's changing media landscape. "Our attitude here is that we're going to try things and talk about whether they work, and then be willing to let go and move on if they don't," she says. In her view, this flexibility has been critical to SCPR's achievements, not only in reporting and originating news, but also in involving the community in current events and reflecting the region's tremendous diversity through its coverage.

Diversity in reporting has long been a passion of Deepa Fernandes, the

BEHIND THE NEWS



station's new early childhood development correspondent. Born in India and raised in Australia, Fernandes is a veteran immigration and education reporter who has seen first hand the hurdles facing young people of color pursuing journalism careers. SCPR, she says, is different. "You just have to listen to our broadcasts—the range of people making and reporting the news is mind-blowing to me," she says. "SCPR doesn't simply talk about diversity; it lives it." It's just one way, she maintains, that the station is out in front as "a leader in what journalism looks like tomorrow."

Health care reporter Stephanie O'Neill echoes the sentiment. "SCPR invites and rewards innovation," she says. Like her colleagues, she felt the gravitational pull of the station's future-focused approach, and she resonated with the honesty, insight and down-to-earth sophistication of the voices she heard on air. For her, the

decision to join SCPR was an easy one: "I realized something big was happening at SCPR, and I wanted to be a part of it."

Essential to SCPR's explosive growth is its enthusiastic embrace of technology—an orientation, says Patrick Lee, the station's new online managing editor, that sets it apart. "For a legacy media company like a radio station to be so visionary about where media can go is very rare, and incredibly exciting," he enthuses. Lee credits SCPR's vibrancy to the freedom staffers are given to pioneer new strategies. What results is a "whole other world of interactivity" available to listeners at kpcc.org. The bottom line, Lee maintains: "We're a mission-driven organization, and whether it's on air, or on our website, we take our responsibility to our audience seriously."

It is this seriousness of purpose, observes immigration and emerg-

ing communities reporter Ruxandra Guidi, that has earned SCPR the confidence and admiration of its burgeoning audience. "I appreciate the privilege to report on difficult issues, and even hearing from people when they think I've gotten it wrong, because it means I was able to engage our listeners and start a conversation," she says. It's a philosophy, she continues, to which the entire station subscribes. "We all think of ourselves as a total work in progress." And, in the final analysis, she says, that is what continues to earn the station such a devoted following. "At KPCC," Guidi affirms, "there's only one thing we're absolutely wedded to: gaining listeners' trust."

From left to right: Deepa Fernandes, Melanie Sill, Russ Stanton, Patrick Lee, Stephanie O'Neill, Ruxandra Guidi



ODD COUPLE. PERFECT



When the call came, Alex Cohen was ready. A veteran reporter, editor, producer and former co-host of National Public Radio's *Day to Day*, Cohen jumped at the chance to partner with respected sports broadcaster A Martinez in launching *Take Two*, Southern California Public Radio's daily, two-hour program that looks at news and culture through the lens of Southern California. She relished the unique opportunity to anchor a newsmagazine show that explored the issues of the day, to localize them for the audience in and around Los Angeles. It was also an exhilarating leap into experimenting with less traditional radio formats. "Co-hosted

radio shows are typically two isolated voices that may not even be in the same place," she notes. "Here was a way to do something new: have two people from wildly disparate backgrounds engage in conversation and draw the entire community into the dialogue."

The difference in their biographies made Cohen and Martinez an unlikely duo. Los Angeles native Martinez grew up in Koreatown, playing baseball at L.A. City College before getting a journalism degree at Cal State Northridge. Host of ESPN's *In the Zone* and long-time anchor of *Dodger Talk* and *Laker Line*, he came to SCPR from outside the world of

public radio. "As a kid, I only ever had two ambitions in mind," he recalls. "I would either play major league baseball, or write about it."

Cohen had also grown up in L.A., but that's where the similarities ended. Whereas Martinez had never ventured far from home, Cohen had left to do her undergraduate work at Brown, to teach English in a tiny remote village in Southern Japan and to pursue a master's degree in journalism at UC Berkeley. In addition to her work on *Day to Day*, she had also served as a host and reporter for NPR's *Morning Edition* and *All Things Considered*, as well as American Public Media's *Marketplace*. "Everything about us is



MATCH.



different,” Cohen says. “He comes from the world of commercial and sports; I come from a background of public radio, news and history. He’s lived the immigrant experience; I’m the typical Southern California white girl.” The contrast, she acknowledges, makes them “the yin and yang in terms of interests and background.”

If the pairing of Cohen and Martinez seemed unorthodox, hindsight has proven it to be an inspired—and strategically savvy—decision. *Take Two* has drawn positive reviews—and an audience whose numbers are rapidly climbing. “A and Alex are different in so many ways,” says SCPR Vice President of Content Russ Stanton. “But they’re both *from* and *of* the place they’re trying to cover, and their perspectives, though different, are complementary.” The result is what President Bill Davis calls “an inclusive, Angeleno sound”—one that keeps listeners coming back for more.

As Martinez and Cohen see it, mutual respect is a major part of the equation. “I’ve never met such a hard worker in my life,” Cohen says about her co-host. “He’s also incredibly flexible and easy to collaborate with in a breaking news environment, and that’s such a rare talent.” Martinez shares the love: “Alex is wonderful, and I trust her completely.”

The dynamic co-hosts embrace their differences and look at them as a source of strength. “He’s the one worried about getting his eyebrows waxed for the photo shoot, and I’m the one who shows up having just barely showered,” Cohen laughs. Martinez admits his partner is “more the guy of the show” but says the combination is “the perfect mix. We’re different, but we genuinely like each other, which means the show doesn’t sound canned. The rapport we have is very real.”

Together, they are building what both hope will be a solid and lasting foundation. “I like to think about our show as a family approach,” Cohen says. “A and I may own the house and live there, but we have different people—regular contributors—stopping by all the time. We’re lucky to have an amazing, fascinating community of people doing things with vast knowledge here in Southern California, and we hope to hear a lot more from them in the year to come.”

KPCC in 3 Ds

Since 1968, the Corporation for Public Broadcasting has promoted the growth and development of public media in communities across the nation. With a recent \$1.8 million grant to Southern California Public Radio, CPB continues to fulfill this vital mission as it works to advance excellence in multicultural journalism throughout greater Los Angeles.

By funding SCPR’s One Nation Media Project, CPB is helping the station expand locally produced, mid-day programming—supporting programs like *Take Two* and providing a significant forum to discuss topics of importance and interest within Southern California’s diverse communities. The grant also is generating in-depth digital news coverage focused on emerging communities, public education and criminal justice.

The One Nation Media Project “reflects CPB’s larger mission of reaching unserved and underserved audiences,” says Patricia Harrison, CPB’s president and CEO. “Public media belongs to the American people. Through our commitment to a set of strategic priorities known as ‘Digital, Diversity and Dialogue,’ we ensure that investments like the One Nation Media Project will provide stations with high quality content and the tools they need to engage their local communities.”

According to Harrison, this focus on leveraging the “three Ds” to enhance community engagement helps explain what makes public media different. “The people who work at KPCC care about their community,” she says. “They listen to their community’s needs and respond with programs and services that effectively and directly serve those needs.” Ultimately, she continues, “it is this dedication to serving the local community that sets public radio stations like KPCC apart from their commercial counterparts.”



CONTENT MATTERS. QUALITY

27% *Reduction in on-air pledge drive days 2011 versus 2012.*



Public Radio Inspires Career Change

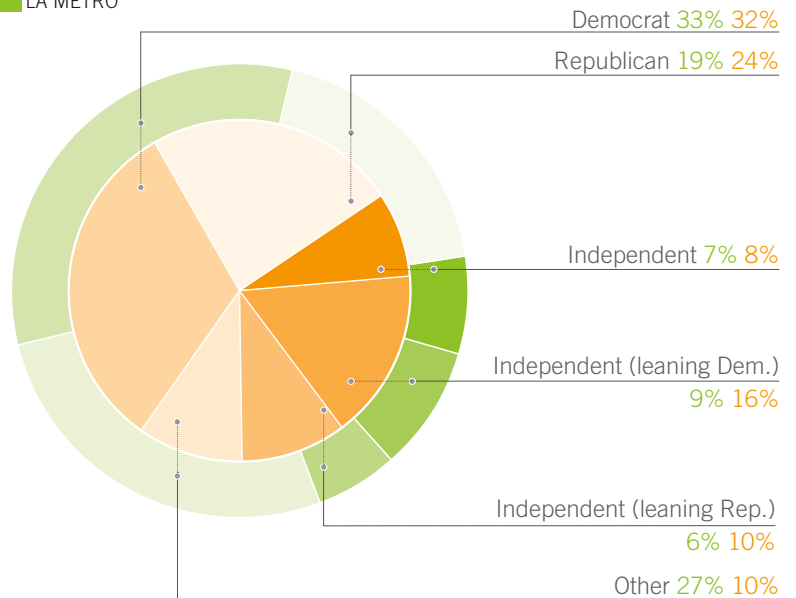
Growing up in Woodland Hills, Juliana Glaser remembers Southern California Public Radio as a constant presence on her parents' radio. After graduating from UC Santa Cruz with a degree in psychology and art history, she decided it was time to start listening on her own. "Most of the news I watched on TV was just fluff," she says. What she heard on SCPR was different: "Public radio brings together different opinions and news from across the globe—things that really matter and can impact the world."

As a listener, Glaser was fascinated by the station's coverage of veterans coming home from Iraq and Afghanistan with PTSD and trying to resume normal lives. "It was clear that they weren't being cared for in terms of mental health, and I wanted to do something about it," she recalls. She dove into research, and two months later, she began a joint master's program in art therapy and marriage and family therapy.

When she completes the program, Glaser looks forward to working with veterans and their families. "I'm excited to help get them happy and healthy," she says. No matter where her career takes her, she knows that one thing will never change: "I got my start at KPCC."

POLITICAL PARTY AFFILIATION, KPCC AND LA METRO

■ KPCC
■ LA METRO



337

Since 2000, the total number of regional and national awards for journalistic excellence—more than any other radio station in Southern California.



The increase in journalists, editors and digital newsroom staff in the last 12 months diversifies and expands the voices you know and trust.

46%

TY COUNTS.

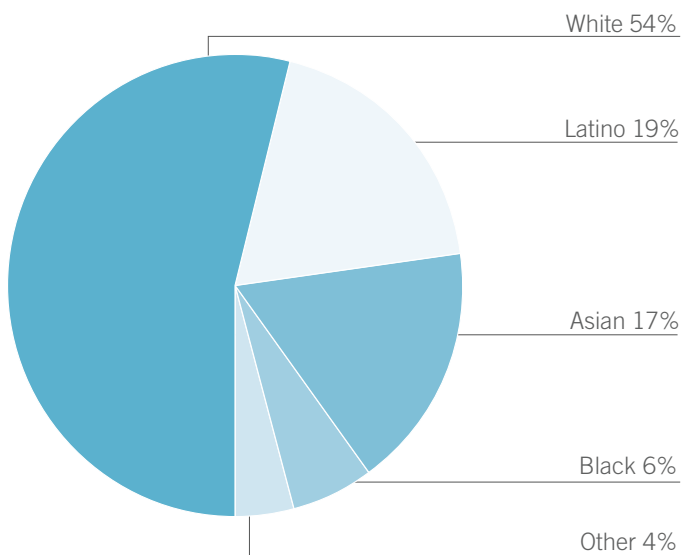
1,953,832

A May 2012 redesign of the kpcc.org website paves the way for an increase in monthly page views, more than doubling from a year prior.

23,000

Sustainers “set it and forget it”—their membership auto-renews annually. Sustainers represent 42% of KPCC’s 55,000 members.

KPCC’S LISTENER ETHNICITY PROFILE



Keeping Connected on the Home Front

Glendale resident Mary Jamora admits that when her son, a U.S. Army staff sergeant with the 82nd Airborne Division, was deployed to Iraq, she was “not the stoic Army mom. I was a mess,” she recalls, “worried about a child half a world away facing life as a combatant in a war zone.” Jamora found one source of consistent comfort during her son’s two tours in the Middle East: Southern California Public Radio. “KPCC carried BBC News broadcasts starting about 2 am. My bedside radio was on all night, and made me feel more connected to what was going on,” she says.

Jamora was elated when her son came home—and grateful that SCPR remains committed to covering what he and his armed forces colleagues are going through as they transition back to civilian life. “As military forces from Iraq have returned and the war in Afghanistan continues, these soldiers are no longer front-page news. But they still need our support. I find SCPR is a resource for military families, helping to shed more light on the issues facing returning servicemen, women and veterans,” Jamora says. Given the breadth and depth of its reporting, Jamora says, SCPR defies easy description, but is perhaps best defined by three simple words: “there for you.”

478%

The increase in mobile devices accessing KPCC news and programming in 2012.



OPEN MIC: FRESH PERSPECTIVES FROM OUR NEWEST TRUSTEES

At Southern California Public Radio, we offer listeners news and analysis from the region’s most trusted voices. Here at the station, we also are fortunate to benefit from the wise counsel of experienced voices: SCPR’s hardworking and engaged board of trustees. Our “Class of 2012” includes three influential and highly accomplished women whose insight, intelligence and experience make them invaluable assets in guiding our growth and ongoing operations.

MARIA CONTRERAS-SWEET
Chairwoman, ProAmerica Bank

SCPR: *Why do you listen to SCPR?*

MARIA CONTRERAS-SWEET:

I listen because I appreciate civil discussion on the topical, relevant issues of the day, presented in a thoughtful, intelligent format.

Why is public service journalism so vital to our democracy?

I believe strongly that the line between journalism and commercialism should not be crossed. To assure our democracy, we need an informed citizenry uninfluenced by commercial sponsors. Ratings should not drive what news we cover.

How would you describe SCPR?

Insightful, provocative, thoughtful.



DR. HILARY GARLAND
Clinical Psychologist

SCPR: *What do you love most about SCPR?*

HILARY GARLAND: I love that

I learn something every time I turn on the radio. I appreciate the diversity of content that KPCC provides and the ability to pull my interest into whatever topic is being reported.

Is there one SCPR program you can't tear yourself away from?

I have become addicted to “Take Two.” I find the topics always to be relevant and the voices always original and creative.

How would you describe SCPR?

Diverse, in-depth, unbiased.



DARCY KOPCHO
Executive Vice President, Capital Group International, Inc.

SCPR: *How does SCPR impact your life?*

DARCY KOPCHO:

The station keeps me current on issues related to my region and the broader world; it entertains me, and challenges my point of view.

What role does SCPR's reporting play in strengthening community in Southern California?

SCPR works to provide balanced reporting unfettered by special interests, and to represent perspectives from the many different ethnicities and cultures across our region. It's a centering institution that helps bring us together.

How would you describe SCPR?

Passionate, balanced, inclusive.





SMART INVESTMENT. OUTSIZED RETURN.



Richard and Lezlie Atlas like to think small. Really small. Through their visionary and influential Atlas Family Foundation, the philanthropists and early childhood development advocates work to improve outcomes for society's youngest constituents. "I think school readiness really begins at conception—certainly in infancy, and not in preschool or kindergarten," Richard Atlas says. "More and more research is showing that so many markers for success flow from the beginning stages of life." A retired partner at global banking dynamo Goldman, Sachs & Co., Atlas has long understood the value of early investing, and in 2012 he brought that perspective to bear with a generous gift in support of Southern California Public Radio's early childhood education news coverage.



Richard and Lezlie Atlas

He did it in a way that only a master of the markets could: by leveraging his investment. To boost the effectiveness of the grant, Atlas reached out to a number of long-time collaborators, including Gene and Mindy Stein's Tikun Olam Foundation, the Roberta and Carl Deutsch Foundation and the Annenberg Foundation via the Baby Futures Fund. As Gene and Mindy Stein tell it, they were an easy sell. "We feel strongly that what happens in the first few years of life is crucial in terms of who a person is going to become, and by investing in early

childhood, we realize benefits that include school success, a productive workforce and a healthy economy," Gene says. "I love that KPCC was willing to do this," Mindy agrees. "It's great to have a local station that emphasizes innovation and fosters an opportunity to think more broadly."

The funds have enabled SCPR to expand its education reporting team, already one of the strongest in California. With the addition of Deepa Fernandes as the station's early



KPCC expands coverage of early childhood development on all platforms.

childhood development correspondent, SCPR is increasing its focus on this vital area, which scientific study is showing to be critical to everything from brain development to long-term health. "Funders spend a lot of money trying to correct problems that in many cases could have been prevented in the first place—things like poverty and incarceration rates, obesity and heart disease," Atlas says. In collaboration with the Steins and the Deutsch and Annenberg Foundations, his gift seeks to help change this by enhancing understanding of the benefits of early childhood education, and by providing a forum for discussion that can better engage Southern California's diverse communities.

As Atlas sees it, SCPR—with its commitment to intelligent, civil discourse—is the perfect place to make that happen. "I believe that, on any issue, there's always someone just as smart, caring, ethical and thoughtful as I am who has the opposite point of view. I want to see things as they appear from that person's perspective. And that's why I listen to KPCC."

A FIRM FOUNDATION OF SUPPORT



Strong community journalism demands strong community collaborations—and Southern California Public Radio is grateful to valued partners like the Ford Foundation for their generous support. By funding SCPR’s urban affairs coverage, the foundation plays a critical role in improving quality of life, not only locally but also nationwide. “Southern California’s unique demographics make it a bellwether for the country. SCPR’s reporting on immigrant communities, transportation, criminal justice and other issues can help tell the stories that define the 21st century urban experience,” says Jonathan Barzilay, director of the Ford Foundation’s freedom of expression work.



Jonathan Barzilay

Based in New York, Barzilay has roots in Los Angeles, where he had a varied and distinguished career as a First Amendment lawyer and as an executive at Disney/ABC and CBS. In his current position, he oversees the foundation’s portfolios in arts and culture, religion and media, which have a rich history of sustaining many of the nation’s most revered institutions. Barzilay points out that artists are often among the first to give voice to issues of social justice, and to capture the stories of underrepresented communities. Religious leaders and institutions, he continues, also play an important role in

advancing social justice. Similarly, he says, “the foundation has long recognized the importance of supporting public service media, because journalism is an essential engine of illumination and accountability.” It’s an engine, he notes, whose continued functioning depends upon long-term support from visionary philanthropic organizations. “The news business has entered challenging times,

with fewer newsrooms able to sustain principled reporting on complex social problems. The Ford Foundation focuses on preserving and encouraging this vital discourse.”

Of course, as Barzilay notes, the task is not without its difficulties. But, he asserts, grantees like SCPR “bring a



Crime and politics reporter Frank Stoltze in the field during the 2012 Presidential Election.

sense of optimism and passion to their work that shines through even when dealing with the most intractable problems.” Barzilay’s own optimism is evident as he talks about the advantages of long-term problem solving. “It is inspiring to see how many people are thinking creatively about ways to build a better future,” he says. “And it is a privilege to focus on fostering positive outcomes into the next decade and beyond.”





A LEGACY WORTH BROADCASTING

Through her research at the Annenberg School for Communication at USC, Professor Sandra Ball-Rokeach explores the evolution of 21st century community through grassroots communication infrastructure. Through her membership in Southern California Public Radio's Legacy Society, she ensures the ongoing viability of that infrastructure, offering crucial support to help sustain SCPR for generations to come.

As principal investigator of USC Annenberg's Metamorphosis Project, Ball-Rokeach advises doctoral students who conduct research, in the many ethnic communities of Los Angeles, on the transformation of urban community under the forces of globalization, new communication technologies and population diversity. Her expertise has made her a trusted counselor to—and an invaluable resource for—SCPR, bolstering the station's commitment to telling the stories of the

Southland's diverse communities. "The media is playing a central role in the communication ecologies of new immigrants and also in the lives of settled ethnic and racial communities," Ball-Rokeach says. "Southern California Public Radio is a prime mover in strengthening the civic and cultural bonds that unite Southern Californians."

A prolific author and editor of six books and numerous articles in prestigious journals including *Communication Research*, *Journalism Quarterly* and *American Sociological Review*, Ball-Rokeach offers trenchant observation and analysis that helps SCPR nurture community cohesiveness. Ball-Rokeach's service to SCPR has been multi-faceted, from membership on the Regional Advisory Council to participation as a long-standing member of the President's Circle. After deciding to include the station in her estate plans, Ball-Rokeach helped establish the Legacy Society and hosted the inaugural event in her home. Recently, she revised her plans to provide even more generously for the station. "I'm honored to contribute to SCPR's success," she says, "and I hope that many members join us in providing for the future of its public service."



Sandra Ball-Rokeach



Higher education helps transform Southern California's urban communities.

STATEMENT OF ACTIVITIES



Southern California Public Radio (An Affiliated Organization of American Public Media Group)

Year Ended June 30, 2012, with Comparative Totals for the Year Ended June 30, 2011

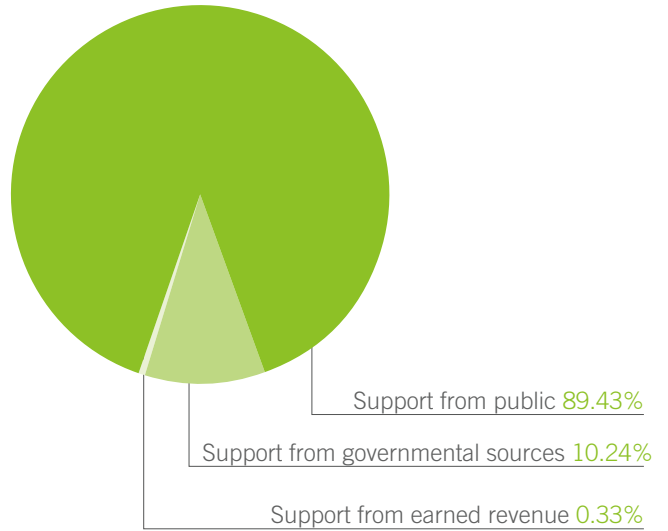
(IN THOUSANDS)

2012

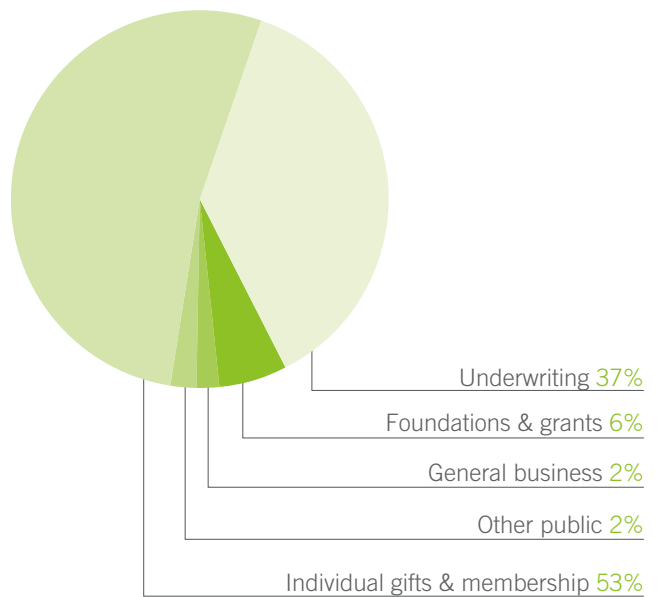
	UNRESTRICTED				
	Operating Fund	Property	Designated Fund	Elimination	Total
Support from public:					
Individual gifts & membership	\$8,932	\$-	\$67	\$-	\$8,999
Individual gifts & membership – released from restriction (rfr)	1,388	-	-	-	1,388
Underwriting	2,143	-	-	-	2,143
Underwriting – rfr	5,069	-	-	-	5,069
Business support general	190	-	-	-	190
Business support general – rfr	220	-	-	-	220
Foundation support	-	-	-	-	-
Foundation support – rfr	983	78	-	-	1,061
Intercompany grants	133	624	-	(659)	98
Other public support	-	(324)	-	-	(324)
Other public support – rfr	416	101	-	-	518
Total support from public	19,474	479	67	(659)	19,362
Support from governmental agencies:					
Corporation for Public Broadcasting (CPB)	-	-	-	-	-
CPB – rfr	2,217	218	-	-	2,434
Grants from other governmental agencies	-	-	-	-	-
Grants from other governmental agencies – rfr	13	-	-	-	13
Total support from governmental source	2,230	218	-	-	2,447
Earned revenue:					
Earned operating activities	2	-	-	-	2
Investment return	-	2	1	-	2
Other earned revenue	68	(7)	-	-	62
Total earned revenue	71	(5)	1	-	67
Total support and earned revenue	21,775	692	68	(659)	21,876
Expenses:					
Operation expenses	14,943	1,186	-	(609)	15,520
Administrative expenses	2,065	86	-	(50)	2,101
Fundraising expenses	4,764	177	-	-	4,942
Total expenses	21,772	1,450	-	(659)	22,563
Change in net assets	3	(758)	68	-	(687)
Net assets, beginning of year	343	22,696	339	-	23,378
Net assets, end of year	\$346	\$21,938	\$407	\$-	\$22,691

Temporarily Restricted	Permanently Restricted	Total	2011
\$1,252	\$25	\$10,276	\$11,153
(1,388)	—	—	—
4,143	—	6,286	6,889
(5,069)	—	—	—
155	—	345	165
(220)	—	—	—
2,701	—	2,701	138
(1,061)	—	—	—
—	—	98	98
101	—	(223)	337
(518)	—	—	—
96	25	19,483	18,780
3,272	—	3,272	1,128
(2,434)	—	—	—
0	—	0	29
(13)	—	—	—
825	—	3,273	1,157
—	—	2	49
(9)	—	(7)	32
—	—	62	102
(9)	—	57	183
912	25	22,813	20,120
—	—	15,520	12,422
—	—	2,101	1,983
—	—	4,942	4,415
—	—	22,563	18,820
912	25	250	1,300
4,516	175	28,069	26,769
\$5,428	\$200	\$28,319	\$28,069

TOTAL OPERATING REVENUE



SUPPORT FROM PUBLIC



ANNUAL GIVING

Visionaries' Circle

\$50,000+

Anonymous Friends
John and Louise Bryson
Gordon and Dona Crawford
Hilary Garland
Susan and Doug Kranwinkle
Jennifer and Shawn McCreight

Chairman's Circle

\$25,000-\$49,999

Rick Barry
Begin Today for Tomorrow
Helen and Peter Bing
Esther M. Chao
Marianna and David Fisher
Heather and Paul Haaga
Tom Hanks and Rita Wilson
Sally and William H. Hurt
The Kopcho Family Foundation
The Mohn Family Foundation
Lillian Lovelace
Wendy Munger and Leonard L. Gumpert
Victor and Cathryn Palmieri
Marilyn P. and Thomas C. Sutton
James R. Ukropina

President's Circle

\$10,000-\$24,999

Anonymous Friends (4)
Robert and Sara Adler
David and Carol Appel
Sandra J. Ball-Rokeach
Sael Bartolucci
Jack Benadon
The Eli and Edythe Broad Foundation

Ben and Mavis Huang Foundation
Peter Yun Huh and Jihee Kim Huh
Stanley L. Iezman and Nancy Stark
Damien and Yvonne Jordan
William and Rebecca Kamer
Leonard Lipman
Karin L. Larson
Jeff and Rachel Lipp
Jim and Anahita Lovelace
Stephen A. and Julie Maas
Kevin McCarthy and Lauren Lexton
Tyler MacCready
Howard and Nancy Marks
Scott and Lauralee Bell Martin
The Millstream Fund
Neda Nobari
Jane and Ron Olson
Sherry and John Phelan
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back and front cover:

6	7	8	9	1	2	3
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10	11	12	13	4	5
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4. Wendy Lee
5. Jose Martinez
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