FRONT COVER
WCS works to protect wild tigers across their range in Asia and has recently experienced conservation successes in India, Thailand and the Russian Far East, where the Amur tiger featured on our cover was photographed. The WCS Russia Program plays a critical role in monitoring Amur tigers and their prey species and minimizing potential conflicts between these majestic carnivores and human communities.

INSIDE COVER
2014 marked the 10th anniversary of Karukinka Natural Park. Managed by WCS, the reserve spans some 735,000 acres on the Chilean side of Tierra del Fuego. In addition to diverse species that include guanacos, elephant seals, and albatross, Karukinka boasts peatlands holding vast reserves of terrestrial carbon.

BACK COVER
WCS works to protect corals in seascapes across the globe. Healthy reefs are essential to sustainable fisheries and to the local fishers, like those pictured here, who depend on them for food and livelihoods.
MISSION
WCS saves wildlife and wild places worldwide through science, conservation action, education, and inspiring people to value nature.

VISION
WCS envisions a world where wildlife thrives in healthy lands and seas, valued by societies that embrace and benefit from the diversity and integrity of life on earth.
Dear Friends,

Zolushka, (Russian for Cinderella), captures the hearts of all who know of her. Far from a fairy tale, her story is a genuine tiger’s tale; a reminder of the successes that conservation is achieving in the snowy Russian Far East.

Zolushka was a starving orphaned cub rescued in 2011 after her mother was killed, most likely by poachers. Scientists from WCS, led by Dr. Dale Miquelle, and the regional Russian Primorskiy Wildlife Department rescued Zolushka to ensure she received veterinary treatment.

For 18 months, Zolushka’s home was a federal tiger rehabilitation center, designed with technical assistance from WCS’s Bronx Zoo General Curator Dr. Pat Thomas. Dr. Thomas made recommendations on facility design to improve safety and reduce the need for direct interactions between tigers and humans. The key to this rehabilitation: Ensure that the tiger’s natural fear of humans remained intact; and provide her opportunities to learn to hunt live prey.

In May 2013, she was released into Bastak Reserve within the Jewish Autonomous Oblast, a region where tigers vanished 40 years ago due to habitat loss, poaching, and loss of prey. Through the months, WCS scientists and our Russian colleagues followed her movements using GPS and camera traps.

Today, she and five more tiger cubs that have since been released are re-colonizing this tiger habitat, frequenting places once roamed by Zolushka’s ancestors. Her tracks and those of a male tiger (which appears to have dispersed into the region) suggest that the prince has found his Cinderella. If cubs are born, it will be the ultimate sign of success in returning tigers to this once empty landscape.

This story is poignant for WCS. It highlights the expertise in our global conservation program and in our zoos and aquarium. It shows how both sides of our organization—in this story represented by Dr. Miquelle and Dr. Thomas—work together along with partners to save wildlife.

At a time when conservation news often leaves us without hope, this story reminds us that with the help of our supporters and partners we can make a difference.

Across the nations where tigers roam, we are seeing other successes, including in India and Thailand, where tiger populations have in some landscapes stabilized or expanded. Government and conservation action informed by science have enabled Nagarathole, India, for instance, to experience a 300 percent increase in its tiger population over two decades.

Other highlights in 2014:

- Stricter regulations of ivory were introduced in the U.S., and ivory-sale bans were passed in New Jersey and New York. WCS’s 96 Elephants campaign with 191 partners (125 of which are zoos!) created the awareness needed to pass these restrictions.

- WCS led the discovery of an easier way to detect Ebola antibodies among wild apes. Through fecal testing, researchers can identify populations exposed to the virus, eliminating the need for riskier animal capture and blood-and-tissue sampling.

- The WCS New York Aquarium broke ground on Ocean Wonders: Sharks! —a 57,000-square-foot exhibit and our New York Seascape initiative to conserve wildlife in nearby waters.

- Peninsula Valdés, in Argentina’s Patagonia region, was declared a biosphere reserve by UNESCO, increasing legal protection for wildlife by more than 4 million acres and expanding that protection 12 miles into the sea.

- A treaty among U.S. Tribes and Canadian First Nations—the first of its kind in 150 years—established intertribal cooperation in restoring bison to their native land.

- The government of Gabon announced it would create a marine-protected-area network of 10 marine parks covering 18,000 square miles; and the government of Bangladesh created that country’s first marine protected area.

- At the Conference of Parties in Ecuador, 21 species of sharks and rays were listed under the Appendices of the Convention on Migratory Species.

We look forward to working with our partners in 2015—the 120th anniversary of WCS—and to keeping a close eye on the adventures of Zolushka.

Ward W. Woods Cristián Samper
Chair of the Board President & CEO
OUR CONSERVATION FOOTPRINT

1. Arctic Beringia
Arctic coasts and seas of Alaska, Western Canada, and Russia

2. Rocky Mountains
North American coniferous forests

3. East-Central Boreal
Adirondacks, Northern Ontario, and boreal forests

4. New York Seascape
Coasts and seas of the mid-Atlantic

5. Mesoamerica and Western Caribbean
Forests, coasts, and coral reefs in Belize, Cuba, Guatemala, Honduras, and Nicaragua

6. Western Amazon and Orinoco
Forests, grasslands, and wetlands of Bolivia, Brazil, Colombia, Ecuador, Peru, and Venezuela

7. Patagonia
Coasts of Argentina and Chile

8. Congo Basin and Coast
Forests and coast, including Burundi, Cameroon, Democratic Republic of Congo, Equatorial Guinea, Gabon, Nigeria, Republic of Congo, Rwanda, and Uganda
9. Eastern African Forests and Savannah
Savannah, woodland, and forest including Kenya, Mozambique, South Sudan, Tanzania, Uganda, and Zambia

10. Western Indian Ocean and Madagascar
Coral reefs and island forests of Kenya, Madagascar, Mozambique, and Tanzania

11. Temperate Asia Grasslands
Grasslands, forests, and mountains of Central and Northeast Asia

12. South Asia
Bangladesh, Bhutan, India, and Nepal

13. Greater Mekong and Coast
Cambodia, Laos, Myanmar, Thailand, and Vietnam

14. Indo-Malaya
Forests, coasts, and reefs of Indonesia and Malaysia

15. Melanesia
“Ridge to reef” in Fiji, Papua New Guinea, Solomon Islands, and Vanuatu
What challenges are driving WCS’s work in Fiji?
Fiji is only one of 14 independent Pacific Island nations that comprise Oceania. The challenges that drive our work there are shared across the region—habitat loss and degradation (for example, from coastal development), invasive species, unsustainable extraction of natural resources, pollution, diseases linked to environmental change, and impacts from human-forced climate change. In developing community-based management plans to sustainably manage natural resources, we spend a lot of time around the kava bowl with local people discussing how to address threats to clean water and healthy fisheries and other ecosystem services.

Can you tell us a bit about your daily routine?
The best thing about my job is that there is no routine! Every day is completely different, which is both exciting and challenging. I might be surveying coral reefs, presenting conservation plans to government officials, developing a documentary, facilitating management-planning workshops, writing scientific papers, or meeting with donors. I always try to squeeze in some exercise. I’ve spent a lot of time at sea in small boats. Safety often depends on being fit. When I saw that some of our marine staff were not great swimmers, I started scheduling lessons at the nearby pool to make sure everyone could survive if our boat got into trouble.

How does WCS work with the Fiji government?
I have served on several committees advising on environmental policy. As part of the Protected Area Committee, I helped lead efforts to better...
secure Fiji’s land and sea ecosystems. When we found that the locations the committee was considering for protection did not include key forest-habitat types, we provided recommendations to improve protection for sensitive vegetation types as well as for downstream reefs. Some of these recommendations were adopted and endorsed by Fiji’s National Environment Council in 2013. We expect that when funding becomes available to establish new protected areas in Fiji, it will go to these important locations.

Tell us about your role with Fiji’s first district-level ridge-to-reef management plan.

When I joined the WCS Fiji program, we were not really engaged in the ecosystem-based (“ridge to reef”) management-planning process we had a grant to undertake in Kubulau District. We were not looking at how upstream ecosystems were linked to those downstream or how actions outside of the parks and reserves influenced the ecology within. We worked with representatives of all 10 of the villages of Kubulau District to identify what they wanted to manage on the land and in the sea, what factors were negatively affecting local species and resources, and what actions they could take to minimize impact. In June 2009, Kubulau’s chiefs endorsed Fiji’s first ridge-to-reef management plan, a model now being replicated.

What do you find most challenging about your work?

In my previous position in Australia, every day when I woke up I knew what was going to happen. I missed the unpredictability of life that I’d experienced in Africa, which pushes you to your limits to come up with creative solutions for everyday problems. On any given day in Fiji, flights or ferries may be canceled, a tropical cyclone may make landfall, the dive compressor may break (a regular occurrence), the bottom third of our outboard engine may inexplicably fall into the sea, our fieldwork might be called off because of village funerals or typhoid outbreaks—any and all of these have happened. How you cope with these unforeseeable events really shapes your character.

What is your proudest achievement?

We produced a comic book with funding from Disney. “The Adventures of Joji Goby” is a Finding Nemo–like tale in which a precocious goby, born in the headwaters of a Fijian stream, loses his siblings after they migrate out to sea as larvae. Stuck with an intrepid crab and a ditzy snail, Joji makes his way back upstream to find his family. Along the way, they encounter a number of threats we have shown to have a major impact on Fiji’s freshwater fish. The kids loved it, and the effect was immediate. We heard of students telling their teachers that the school gardens were planted too close to streams and going to pick up garbage in their communities.

What is your favorite wildlife moment?

I once went on a 10-day diving trip with staff and volunteers from the New England and Monterey Bay aquariums just off the island of Gau. I spotted a small hawksbill turtle that slowly came back toward me. I put my hand on its carapace (or shell), and we swam together for nearly 40 minutes, soaring over the reef. If I paused to take a picture of another creature swimming by, it would give me a look as if to say, “Hey, pay attention to me!” Turtles are hunted in Fiji despite a moratorium on killing them, so typically they flee at the site of humans. So this was incredibly unusual behavior.
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(March 1, 2015)

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The WCS Council, which was launched in January 2014, brings together a core of WCS supporters to help advance our mission and provide leadership support as we expand our programs and initiatives.

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2014 LEADERSHIP TRANSITION

- We extend special appreciation to Patti Calabrese, who retires as Executive Vice President for Administration and Chief Financial Officer after 15 years of extraordinary service. During her tenure with WCS, Patti established an exceptionally high level of professionalism throughout the organization. She helped to lead WCS through several challenging times: 9/11, the 2008 global economic crisis, and Hurricane Sandy. In addition to her effective management during times of crisis, Patti masterfully worked with management and board leadership to enhance WCS’s financial strength and improve management systems.

- Robert G. Menzi joins WCS on March 1, 2015, as Executive Vice President and Chief Operating Officer. Robert brings to WCS 30 years of experience working in nonprofit management, international development, and the financial and for-profit sectors. Just previous to joining WCS, Robert worked at the National Fish and Wildlife Foundation (NFWF) in Washington, serving as its Executive Vice President and Chief Financial Officer.

Transitions in our Global Conservation Program in 2014:

- Josh Ginsberg left WCS after 18 years of service to become President of the Cary Institute of Ecosystem Studies. Josh was a key player in the expansion and management of our global portfolio.

- Joe Walston was appointed Vice President for Field Conservation, overseeing our Marine Conservation program; the regional programs for Africa, Asia, Latin America, and North America; the Wildlife Health and Health Policy Program; and the Conservation Measures Program.

- James Deutsch was appointed Vice President for Conservation Strategy, supporting the design, communication, and fundraising for our conservation programs.
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Chile Country Director
Padu Franco  
Colombia Country Director
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Kerry Prendergast  
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WCS CONSERVATION RESOURCES LIBRARY & ARCHIVES
Kerry Prendergast  
Director
The Bronx Zoo’s Astor Court is a designated New York City Landmark consisting of two grand stairways and six limestone and brick neoclassical style buildings surrounding a central plaza. WCS’s principal administrative offices are located there.

Says WCS Vice President of Planning & Design and Chief Architect Susan Chin, “Our exhibits are designed to be living embodiments of WCS’s mission and values—connecting visitors to wildlife, encouraging them to consider their relationship to nature, and inspiring them to care.”

As director of the WCS Chile Program, Bárbara Saavedra is responsible for all WCS activities in the country—including management of the Karukinka Reserve in Tierra del Fuego, which celebrated its 10-year anniversary in 2014.

WCS Malaysia Program director Melvin Gumal was a 2014 winner of the prestigious Whitley Award for Conservation. Melvin was recognized for his efforts to increase the amount of Bornean orangutan habitat under protection in the Engkari-Telaus Community Conservation Landscape in Sarawak and for creating an environment where these great apes can thrive alongside local communities.

WCS Zoological Health Program Pathology Head D McAloose observes, “Finding and characterizing microscopic organisms that play a significant role in animal health (viruses, for example) is as exciting to me as finding a new primate species might be to our field biologists. And it’s equally important to conservation.”
The Essence of Our Strength

In 2013, we developed a seven-year plan, WCS: 2020. The plan includes three core strategies:

- We **DISCOVER** and understand priority wildlife and wild places through **science**.
- We **PROTECT** priority wildlife and wild places through **conservation action**.
- We **INSPIRE** people to care about wildlife and wild places through **education and public engagement**.

In support of these core strategies: We are **building a stronger platform**, including strengthening our workforce, growing financial support, and improving management systems; and we are **leveraging resources** through partnerships and public policy.

Our history spans 12 decades. We are focused on our mission to save wildlife and wild places worldwide through science, conservation action, education, and inspiring people to value nature.

Through the years, our zoos and aquarium have been leaders in providing individual animals with exceptional care while ensuring viable populations and species sustainability for future generations. We have hosted 400 million visitors at our zoos and aquarium, providing for many the only opportunity they will ever have to see wildlife. We have inspired millions to care about nature and we are supporting conservation field programs around the globe.

Our global field work has expanded to more than 60 nations and all the world’s oceans. WCS uses science and field conservation—leveraged by hundreds of partnerships—to achieve our goals. Whether a given program is aimed at protecting a species or a landscape or the sea—our efforts help communities conserve the nature that surrounds them and supports them.

And that’s the essence of our strength: combining the power of field conservation, our zoos and aquarium, and partnerships to achieve our goal: the conservation of 50 percent of the world’s biological diversity while ensuring a positive impact on millions of people globally.
Stephen Sautner

Executive Director of Communications Stephen Sautner celebrates 20 years with WCS this year. Despite technological changes during that time, Stephen says earned media placement still depends on good storytelling and reporter relationships. He recently shared with us some career highlights and proud moments, including his first “century day,” when he recorded more than 100 bird species.

What brought you to WCS?
I came from a small environmental group trying to stop ocean dumping off the New Jersey coast. I’d honed many of the same skills I’d need at WCS, including the ability to engage the news media and make complex science inspiring to a public audience. Those core PR skills remain essential despite the rapidly changing world they are used in.

How did you become interested in conservation?
As a kid growing up in New Jersey, I loved the outdoors. I caught frogs, butterflies, and turtles in the woods. Then I discovered fishing, which became a portal to another world that also taught me conservation lessons. I’ve seen some fisheries collapse, never to recover. I’ve learned that PCBs and mercury pollution made some species potentially unsafe to eat. And I’ve seen how conservation efforts can help species like the striped bass to recover. All of this made me realize that humans can have a profound impact on their environment, both negatively and positively.

Did you visit WCS’s zoos and aquarium as a child?
I have a direct link to the Bronx Zoo since my parents got engaged there in the late 1950s in front of the polar bear exhibit. In grade school we took a field trip to the New York Aquarium, and I remember how I couldn’t have been more excited than if we were going to take a rocket ship to the moon. The old electric-eel exhibit, where the eel’s voltage was measured on what looked like a giant thermometer, was really cool.

What was it like moving from a local advocacy organization to WCS?
I was already pitching and placing articles on environmental issues, so working on conservation and wildlife stories was a natural progression. But my responsibilities changed from the New Jersey coast to the entire planet! When I first started at WCS, I admittedly had never heard of many of the species we were saving. For instance, I had no idea what a lemur was (this was before the Madagascar movies). But, in a way, this initial lack of knowledge has worked to my advantage—forcing me to be a clear communicator and never assuming a reporter knows the jargon of conservation.

Where did you study?
I earned a degree in journalism from Rutgers. I took a class called Environmental Ideology and the Media and realized that’s what I wanted to do. I had a minor in natural-resource management, which was fun and allowed me to spend time in the field. The hardest class I took was not a writing course but dendrology—the study of trees. The class began easily, with the professor pointing to a maple in full foliage and asking us to identify it. By December the leaves were gone. We had to identify twigs. That was a tough class, but now I can tell you a river birch smells like root beer. I took a birding class as an elective. The last day of class I experienced my first “century day”—seeing and recording well over 100 species.

Q&A

Stephen Sautner

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Can you tell us a bit about your daily routine?
My workday can be incredibly variable, though most of the time it begins with e-mails from all over the world. I love hearing from our conservationists, and it is an honor to help communicate their work to the public. Then there is a lot of writing, working with reporters, and collaborating with staff throughout the organization to maximize the impact of the stories we tell. Other times, I have found myself doing things that were not in my job description, like when I played an ivory appraiser last year for the “Vintage Horror Show” video—a spoof of the Antiques Roadshow program.

What do you find most challenging about your work?
In 1995, the state-of-the-art technology to reach reporters was the fax machine. When I tell this to younger people, they look at me like I’m a frontiersman waxing nostalgic about the Pony Express. Keeping up with technology and the changing media landscape is a constant challenge. But this also gives us tremendous opportunity to become our own news-generating organization rather than relying solely on journalists to report the news for us. We’ve been doing this more and more with blogs we write ourselves and publish on the Huffington Post, in National Geographic, LiveScience, and others. But there is also potential for creating multi-media presentations to send directly to news outlets. It’s something the Communications Department will be doing more and more. The possibilities are really exciting.

How are you able to get the attention of high-level journalists in such a competitive media environment?
Despite all the rapid changes in technology, maintaining personal relationships with reporters remains extremely important. If a reporter won’t answer an e-mail or take a phone call, it doesn’t matter how much high-tech gadgetry you have to deliver your message. There are some reporters on my press list whom I have known for nearly 20 years now. I know them on a first-name basis and have built trust with them over the years. They rely and depend on WCS to give them high-quality, science-based stories.

What makes you passionate about your job?
Spending time with our field staff and our zoo and aquarium staff and seeing the passion they have for wildlife is really inspiring. I’m always amazed at their depth of knowledge. A member of the public e-mailed me once looking to identify a swatch of an animal skin he had purchased at a thrift store. The photo he sent looked like a generic piece of cowhide. But I forwarded it to Pat Thomas, WCS Vice President & General Curator and Associate Director of the Bronx Zoo. It turned out to be from a springbok—a type of African antelope. I’m still amazed Pat knew that.

What is your proudest achievement?
A WCS scientist once said our communications work helps save tigers—that it’s as important as field conservation because it tells the world what we’re doing and engages donors and partners. That meant a lot. One particular effort comes to mind. In 2007, the late WCS field herpetologist John Thorbjarnarson asked if I would try to place a story in The New York Times on how China should bring together their remaining male Yangtze softshell turtles and a female for breeding. The story wound up on the front page. Soon after, the Chinese government brought the turtles together to breed. It has not yet been successful, but I remain hopeful!
“The beauty and genius of a work of art may be reconceived, though its first material expression be destroyed, but when the last individual of a race of living things breathes no more, another heaven and another earth must pass before such a one can be again.”

—WILLIAM BEEBE, AMERICAN NATURALIST, ORNITHOLOGIST, EXPLORER
The approach of our 120th anniversary in 2015 offers an opportunity to reflect on 12 decades of dedicated conservation action that have helped WCS make a lasting impact on the protection of wildlife and wild places on our planet. In its earliest days, WCS—then, the New York Zoological Society—led the way in securing grazing land for bison hunted to near extinction as well as the passage of laws to prohibit both the hunting of seals off Alaska’s Pribilof Island and the killing of birds for the use of their plumage in hats. In the years that followed, the Bronx Zoo led the transition of the modern zoological park from a poorly equipped menagerie to an institution of science and conservation education, with the highest standards of husbandry and a commitment to conserve species threatened in the wild. Today, that mission is reflected in the 245 parks WCS has helped to create globally and the more than 400 million guests we have received at our New York City zoos and aquarium since our founding. It is reflected as well in our recent 96 Elephants campaign to raise awareness of the devastating traffic in illegal ivory and the reintroduction of Critically Endangered Puerto Rican crested toads bred at WCS’s Queens Zoo to their namesake island habitat. These stories and more in the following pages demonstrate WCS’s unwavering commitment to Discover, Protect, and Inspire.
Have Lab, Will Travel

As a molecular biologist for WCS’s Zoological Health Program, Dr. Tracie Seimon is on the go. Having perfected the art of packing up and reassembling her laboratory in WCS global project sites, Dr. Seimon can provide rapid genetic testing and analysis to guide conservation action on the ground that might otherwise take months. In the past five years alone, Dr. Seimon and her team have discovered a dozen new viruses. The portability of molecular technology is continuously changing. One device—a DNA replicator that 20 years ago covered a tabletop—may soon be reduced to the size of an iPhone.

Breaking Through on Ebola Detection

WCS is working in Central Africa to identify and implement strategies to mitigate the impact of Ebola virus disease (EVD) on ape populations and reduce human outbreaks. In the fall of 2014, WCS announced a potential game changer in the study of Ebola virus: a new detection method that uses fecal samples from wild great apes to identify populations likely to have been exposed to the virus. This method could redefine the way Ebola is studied and improve understanding of the mysterious virus’s distribution—a matter of great importance to both the human health and conservation communities.
DNA Research Reveals Stunning Results for Whale Conservation

The WCS Ocean Giants team used DNA analysis this year to identify unique populations of blue and humpback whales. In the former case, they determined that two populations of blue whales exist in the waters of the southeastern Pacific. The second study confirmed that humpback whales inhabiting the Arabian Sea are the most genetically distinct and isolated population of humpback whales in the world and may have remained separate from other humpback populations for 70,000 years. Both findings provide essential science informing conservation management and policy at a time when whales face growing threats to their habitats.

Scientists Discover “Talking” Turtles in Brazil

WCS scientists and partners working in the Brazilian Amazon have discovered that Giant South American river turtles make a variety of sounds associated with social behavior, including signals used by females to call to their newly hatched offspring. It is the first documented case of parental care post-hatchling in turtles. The study, published in the journal *Herpetologica*, was led by WCS’s Camila Ferrara. The research team used both microphones and hydrophones—in the air and underwater—to detect 2,128 sounds in 380 hours of recordings of adults and hatchlings.
Protecting 18,000 Square Miles of Gabon’s Coastal and Offshore Ecosystems

The African nation of Gabon has committed to a new marine protected-area network that will cover 23 percent of the country’s territorial waters and exclusive economic zone, safeguarding more than 20 species of whales and dolphins, four species of marine turtles, and more than 20 species of sharks and rays. The extensive spatial plan relied on data collected over two decades by WCS Gabon and conservation partners. The Waitt Foundation’s partnership with WCS has also played a critical role in advancing these efforts.

Protecting 67,000 Square Kilometers of Wilderness in Canada’s Peel Watershed

WCS Canada’s Don Reid led a conservation assessment that informed the decision by the Peel Watershed Commission to recommend the protection of 80 percent of this region in Yukon, Canada. The 67,000-square-kilometer watershed is one of the last true wilderness regions in Canada’s boreal mountains and is the spiritual heartland of four First Nations tribes. The Yukon government had sought to limit protection to less than a third of the area, but this year the Yukon Supreme Court upheld the Peel Commission’s plan.
This year the Afghanistan government took the bold step of establishing the entire Wakhan District—one of the most remote areas of Afghanistan—as the nation’s second national park. Wakhan National Park will protect over 70 percent of snow leopard habitat in Afghanistan and will bring desperately needed services to some of the poorest and most isolated people in the country. It also shows Afghanistan’s continued commitment to protect its biodiversity and its determination to move forward and realize a bright future for the country. WCS has been conducting conservation and governance-building work with local communities in the Wakhan District since 2006. We were actively involved in providing technical support to the Afghan government for the establishment of Wakhan National Park.

New Afghanistan National Park 25 Percent Bigger than Yellowstone
Sniffer Dogs Help Catch Wildlife Traffickers in the Congo

PALF (Project for the Application of Law for Fauna), a pioneering partnership of WCS and the Aspinall Foundation, launched a “sniffer dog” program in March 2014 in the Republic of Congo that works with local authorities to detect illegal wildlife products being transported in and out of the country. A month later, PALF assisted in the seizure of approximately 40 animals, including monkeys, antelope, and porcupine, at the Maya-Maya International Airport in Brazzaville. The deployment of sniffer dogs at key transit points—on roads, in ports, and in airports—has proved effective. Where it might take hundreds of person-hours to inspect luggage manually, a dog can sniff out illegal items in just seconds.

Need to Detect Illegal Wildlife Parts? There’s an App for That!

Smugglers of illegal wildlife parts have until recently been largely able to slip past unsuspecting or unknowledgeable customs officials. At most points of entry in Asia, for instance, law-enforcement officers have only minutes and sometimes just seconds to decide whether or not to let an item through a security checkpoint. Fortunately, authorities now have new mobile apps developed with WCS’s leadership to push back against traffickers, including Wildlife Guardian (in Chinese) and Wildlife Alert (in English)—both available for iOS and Android systems. Mobile apps, which we tend to associate with ordering food, paying bills, and checking traffic patterns, are now helping law-enforcement staff to identify hundreds of illegally traded wildlife species.
Stabilizing Lion Populations in Uganda’s National Parks

Working with wildlife officials in Uganda, WCS is stabilizing the nation’s two largest lion populations—one in Murchison Falls National Park and the other in Queen Elizabeth National Park. Conflict with humans has placed the lions at risk of local extinction, which would harm ecosystems and tourism. In Murchison, WCS is helping to expand the collection of snares, the greatest threat to lions in the park. In Queen Elizabeth, WCS is incentivizing pastoralists to keep their cattle out of the park to reduce the killing of lions with poison in retaliation for livestock loss. No poisonings were reported for 2014, and lion numbers remain stable in both parks.

Four Million Acres Supporting Unique Biodiversity Protected in Coastal Argentina

Argentina’s Península Valdés was declared a biosphere reserve this year by the United Nations Environmental, Scientific, and Cultural Organization (UNESCO). WCS played a critical technical role in the designation. Península Valdés protects a tremendous variety of seabirds (including 70,000 pairs of Magellanic penguins), marine mammals (including the largest breeding colony of southern elephant seals in South America and nearly 4,000 southern right whales), and inland species, like guanaco and Darwin’s rheas. The designation ensures the region will work to reconcile sustainable economic growth, social development, and environmental protection.
The Largest Confiscation to Date of Illegal Manta Ray Parts in Indonesia

WCS has prioritized saving sharks and rays as part of a global commitment to promote the recovery of depleted and threatened populations of marine species, halt the decline of fragile marine ecosystems, and improve the livelihoods of coastal communities along the world’s oceans. In November, the Ministry of Marine Affairs and Fisheries of the Republic of Indonesia and the WCS Wildlife Crimes Unit announced the largest confiscation of illegal manta ray parts as part of a major enforcement action against the illegal trade of sharks and rays in Indonesia, home to the largest shark fisheries on earth.

200 Percent Increase in Hawksbill Sea Turtles in Nicaragua’s Pearl Cays Seascape

WCS Nicaragua has reported a dramatic increase in nesting activity of Critically Endangered hawksbill sea turtles in the Pearl Cays of the Caribbean coast, including the highest nest counts since a WCS conservation project began there in 2000. The total nest count for hawksbill sea turtles within the project area has increased some 200 percent, from 154 to 468 over the last 14 seasons.
Reintroducing Critically Endangered Puerto Rican Crested Toads to the Wild

In recent years, the population of adult Puerto Rican crested toads, found only on the island's Guánica National Forest, had shrunk to fewer than 3,000. With the Critically Endangered species under threat from habitat loss and predation, WCS's Queens Zoo embarked on a collaborative effort with the Association of Zoos and Aquariums to save it from extinction. Rainy season conditions were simulated with misting chambers and recorded breeding calls were played in the background to initiate courtship and mating. Approximately 2,400 tadpoles produced at the Queens Zoo were then sent this year to Puerto Rico, where local biologists introduced them to their rocky habitat.

Celebrating a Decade of Conservation in Karukinka

2014 marked the 10th anniversary of Karukinka Natural Park. Donated by Goldman Sachs, the park represents one of the largest gifts of private lands in history. Managed by WCS, the reserve spans some 735,000 acres on the Chilean side of Tierra del Fuego, including the world's southernmost stands of old-growth forests and massive peatlands holding vast reserves of terrestrial carbon.

Karukinka supports significant Patagonian wildlife, including 60 percent of Chile's guanacos (one of two camel species native to the Americas), as well as Andean condors and endangered culpeo foxes. Lying seaward of Karukinka is Admiralty Sound, which supports Chile's only breeding colony of elephant seals and its only inland nesting colony of black-browed albatross, as well as dolphins and other marine fauna.

After acquiring this land and becoming aware of its tremendous ecological importance, Goldman Sachs decided to conserve it in perpetuity for future generations. "The Wildlife Conservation Society has been an outstanding steward of Karukinka, and these 10 years of collaborative work can be a model for other public-private partnerships," said Goldman Chairman and CEO Lloyd Blankfein.

Today the park serves as a natural laboratory and a beautiful classroom to develop conservation tools and train new generations to preserve Patagonia. In the next decade, WCS expects to scale up this effort, through the creation of a vast network of terrestrial and marine protected areas in Chile while ensuring sustainable development of the local economy.
96 Elephants and the 2014 WCS Elephant Campaign

Just over a year ago, WCS launched its 96 Elephants campaign to bolster the Clinton Global Initiative’s pledge to stop the killing, stop the trafficking, and stop the demand for illegal ivory. First-year accomplishments include: generating more than 450,000 constituent actions, delivering some 700,000 e-mails to legislators and other key decision-makers, and the creation of a WCS Africa/Asia transcontinental wildlife-trafficking strategy. The campaign has raised more than $1.7 million. Generous supporters have contributed an additional $5.8 million for the protection of elephants.
WCS-AZA PARTNERSHIPS

Out of 214 AZA members, WCS has:

- 124 96 Elephants partners
- 24 field-conservation partners
- 21 96 Elephants and field-conservation partners
- Other AZA Members

In the U.S. Congress
WCS has been working closely with allies on Capitol Hill to strengthen wildlife-trafficking-enforcement laws, increase funding for anti-poaching and anti-trafficking efforts, and protect the proposed federal ban from crippling riders and legislation. As a result, the bipartisan Wildlife Enforcement Act was recently introduced in the Senate by Dianne Feinstein (D-CA) and Lindsey Graham (R-SC); the FY15 Consolidated Omnibus & Continuing Appropriations Act passed, with funding to combat wildlife poaching and trafficking rising to $55 million. In addition, a rider aimed at undermining implementation of the federal ban was eliminated.

Wildlife Trafficking
WCS is working with allies in national government and conservation to support a strong federal ban on the commercial ivory trade in the U.S. and the release of the Implementation Plan of the Interagency Task force to Combat Wildlife Trafficking. Recommendations for the plan were submitted by President Obama’s National Advisory Council on Wildlife Trafficking, upon which sit WCS President and CEO Cristián Samper and WCS Vice President of International Policy Susan Lieberman. USFWS and the Department of the Interior are crafting regulations to implement a near-complete ban on the commercial ivory trade in the U.S.

State Ivory Laws
The federal ban will help stop the import, export, and interstate trade of ivory. But with only 10 percent of ivory confiscated at our borders, state-level bans are needed to shut down the illegal trade within states. 96 Elephants played a key role in the passage of ivory bans by the New York and New Jersey state legislatures in June 2014 (both subsequently signed into law by Governors Cuomo and Christie, respectively). WCS is now working with the Natural Resources Defense Council (NRDC) and the Humane Society of the U.S. (HSUS) to establish a legislative ban in California during the 2015 legislative session. We are also offering support to 96 Elephants partners in at least 15 other states.

AZA Support
From its inception, 96 Elephants has welcomed the opportunity to work closely with partners, which today number more than 170 in 45 U.S. states and five countries. The coalition includes roughly 125 members of the Association of Zoos and Aquariums (AZA). With strategic and tactical support that includes legislative counsel, an updatable digital tool kit, media opportunities, public-relations templates, campaign collateral, and exhibitions, we have been able to help our partners to reach their audiences with unified campaign messaging.
2014 marked the return of Komodo dragons to WCS’s Bronx Zoo for the first time since the 1950s. The three adolescent Komodo dragons are representatives of the world’s largest living species of lizard. Native to Indonesia, adult Komodos are capable of consuming up to 50 percent of their body weight in one feeding. A fully grown adult male can weigh up to 250 pounds and reach nine feet in length. Classified as Vulnerable by the International Union for Conservation of Nature (IUCN), fewer than 2,500 Komodo dragons remain in the wild. WCS works across Indonesia to save wildlife and wild places.
Introducing: The WCS Bronx Zoo Birdathon

Hundreds of novice and expert birders participated in the first Bronx Zoo Birdathon in 2014 during the peak spring migration season. The inaugural event was created by Bronx Zoo Bird Curator David Oehler and WCS Coordinator of Bird Conservation Steve Zack. Bird-watchers competed as teams to see how many birds they could spot in Bronx Zoo exhibits and on the park grounds. Each year, the 265-acre park attracts a multitude of migrating species, including warblers, vireos, thrushes, and woodpeckers.

2014 World Parks Congress—Sydney, Australia

Under the leadership of WCS Vice President for International Policy Susan Lieberman, more than 40 WCS participants attended the 2014 IUCN World Parks Congress in Sydney, Australia, in November. Held once every 10 years, the global event focuses on the state of the world’s protected areas. WCS staff led discussions and sessions on a number of conservation issues, including those focusing on wildlife trafficking and new tools such as SMART, an open-source software for law enforcement and anti-poaching monitoring in protected areas. WCS established a dedicated Web site for the Congress, and a successful brochure was released highlighting our priorities and leadership on protected areas.

WCS and other NGOs issued a joint statement on how World Heritage sites are incompatible with oil and gas exploration, mining, and other extractive industries. WCS worked hard to ensure that our priorities were in the forefront, particularly the value of large, well-managed intact parks for wildlife conservation and our concern over multiple threats, including wildlife trafficking. Several WCS scientists published commentaries and papers during the event, and WCS Communications released several important news stories at the Congress, with coverage in The Economist, Scientific American, National Geographic, and other media venues. Important marine-conservation announcements were made by the Presidents of Gabon and Madagascar on new marine protected areas—efforts extensively informed by WCS’s scientific and policy work.
For too long, the zoo and aquarium field has been underrepresented by minority science professionals. To encourage more minority youth to consider this career track, the WCS Education Department developed the Bridging the Gap program—a school-to-career initiative that consists of afterschool and weekend programming for high school students at WCS’s five New York City wildlife parks. Providing post-participation tracking and mentoring, the program seeks to inspire low-income minority youth to pursue wildlife science careers.
Toward that end, Bridging the Gap is developing a science career program that includes hands-on, technology-enriched, science learning experiences at zoos and aquaria; career development services; mentoring; and long-term tracking and support. We hope to launch participating minority students into successful wildlife careers. To help us achieve that goal, we are developing a body of research on the short-term and long-term effectiveness of the program and sharing what we learn with other informal science education institutions around the nation for replication.

Because few programs currently exist to help minority students enter the wildlife science profession, this project fills an important programmatic need and serves as a model workforce program that can be replicated by other organizations around the country. There could not be a more important time to provide this opportunity, as minority participation in STEM careers has remained stagnant for more than a decade. The project's key strategic impact is its capacity to broaden participation in the wildlife sciences by introducing minority students to this field while they are still in high school.
Aldabra Tortoises

Two giant Aldabra tortoises—which can weigh 500 pounds or more and live over 100 years —made their debut at the Bronx Zoo in 2014. Classified as Vulnerable by the IUCN, these reptiles are one of just two remaining species of giant tortoise (the other being the Galapagos tortoise). In 2012, WCS launched an organization-wide program to save the world’s most endangered turtle and tortoise species.

Leading Through Science—300 WCS Peer-Reviewed Papers for 2014

With some 200 PhD scientists on staff, WCS contributes greatly to conservation literature with studies driven by careful scientific investigation and collaboration. In 2014 WCS scientists published or co-published close to 300 peer-reviewed papers in a wide range of distinguished journals, including Nature, Science, Conservation Biology, PLoS One, the Journal of Mammalogy, and Oryx, among others.


View a complete list of 2014 WCS scientific publications at wcs.org.
For tens of thousands of years, American bison shaped the North American prairie, linking Native peoples to the land. But since their slaughter in the 19th century, the animals have been largely missing from Native territory. With the support and assistance of WCS, dignitaries from U.S. Tribes and Canadian First Nations joined in September in support of bison restoration and to renew cultural and spiritual ties. With the first intertribal peace treaty in more than 150 years, the parties hope to restore this quintessentially North American mammal within the two countries.
Two years after Hurricane Sandy delayed construction of a fantastic new ocean-facing marine exhibit, we are pleased to report that significant progress is now being made toward the planned transformation. In January 2014, WCS held a ground-breaking ceremony on the site of the future Ocean Wonders: Sharks! building. WCS staff, community leaders, elected officials, donors, trustees, other stakeholders, and members of the media attended the event. Since then, aquarium staff and the management firm Turner Construction have been hard at work moving the project forward, and the facility is starting to take shape.

Concrete has been poured for the foundation, mezzanine level, and spiral entryway. Subterranean infrastructure for life-support systems and plumbing have been installed—including 6,000 feet of life-
support-system pipe, 2,000 feet of conduit, and 500 feet of cast-iron pipe. In early 2015, more than 40,000 pounds of acrylic exhibition windows will arrive for installation. Once complete, Ocean Wonders: Sharks! will be an instant icon on the famous Coney Island boardwalk. It will help New Yorkers understand the importance of the marine ecosystems surrounding the city and the measures New York City is taking to conserve our local seascape.

The Animal Care Facility, a building designed for animal holding, has been constructed near the Education Hall and is already 100 percent functional and ready to receive its first marine species. This building will be the first stop for the animals that will eventually populate the exhibits within Ocean Wonders: Sharks! Plans for the restoration of the storm-damaged areas of the aquarium, nearly 54,000 square feet, are under review. WCS’s Exhibits and Graphic Arts Department (EGAD) is working to develop renderings of what these damaged areas will look like when they are reopened to the public.
What were your main projects in 2014?
Generally speaking, the core of the WCS China program has been collecting data, publishing peer-reviewed papers, and taking conservation actions driven by our field research. In 2014 my team and I primarily worked on reducing ivory demand in China. Many people are unaware that elephants are killed or threatened due to the ivory trade. We have focused on communications outreach with the goal of changing people's behavior. We used different social-media channels, especially Sina Weibo, China's hybrid version of Facebook and Twitter, along with WeChat—a text and voice-messaging service. We try to target specific groups that consume wildlife products.

Are there attitudes in China that make it challenging to educate the public about the ivory crisis?
Actually, attitudes on both sides of the issue present challenges. For some Chinese, Africa's elephant crisis feels very removed. They feel that China has many endangered species of its own so why should we pay more attention to African elephants. Many Chinese do not yet understand that elephants are killed or threatened due to the ivory trade. We have focused on communications outreach with the goal of changing people's behavior. We used different social-media channels, especially Sina Weibo, China's hybrid version of Facebook and Twitter, along with WeChat—a text and voice-messaging service. We try to target specific groups that consume wildlife products.
understanding why there is such a strong demand for wildlife products in Asia. Bridging this communication divide is important to changing attitudes and consumption behavior.

How is that work going?
Last January, China destroyed six tons of ivory. The different responses in China and the West were interesting. On Twitter, people celebrated the government’s action. On Chinese social media, people asked why officials were paying attention to this issue when there are other troubles in the country. That helped us design targeted messages. In China, everyone has a smartphone and most people are logged on to Sina Weibo and WeChat. Those are tools where we can make a significant impact, and in fact Chinese citizens are now talking about African elephants and ivory. Two years ago they weren’t. On Facebook and Twitter, our goal is to help Westerners learn more about China.

What were some of your other ivory education strategies this year?
At Beijing Capital International Airport, we used ad space to show powerful pictures of dead elephants and urge people not to smuggle ivory into China or take ivory back to their home countries. We also showcased a National Geographic film translated into Chinese to explain the elephant-poaching crisis. A few famous people within the art world helped us reach collectors, a group we don’t normally have much access to. So, we are increasingly relying on our partners to help us spread the word.

Can you describe the work WCS is doing in Tibet’s Changtang landscape?
Following in the footsteps of Dr. Schaller, our team started working in Changtang in 2006. There, we primarily conduct field and animal census surveys. We work with communities to reduce conflicts between wildlife and livestock herders. While most of China is crowded, you don’t see many people in Changtang. But there is abundant wildlife, including wild yak, Tibetan antelope, gazelle, and other animals. One of the challenges of working in this landscape is that locals want more development to have a better life. Our goal is to limit the human footprint so that wildlife numbers can remain at a certain size and scale. So, we aim to work with both the government and local communities to encourage sustainable socio-economic development.

What has been your greatest wildlife moment during your time with WCS?
Seeing a snow leopard in the wild on a field trip in Changtang with my WCS colleague Dr. Joel Berger. It was in 2009 on my birthday, December 5. Few people have the opportunity to see a snow leopard in the wild.

What makes you passionate about your job?
In Changtang, where I’m far away from the crowded cities and it’s more peaceful, I research and observe wild animals. Seeing so much wildlife around you is an amazing experience. I recognize that I am a part of this big community of creatures that in many ways are just like us. Especially in Changtang, due to conservation efforts, there are areas where wild ungulate will ignore my presence as long as I remain at a “safe” distance. To be ignored means they trust that I won’t hurt them.

What do you find most challenging about your work?
Communication is the most challenging aspect of my work. As conservationists, we can’t just focus on peer-reviewed papers. We have to communicate with people within and outside WCS. I needed to develop a different style and approach when sharing our message with government officials, business leaders, and people on the street if I hoped to have some impact on wildlife. When I discuss ivory crushes, it’s more about marketing and public relations than about scientific discourse. I needed to overcome that challenge of explaining things outside a conservation context.

“In China, most people are logged on to social media like Sina Weibo. That’s where we’re having an impact. People are talking about African elephants and ivory. Two years ago they weren’t.”
“Humans merely share the Earth. We can only protect the land, not own it.”

—CHIEF SEATTLE, OF THE DUWAMISH TRIBE
The Wildlife Conservation Society closed Fiscal Year 2013-14 (FY 2014) with a small operating surplus, as total operating revenues exceeded expenses by $1.2 million. The positive bottom line was the result of several factors. Operating revenues totaled $234.6 million, $13.7 million (6 percent) higher than the prior year. Programmatic support from private contributions, federal agencies, multi-lateral and bi-lateral funding and foreign aid reached a new record, nearly $109 million, an 11 percent increase. These funds provided 46 percent of total revenue. Our investments in programmatic and fundraising leadership and capacity building continue to achieve high returns through increased and more diversified funding streams. The New York Aquarium was partially reopened at the end of FY 2013 and had a successful first year of post-storm operation in FY 2014, better than expected, as attendance exceeded a half million visitors. Our zoos and aquarium received four million visitors in FY 2014, slightly higher than the prior year, and per capita visitor expenditure across all five parks increased by 3 percent, to $14.89, despite the challenges of the partially open Aquarium. While the Aquarium will continue to run at a loss until fully restored, in FY 2014 WCS received $4.4 million in insurance proceeds and FEMA reimbursements for debris removal and emergency protective measures at the New York Aquarium and Bronx Zoo. These proceeds supported the bottom line and our cash position. Though the rebuilding and expansion of the New York Aquarium continues to be a significant management focus and challenge, our mission activities in global conservation and at our wildlife parks are strong, supported by a diverse revenue base and record donor commitments.

LEFT
The WCS Jaguar Conservation program began in 1999 to support scientific research on this iconic big cat’s ecological needs and to reduce conflict between jaguars and people. WCS continues to evaluate key protected areas, working to improve the status of refuges where jaguar populations are not secure.

QUICK LINKS: 40 2014 Operating Revenue • 2014 Operating Expenses and Plant-Renewal Funding 42 Operating Revenues and Expenses 43 Consolidated Balance Sheets
Admission and other audience-driven revenues, including membership and auxiliary services, are our largest and steadiest sources of unrestricted operating support, essential to the financial health of the entire organization. In FY 2014, these sources provided $73.4 million, over 30 percent of total revenues. So, maximizing these funding streams is crucial. Admission revenues continue to increase, thanks to a well-researched and proactive admission pricing strategy, which aligns ticket prices with the perceived value of the guest experience and active sales management in the parks and through the Web.

In the aggregate, the City of New York provided $22.7 million for zoo and aquarium operations. This is a combination of operating support and the cost of utilities provided to the Bronx Zoo and the New York Aquarium through the Department of Cultural Affairs and reimbursement from the Department of Parks and Recreation for WCS operation of the Central Park, Prospect Park, and Queens Zoos. WCS was very fortunate to receive an increased operating grant from the state of New York, totaling $3.5 million, in FY 2014.

Investment income for operations totaled $19 million in FY 2014. Investment income is a combination of the 5 percent payout on endowment funds in accordance with board policy and investment income earned on operating funds. The total also includes allocations from reserves for special initiatives.

WCS operating expenses reached $233.4 million in FY 2014, 5 percent higher than the prior year. Within that total, programmatic activity at our zoos, aquarium, and global programs totaled $179.6
million, $8 million (5 percent) higher than the previous year, driven primarily by continued growth in global programs. Spending on global programs reached a record high of $94 million, funded by a combination of restricted gifts, grants, and contracts from individuals, foundations, corporations, U.S. governmental agencies, foreign aid, and other, non-governmental organizations. The Africa Program continues to be the largest regional program, with expenditures of $29.8 million. Africa’s expenditures grew 10 percent, due primarily to the resumption of United States government–funded projects, such as the multi-year Central Africa Regional Program for the Environment (CARPE) III grant and individual and private restricted support related to the elephant-poaching crisis. Asia regional expenses totaled nearly $19 million, followed by Latin America, which closed the year at $12 million.

Zoos and aquarium expenses totaled $85.4 million, slightly higher than the previous year, as a result of the provision of staff raises and higher fringe-benefit expense. Aquarium expense was substantially lower than in FY 2013, reflecting onetime extraordinary expenses for storm cleanup and initial repairs in that year.

Management and fund-raising expenses totaled $32.7 million in FY 2014. Growth in those areas was primarily the result of several strategic initiatives, including the implementation of a multi-year effort to replace most of our stand-alone financial and administrative systems. The first three phases of this $14 million, five-year effort are complete, with the installation of new financial, purchasing, and human-resources systems for domestic operations in FY 2013 and the installation of a modern payroll system this past year. Also begun in FY 2014 was the rollout of the new systems across WCS’s global programs. When this project is complete, the entire organization will function on a single system platform. We believe that this investment will lead to significant efficiencies and savings, provide better business intelligence, and foster organizational integration.

WCS has an ambitious capital-construction program to support plant infrastructure and exhibits. FY 2014 spending on capital projects was $36 million. Within the total, Bronx Zoo projects accounted for $13.6 million and the New York Aquarium $20.9 million, with the remainder spent on improvements at the city zoos and the administrative-and-financial-systems project. Several large projects accounted for most of the expenditures: at the Bronx Zoo, the completion of the Quarantine Facility and the LaMattina Wildlife Ambassador Center, the Zoo Center Komodo Dragon exhibit, the Children’s Zoo Re-Imagined, and roof and boiler replacements; and, at the aquarium, the Ocean Wonders expansion and related projects and continued storm-damage repairs.

In addition to staying focused on the management of our operating and capital programs, we pay strict attention to our balance sheet, cash management, and liquidity. Changes in the balance sheet reflect the growth of the organization in many areas. Total assets increased from $842.6 million to $973.6 million on June 30, 2014. This $131 million increase is a consequence of positive investment return, endowment additions, the Series 2014A bond issue and other financings, new construction, which increased property and equipment, and higher grants and pledges receivable from private, governmental agencies, foreign aid, and other sources.

At the end of FY 2014, the market value of the investment portfolio was $472.6 million, an increase of $52 million. This was a consequence of the receipt of a second $20 million distribution from the endowment bequest of William B. Lloyd to support wildlife conservation and $51 million in positive investment returns less budgeted endowment spending for operations in accordance with WCS’s endowment-spending policy and other special allocations. For the 12-month period ending June 30, 2014, the long-term investment portfolio had a return of 12.1 percent.

Liabilities increased by $65.3 million to $224.6 million on June 30, 2014. This is a consequence of the continued execution of a financing plan to support the construction program and to provide sufficient bridge financing and liquidity for the organization during the restoration and expansion of the aquarium, pending the reimbursement of those costs by the federal government, through FEMA, and by the City of New York. The financing plan had several components, including additional long-term tax-exempt debt and shorter-term loans. As reported last year, in March 2013 WCS entered into a loan agreement with the Trust for Cultural Resources of the City of New York to finance a portion of the costs of capital improvements at the Bronx Zoo and the refunding of the $65.53 million in Series 2004 bonds at substantial savings. The Trust issued $79.18 million in revenue bonds, and, including an original issue premium of $13.7 million, proceeds totaled $92.9 million. In February 2014, WCS executed another loan agreement with the Trust to finance the Ocean Wonders expansion at the New York Aquarium. The Trust issued $44.4 million of Series 2014A revenue bonds, and, including an original issue premium of $3.1 million, total proceeds were $47.5 million. This added
to bonds payable, which now total $139.4 million. Both bond issues are 30-year fixed-rate debt. WCS retained its Aa3/AA- bond ratings from Moody’s and Standard and Poors.

In March 2014, WCS also obtained shorter-term financing with loans outstanding of $12.3 million on June 30, 2014. This total included a $7 million, 10-year-unsecured, variable-rate bank loan to finance the capital costs of the new financial and administrative systems. The full balance of the loan was outstanding at the end of the fiscal year. The second vehicle took the form of a $10 million program-related investment from the David and Lucile Packard Foundation. The foundation is providing bridge financing for the aquarium expansion pending contractual reimbursement by the City of New York. The loan carries an

### OPERATING REVENUES AND EXPENSES

June 30, 2014 and 2013, in thousands

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<td>Sponsorship, licensing, and royalties</td>
<td>939</td>
<td>745</td>
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<tr>
<td>Insurance proceeds</td>
<td>803</td>
<td>3,004</td>
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<tr>
<td>Other</td>
<td>3,137</td>
<td>2,881</td>
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<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$234,557</td>
<td>$220,901</td>
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<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
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<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
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<tr>
<td>Program Services</td>
<td></td>
<td></td>
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<tr>
<td>Bronx Zoo</td>
<td>52,663</td>
<td>51,859</td>
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<tr>
<td>New York Aquarium</td>
<td>10,924</td>
<td>13,393</td>
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<td>City Zoos</td>
<td>21,857</td>
<td>19,612</td>
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<td>Global Programs</td>
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<td>86,018</td>
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<tr>
<td>Lower Bronx River habitat conservation</td>
<td>135</td>
<td>604</td>
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<tr>
<td><strong>Total Program Services</strong></td>
<td>$179,556</td>
<td>$171,486</td>
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<td>Visitor Services</td>
<td>$15,615</td>
<td>$16,053</td>
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<tr>
<td>Supporting Services</td>
<td></td>
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<tr>
<td>Management and general</td>
<td>25,774</td>
<td>23,466</td>
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<tr>
<td>Membership</td>
<td>2,627</td>
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<tr>
<td>Fund-raising</td>
<td>6,892</td>
<td>6,166</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td>$35,293</td>
<td>$32,339</td>
</tr>
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</table>

| PLANT-RENEWAL FUNDING  | $2,894  | $2,056   |

| TOTAL EXPENSES AND    | $233,358| $221,934 |
| PLANT-RENEWAL FUNDING |        |          |

| EXCESS OF REVENUES OVER EXPENSES AND PLANT-RENEWAL FUNDING | $1,199  | ($1,033) |
interest rate of 1 percent, and on June 30, 2014, $5.3 million was outstanding.

WCS continues to face challenges in the year ahead, but meeting those challenges brings great opportunity to expand our mission activities in New York and across the globe. In New York the restoration and expansion of the New York Aquarium is the largest such undertaking WCS has tackled since the establishment of the Bronx Zoo. The construction of the Ocean Wonders project is back on track after Hurricane Sandy and progressing well. We are in the process of designing the post-storm restoration of the aquarium and are confident that, working with our partners in the city, state, and federal governments, we will meet our goal of reopening a transformed facility. Globally our most serious financial challenge is delivering the revenue diversification and growth required to support core operations, administrative functions, and expanded conservation-mission priorities. WCS’s 2020 strategic plan addresses both mission goals and revenue growth, building on our history and strengths, focusing our work, leveraging our resources to have a bigger conservation impact, and supporting the successful business model we have built over the last decade.
When Raynor Mattson, Assistant Manager for Bronx Zoo Security, answered a Penny Pincher ad for a seasonal position at the Bronx Zoo in 1985, he could not have known he was embarking on a career at the beloved park of his childhood. Here he discusses security changes after 9/11, the responsibility of reuniting lost children with their parents, and his fondness for Tiger Mountain.

**Where did you grow up?**
I grew up in Pelham Bay, not too far from the Bronx Zoo. The first time I visited the zoo I was three years old. My father was holding me up to an elephant’s trunk. I’m 59 years old, but I still remember that.

**And a few decades later you’re working there.**
I answered an ad in The Bronx Penny Pincher for a seasonal shuttle zoo driver in April 1985. We had to give tours and simultaneously talk about the animals. There were no scripts back then, so I’d do a comedy routine as I’d pass the exhibits. I was in that position for about three months. Then I took a night job in the security department so I could watch my son during the day, since my wife also worked. I began the 1 A.M.–9 A.M. shift in the summer of 1985. For the first three years, I was a uniformed guard and then I was promoted to supervisor. I became assistant manager in 2002 and began working the 9 A.M.–5 P.M. shift then.

**How large is the Bronx Zoo security staff?**
During the regular season (April–October), we have 14 full-time union guards and six seasonal guards to help with the larger crowds. Security guards come in during inclement weather and work holidays. It’s a 24-hour, 365-day-a-year job to make sure the facility, the visitors, and the employees are safe and secure.

**What’s your day-to-day work like?**
We mainly deal with unruly visitors, who sometimes throw things at animals. We work hand-in-hand with the New York City Police Department, and they get involved if it’s something serious, like if a person needs to be arrested.

The security department at each of WCS’s parks is independent. The only interaction we have is twice a year when the WCS shooting-team personnel gather to practice shooting in case a dangerous animal escapes. Luckily, we have never had to shoot an animal.

**What are some security challenges you’ve faced at the zoo?**
In the late 1980s, we’d nab trespassers who jumped the six-foot-high fences. They are 12 feet now. We used to get a lot of college-age intruders whose mischief was a result of a prank or dare. They’d steal anything that wasn’t locked down. We’d apprehend the perpetrators and call the police.

After the September 11 attacks, security was in charge of receiving any unusual or suspicious envelopes or packages (those with no return address, for example). We used to triple-bag the envelopes and wear rubber gloves when handling them. During the height of the anthrax scare in late 2001, personnel in accounting received an
envelope with white powder inside. We called the HAZMAT team and the NYPD. They determined the substance was carbon dioxide powder from a fire extinguisher. About six years ago, we zeroed in on a suspicious backpack with wires sticking out of it near the Dancing Crane Café. We sealed off the café and surrounding area and called the NYPD bomb squad. They determined that the backpack just had food in it.

Does security get more difficult on days when it’s crowded?
A big part of the job is reuniting lost kids with their parents with the help of the NYPD. We had 83,000 visitors one day in 2011. We were lucky there were no major incidents, and we reunited 40 to 50 lost kids with their guardians that day. We haven’t lost a child yet. Dealing with the public can be challenging sometimes. In general, though, people are pretty friendly and they’re happy to be here. There’s just a small minority of people that are rude and give you trouble.

How has your division changed through the years?
Back in the day, guards had a watchmen’s clock—a big clock they’d carry to show their supervisor where they were throughout the night. Each guard would have to locate a key in their different posts and twist it inside the big clock, making an imprint in ink. The supervisor would unroll the tape to see where each guard was and at what time. Now we have a reader connected to a computer where the supervisor can download the information. It’s more accurate, and you get a nice printed version. Another innovation: a security professional is now required to complete a training course and get a license from the New York Department of State’s Division of Licensing Services (DLS) before applying for a position with us.

How do you work with the NYPD’s 52nd Precinct substation at the Bronx Zoo?
We have a great working relationship with the Police Department, and we call them when necessary. If, for example, a patron’s purse is stolen, officers will take down a report of the crime. If we need to escort someone out of the zoo, we’ll call them, too.

Do you have a chance to observe the zoo animals while on the job?
I’ve had a chance to observe the animals while on duty. I love Tiger Mountain, our tiger exhibit. Tigers are beautiful animals, and the exhibit is pretty big. The big cats have room to move around in a natural-looking environment.

What makes you passionate about your job?
It’s rewarding to work for the Wildlife Conservation Society. Even though I’m just playing a small part, I feel like I’m working for a noble organization trying to do some good for the world. Working the day shift now, I get to see and interact with the crowds. Most people are in a good mood, and this is a happy environment. Most of the patrons are here on their day off or while on vacation. Having a historical knowledge of the zoo, I like answering some of their questions. People will ask, How old is the zoo? How big is it? When did this particular exhibit open? I’m also particularly proud of an article I wrote for Animal Kingdom magazine published in the late 1980s. I got good reviews from William Conway (WCS General Director at the time) and members of the Board of Trustees. I wrote about the nocturnal animals I’d see on the park grounds during the night shift—the Bronx’s natural wildlife includes turkeys, coyotes, raccoons, opossums, and red foxes.
WCS BY THE NUMBERS

17
Number of sharks tagged in the New York Bight by WCS staff.

1
Number of acoustic data-logging instruments destroyed by a polar bear during a WCS-Canada study of human-wildlife interaction in Beringia.

450
Estimated number of citizen scientists participating in the WCS Adirondack Program’s 14th Annual Loon Census in the summer of 2014.

190
Number of coalition partners in 45 states in the United States and five countries associated with the WCS 96 Elephants campaign.

340 MILLION
Total 96 Elephants social-media impressions achieved.

32
The number of UNESCO World Heritage sites across the globe where WCS works on the ground and in the field.

245
The number of parks WCS has helped to create globally since its founding in 1895.

12.8 MILLION
Hectares of land WCS and partner institutions are protecting through conservation action in the Brazilian Amazon.

5,300 KILOMETERS
Distance traveled during a southern right whale’s 71-day migration to its feeding grounds as measured with WCS satellite tagging.

Number of new marine protected areas (MPAs) created, with WCS assistance in 2014 in Fiji, Madagascar, Argentina, Bangladesh, and Indonesia, totaling an area of roughly 32,000 square kilometers.

Number of sharks tagged in the New York Bight by WCS staff.

Number of acoustic data-logging instruments destroyed by a polar bear during a WCS-Canada study of human-wildlife interaction in Beringia.

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Number of sharks tagged in the New York Bight by WCS staff.
### WCS By the Numbers

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>96</td>
<td>Percentage of AZA Taxon Advisory Group programs that WCS’s zoos and aquarium participate in.</td>
</tr>
<tr>
<td>1,192</td>
<td>Number of species managed by WCS’s zoos and aquarium.</td>
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<tr>
<td>400 MILLION</td>
<td>Number of visitors to WCS’s zoos and aquarium since the Bronx Zoo was founded in 1899.</td>
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<tr>
<td>1,100</td>
<td>Number of teachers who participated in professional-development programs at all five WCS facilities in 2014.</td>
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<tr>
<td>84,593</td>
<td>Total number of schoolchildren participating in education programs across WCS’s five New York City parks.</td>
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<tr>
<td>14,091</td>
<td>Number of farmers in Zambia’s wildlife-rich Luangwa Valley who sold crops at a premium price through WCS’s COMACO project in return for stewarding wildlife, forests, soils, and water.</td>
</tr>
<tr>
<td>25,000</td>
<td>Number of elephants in the Ruaha-Katavi Landscape, where WCS has just launched a major management-and-protection program.</td>
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<tr>
<td>70</td>
<td>Percentage of core snow leopard habitat protected in Afghanistan through the establishment of Wakhan National Park with the help of WCS.</td>
</tr>
<tr>
<td>0</td>
<td>Number of tigers killed in retaliation for conflict with humans in WCS-Indonesia landscapes in 2014.</td>
</tr>
<tr>
<td>20</td>
<td>Number of new marine protected areas (MPAs) created, with WCS assistance in 2014 in Fiji, Madagascar, Argentina, Bangladesh, and Indonesia, totaling an area of roughly 32,000 square kilometers.</td>
</tr>
<tr>
<td>40</td>
<td>Number of WCS staff (representing our Africa, Asia, Latin America &amp; Caribbean, North America, and Marine programs) attending the once-in-a-decade World Parks Congress held in 2014 in Sydney, Australia.</td>
</tr>
</tbody>
</table>
expenses or accidents in the field. Sometimes we run into more conceptual problems, such as what statistical models to use and how large a sampling area should be. When I started as a researcher in 1985, I spent at least half my time in the field and had the privilege to be in some of the most beautiful landscapes in the world. I am thinking particularly of the Andean páramos, which boasts high-altitude treeless ecosystems that look like Japanese gardens. My fieldwork lasted almost 20 years. Nowadays I seldom go out in the field, but I do enjoy visits to the sites since it brings me back to my roots. At 56, I am not very fit to run around the mountains like a goat anymore!

Describe the challenges that are driving WCS’s work with Andean bears?
As with many other large carnivores, the main conservation issues for Andean bears are habitat loss and poaching. The government and its institutions are key to creating a legal framework to conserve the bears’ habitat and prevent their being hunted. A scientist with no support to address issues like law enforcement and policing can only do so much. One of the challenges of Andean-bear conservation is working in very difficult areas that are not easily accessible. You’ll find a combination of very steep and high mountains and wet tropical forest—a really difficult mix. There are no roads because of the challenging topography, so most of the traveling is done on foot.

Q&A

Isaac Goldstein

On his way to becoming a dentist, Isaac Goldstein took a sharp turn after he met WCS’s Stuart Strahl and accompanied him into the Venezuelan Llanos. Three decades later, Isaac has achieved success and acclaim for his work to conserve the Andean bear. Here he describes fieldwork stretching across three nations and the opportunity to mentor a new generation of conservationists.

How long have you been with WCS and how did you come to work here?
I have been working with WCS since 1985. I had just finished my undergraduate zoology studies at the University of California, Davis, and was back in Venezuela looking for work when I met Dr. Stuart Strahl of WCS (then known as the New York Zoological Society, or NYZS). Though I had earned a degree in zoology, my goal was to continue to the University of California San Francisco School of Dentistry. I returned to Venezuela for personal reasons and started to work immediately after completing my undergraduate degree. Dr. Strahl was working on his doctorate on the ecology of the hoatzin in the Venezuelan Llanos. He hired me as a field researcher. I slowly fell in love with ecology.

How did you become interested in conservation and in Andean bears specifically?
When I met Dr. Strahl, he told me NYZS was interested in working with three species in Venezuela: the jaguar, the tapir, and the Andean bear. At the time, I had family and contacts in the Venezuelan Andes, and I knew they had Andean bears near their lands, so I figured it would be easier and more cost effective for me to work with Andean bears. I went on to earn a master’s degree from Universidad Simon Bolivar in Venezuela.

Can you tell us a bit about your daily routine?
After an early breakfast, I start communicating with our different teams in Colombia, Ecuador, and Peru. Several issues could come up throughout the day, from blocked access to a site due to a road collapse to lack of food or funds because we had unforeseen

above
Isaac Goldstein, Coordinator of WCS’s Andean Bear Research and Conservation Program.

right
Isaac says that governments and their institutions are key to creating a legal framework to conserve Andean bear habitat and prevent their being hunted.
We must always work to ensure that our actions help us achieve our ultimate goals for conserving and protecting a particular species.

What were your main projects in 2014?
I was involved in seven large projects in Colombia, Ecuador, and Peru. I split my time between my home office in Merida, Venezuela, and my travel to offices in the other countries. Much of our staff focuses on the development of monitoring frameworks for different species. This includes analyses of given populations and the threats they face in order to evaluate the success of our conservation initiatives. Three projects involve Andean bear research and monitoring. One of the key efforts is in Colombia’s National Natural Park System. We are developing the framework and the protocols to evaluate the area occupied by the bear populations in up to five landscapes spread across 10 national parks.

What do you find most challenging about your work?
After 30 years in this field, the challenge is to really link the impact of the work you are doing to actual conservation of a site or a species. Many of us have been in the conservation sector for a long time. We have worked on many projects for which we have a fair degree of certainty that we’ve done something worthwhile and that we are really improving the state of the species we are dealing with. But is that true? We must always work to ensure that our actions help us achieve our ultimate goals for conserving and protecting a particular species. Data and arguments are what we rely on, not instinct or rhetoric.

What is your most memorable wildlife moment?
In 1989, I accompanied Dr. Strahl on my first visit to the Caura River. The goal was to develop a remote research field station in Venezuela’s Caura Basin. Besides being my first visit to the river, it was my first visit to a tropical forest, and everything was quite new to me. During that first trip, Dr. Strahl and I were chatting in front of a campfire when suddenly I saw the shadow of an ant that looked to be eight inches long! In reality it was only about an inch, but I remained in shock when I realized it was the Paraponera clavata, also called the bullet ant. That species of ant is known for its very, very painful and potent sting, and they were all over the place! Mercifully, I was not stung once, and I learned how to live with the ants in peace during the three years I spent on the Caura project.

What is your proudest achievement?
One of my proudest achievements is working with young professionals totally committed to doing work that directly affects the management of wildlife. Every day I see them ask themselves what impact they are having as they seek to protect a site or a species. It is deeply fulfilling to mentor these young women and men grappling with the essence of conservation.
“Those who contemplate the beauty of the Earth find reserves of strength that will endure as long as life lasts.”

—RACHEL CARSON, AMERICAN CONSERVATIONIST
CONTRIBUTORS

WCS is thankful to all of our supporters, whose commitment brings tangibility to our work, and whose dedication is the crux of our success. In 2014, WCS employed compelling new methods to advance conservation, including recording turtles with a hydrophone listening instrument to learn how they “talk” to their young; extracting key genetic information from tiger tissue to better understand canine distemper virus; and monitoring protected areas using a technology that allows park rangers to more efficiently find and catch poachers. These advances and many more are made possible by the generosity of our contributors.
SUPPORTING GOVERNMENTS

In 2014, WCS field conservation, education, and zoo and aquarium programs benefited from significant government and agency support. We are grateful for their partnership and confidence in our programs.

NEW YORK CITY AGENCIES
Department of Cultural Affairs
Department of Design and Construction
Department of Parks and Recreation
Economic Development Corporation

U.S. STATE AGENCIES
California Department of Fish and Game
Colorado Parks and Wildlife
Idaho Department of Transportation
New York State Department of Environmental Conservation
New York State Division of Homeland Security and Emergency Services
New York State Dormitory Authority
New York State Energy Research and Development Authority (NYSERDA)
New York State Office of Parks, Recreation and Historic Preservation
Northeast States Research Cooperative
Wyoming Game & Fish Department

U.S. FEDERAL AGENCIES
Agency for International Development Bureau of Land Management
Centers for Disease Control & Prevention
Department of Defense
Department of Education
Department of Energy
Department of the Interior
Department of State
Federal Emergency Management Agency (FEMA)
Fish and Wildlife Service
Forest Service
Geological Survey
Institute of Museum and Library Services
Marine Mammal Commission (MMC)
National Aeronautics & Space Administration (NASA)
National Endowment for the Humanities
National Institutes of Health
National Oceanic and Atmospheric Administration
National Park Service
National Science Foundation
Postal Service

OTHER NATIONAL GOVERNMENT AGENCIES AND INITIATIVES
African Development Bank (AfDB)
Agence Française de Développement (AFD), France
AusAID, Australia
Australian Antarctic Division, Department of Sustainability, Environment, Water, Population and Communities
Austrian Federal Ministry for Agriculture, Forestry, Environment and Water Management through the LifeWeb Initiative
Bauchi State Government (BASG), Nigeria
Bolivian Ministry of Environment and Water
Cambodia REDD+ Taskforce Secretariat (CRTS)
Darwin Initiative, a joint DFID/DEFRA fund, United Kingdom
Department for International Development (DFID), United Kingdom
Economic and Social Research Council (ESRC), United Kingdom
Far Eastern Branch of the Russian Academy of Sciences
Fonds Français pour l’Environnement Mondial (FFEM)
German Agency for International Cooperation (GIZ)
German Development Bank (KfW Entwicklungsbank)
German Federal Ministry for Economic Cooperation and Development (BMZ)
Guatemala Ministry of Environment and Natural Resources

INTERNATIONAL AGENCIES AND INITIATIVES
Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
Convention on Migratory Species
European Commission
Global Environmental Facility
Inter-American Development Bank (IDB)
International Whaling Commission
International Union for Conservation of Nature (IUCN)
IUCN Netherlands
Save our Species (SOS) Fund (IUCN, Global Environment Facility, and the World Bank)
The World Bank
United Nations Children’s Fund
United Nations Development Program
United Nations Environment Program
United Nations Educational, Scientific & Cultural Organization
Western Indian Ocean Marine Science Association

Guatemala National Council of Protected Areas (CONAP)
Japan International Cooperation Agency (JICA)
Japan Ministry of Foreign Affairs
Ministry for Foreign Affairs of Finland
Ministry of Environment, Nature Conservation, and Tourism, Democratic Republic of Congo
Ministry of Foreign Affairs, Norway
Myanmar Government
Natural Environment Research Council (NERC), United Kingdom
Norway International Climate and Forest Initiative (NICFI)
Norwegian Aid Agency (NORAD)
Peruvian Trust Fund for National Parks and Protected Areas
Programa Biocultura, Swiss Agency for Development and Cooperation (SDC)
Singapore Economic Development Board
WCS is grateful to the City of New York, which provides operating and capital funds through the Department of Cultural Affairs and the Department of Parks and Recreation. We thank Mayor Bill de Blasio, Speaker Melissa Mark-Viverito and members of the New York City Council, and Brooklyn Borough President Eric Adams. The City of New York is vital to the public-private partnership on which WCS’s service to the people of New York rests.

WCS is grateful to Governor Andrew M. Cuomo and the New York State Legislature for once again increasing vital support for the Environmental Protection Fund and for one of its programs, the Zoos, Botanical Gardens and Aquariums program, administered by the New York State Office of Parks, Recreation and Historic Preservation. This program provides crucial funding for collections-care needs at more than 80 living museums across the state.

Government and Agency Support to WCS Global Programs

Initiating the third phase of the Central Africa Regional Program for the Environment (CARPE), the U.S. Agency for International Development (USAID) awarded major support for WCS programs in the Democratic Republic of Congo and the Republic of Congo, and continued support for the Andean Amazon through USAID’s Initiative for Conservation in the Andean Amazon (ICAA), and for WCS programs in Afghanistan, Cambodia, Mozambique, Paraguay, Rwanda, and South Sudan. The WCS-lead Sustainable Conservation Approaches in Priority Ecosystems (SCAPES) and the PREDICT program in partnership with the University of California, Davis, completed their five-year programs during the year.

The U.S. Fish and Wildlife Service continues to provide significant core support to the WCS marine- and terrestrial species conservation and capacity-building programs throughout Africa, Asia, and the Americas, and through an umbrella agreement, the National Park Service supports bison and migratory-species conservation, as well as wolverine restoration in North America.

WCS is grateful for continued support from the Australian Aid Agency for International Development; the Austrian Federal Ministry for Agriculture, Forestry, Environment and Water Management; the European Commission; Agence Francaise de Développement (AFD); the German government; the Global Environment Facility; Norwegian Aid Agency (NORAD) International Climate and Forest Initiative and the Royal Norwegian Ministry of Foreign Affairs; the Save our Species (SOS) fund (founding partners IUCN, GEF, and the World Bank); and the UK Darwin Initiative.
Joseph Briller

Joseph Briller began working for WCS at age 16 back in 1985 in the Bronx Zoo Terrace Café. Three decades later he still provides meals but for very different species. As Animal Commissary Manager, Joseph is responsible for ensuring that all animals at WCS’s five New York City parks are well fed. That’s a lot of hay, carrots, and—for our birds of prey—roughly 8,000 pinky mice every four to six weeks.

You’ve been with WCS for three decades. What originally brought you here?
I began working at WCS in March 1985, when I was 16 years old. I went to my guidance counselor at Christopher Columbus High School in the Bronx and told him I needed a job to help around the house. I ended up working full-time. I went back to get my GED and then took college courses, eventually earning a certificate in Business Management at Lehman College and a diploma in Animal Science from I.C.S.

Have you always worked in the Animal Commissary?
I first worked as head cook at the Zoo Terrace Café as a seasonal employee. I later transferred to the Animal Commissary Department and became a full-time employee in 1989. Less than a decade later, my immediate supervisor became ill, and I filled his place. First, I was acting manager before becoming Animal Commissary Manager, a role I have to this day. My assignment is to order, receive, maintain, and distribute all the feed and supplies throughout WCS. As an example, I place a produce order for the animals three times a week that includes fruits and vegetables like apples, carrots, yams, and kale. That’s roughly $3,500 a delivery. I’m not sure how much we spend ordering meats, but we’ll order chicken, herring, and other items.

Were you drawn to wildlife as a child?
I was just an average kid growing up in the Bronx, but my mother saw how fascinated I was with animals at an early age. I’d ask her if we could adopt pets. Before you knew it, I had dogs, cats, birds, and rabbits. My mother started taking me to the Bronx Zoo to see other animals. I actually had a picture of me when I was a six-year-old child playing at the Zoo Terrace Café. How amazing that I got started on my career here 10 years after that.

Can you tell us a bit about your daily routine?
Most people are sound asleep when my workday begins. My shift starts at 1 A.M. and ends at 10 A.M. I retrieve all the work orders, including feed or supply requests. That includes everything from bleach to toilet paper for our parks to the food we order for the animals. Interestingly, my supplies are sometimes costlier than the food orders! I then dole out assignments to each of my employees. Typically, when an employee in my nine-person department calls in sick or uses a vacation day, I fill that void. I also took over the Receiving Department last year, so I help manage packages and other deliveries that come into our parks. After the deliveries are unloaded, I fill out orders and touch base with the Purchasing Department. I also respond to e-mails and place orders to vendors from home during normal work hours.

How much food do animals in all five facilities consume a year?
I’m not sure how much food all our animals consume at our five facilities annually, but we go through about 1,500 tons a year in just hay. Just about every animal at the zoo eats it.
“I place a produce order for the animals three times a week that includes fruits and vegetables like apples, carrots, yams, and kale. We go through about 1,500 tons of hay a year.”

How many rodents do our birds of prey consume each month?
The hottest item right now is pinky mice (they’re named because of their size). I order 8,000 of them for the bird departments in our parks every four to six weeks. Another popular item in the last year has been papaya. I order about five cases of papaya each week for the bird departments at the Bronx and Prospect Park Zoos. There are nine papayas in a case.

What do you find most challenging?
The first challenge was working a night shift and trying to get up at 11:30 P.M. or midnight to come to work. I worked during the day until I took over my current position. I see how essential a night shift is for my position, though. You have to place orders and tackle deliveries before visitors come to the zoo. I got very little sleep at first, but the shift is manageable now. I’ve established a balance between my career and my family, which is good news for my wife, three kids, and my two grandkids. In my position, I regularly deal with a range of personalities on all different levels at WCS. Since we provide a service, I aim to establish a good rapport with folks from all the departments through our organization. The most important thing is to make sure all the animals receive their feed order daily no matter what issues arise, including inclement weather.

What is your proudest professional achievement?
My proudest professional achievement had to be in July 1998 when my immediate boss called out sick for the first time in 41 years. I had to step up so the Animal Commissary didn’t miss a beat. At the time, my supervisor was the only person in the Animal Commissary who worked the night shift. The staff worked from 6 A.M. to 2 P.M., and we were clueless as to how much work is done overnight. By changing the schedules to 4 A.M. to noon for the majority of staff and 1 A.M. to 10 A.M. for others, we’re more streamlined and able to get more done.

How and when is WCS’s animal feed distributed?
Thanks to the new shifts, we’re able to ensure deliveries are done before patrons arrive at the zoo. We have astronomical amounts of feed, and we can’t have anything fly off a truck and potentially hit someone. Besides, it would take up to an hour trying to get through the park on a crowded day versus getting a delivery done at nighttime, which takes mere minutes. We’ve also split deliveries into three areas staff are responsible for: dry feed, fish and meats, and supplies. Deliveries used to take upwards of six to seven hours before I helped institute this change. Now they take four hours at most.

What is your most memorable wildlife moment in the time you’ve been with WCS?
I guess I’d have to say it happened around 1989 or 1990. I would usually order and deliver food during times when animals were not in their exhibits. One of the zookeepers invited me to the Wild Asia Monorail, where he’d been training Amur, or Siberian, tigers. He’d trained the tiger to stand on its hind legs. Until you see a tiger stand up, you don’t realize how huge it is. This tiger was about 10 feet tall fully stretched. That was a great experience.
“The sea, the great unifier, is man's only hope. Now, as never before, the old phrase has a literal meaning: we are all in the same boat.”

—JACQUES YVES COUSTEAU, OCEANOGRAPHER
CONSERVATION PARTNERS

With leadership and results dating back to 1895, WCS has evolved into the world’s most comprehensive wildlife-conservation organization. The additive strength derived from our parks, our field conservation work, and our global health network is unparalleled. Yet we could never do this work and achieve these results without the collaboration and support of hundreds of partners. With offices across the globe, WCS is well positioned to engage with representatives of government and civil society whose goals align with our science-based conservation mission.

LEFT
To educate New Yorkers about the threats to sharks and rays and encourage an interest in conservation, the New York Aquarium is constructing a new exhibit Ocean Wonders: Sharks!
CONSERVATION PARTNERS

African Elephant Fund (UNEP)
African Parks Network African Union—Interafrican Bureau for Animal Resources (AU-IBAR)
African Wildlife Foundation AfiCapcity
Aga Khan Development
Aga Khan Rural Support Programme (AKRSP)
Agence Congolaise de la Faune et des Aires Protégées (ACFAP)
Agence Française de Développement (AFD)
Agence National des Parcs Nationaux (ANPN)
Agence pour la Recherche et la Valorisation Marines (ARVAM)
Agencia Felicidad
Agriculture Department, Gilgit-Baltistan
Agroecológicos Tumupasa Agropecuarias—INA
Alian Awareness
Alian Foundation
Akrön Zoo
Alaska Beluga Whale Committee
Alaska Department of Fish and Game
Alaska Eskimo Whaling Commission
Alaska Marine Exchange
Alaska Nanuq Commission
Alaska Wilderness League
Albatross Task Force/BirdLife
Albert Einstein College of Medicine of Yeshiva University
Alberta Conservation Association
Alberta Wilderness Association
Alcalde de Laguna de Perlas
Alcalde de San Juan de Nicaragua
Alianza Gato Andino
Alianza para la Conservación del Jaguarete
All Russia Research Institute of Wildlife Management, Hunting, and Farming
All Russian Research Institute for Nature Protection
Alliance for Coney Island
Alliance of Marine Mammals Parks and Aquariums
Amazon Conservation Association (ACA)
American Association of Zoo Veterinarians
American Association of Zoologists Bronx Zoo Chapter
Columbus Chapter
Dallas Chapter
Detroit Chapter
Honolulu Chapter
Midnight Sun Chapter
Milwaukee Chapter
South Florida Chapter
Tucson Chapter
Tulsa Chapter
American Bird Conservancy
American Chamber of Commerce (AMCHAM)
American Farmland Trust
American Fisheries Society
American International University
American Legion—Post 213
American Museum of Natural History (AMNH)
American Prairie Reserve
American Veterinary Medical Association
Amicale des Ressortissants de Bidawa (ARED1)
AMSA
Amur Leopard and Tiger Alliance (ALTA)
Amur-Ussuri Center of Avian Biodiversity
Anchor Club—NYPD
Andra Coral Project Andre Vellay
Angkor Centre for Biodiversity Conservation
Animal and Plant Health Inspection Service (APHIS)
Animal and Plant Health Inspection Service of Environment-Argentina
Animal Friend Jog Jakarta (AFJ)
Animal Medical Center
Animal Sanctuary Trust Indonesia (ASTI)
Animal Specialty Center Anti-Smuggling Unit of the Vietnam Customs Department (Ministry of Finance)
Apoyuak Recovery Trust (ART)
AP Instituto Nacional de Desarrollo Forestal y Gestión del Sistema de Áreas Protegidas, Ministerio de Agricultura y Bosques (INDEFOR)
Apolobamba National Natural Area of Integrated Management
Aquatic Wildlife Conservation Office of Ministry of Agriculture of the PRC
ARC—Onderstepoort Veterinary Institute
ARC Centre of Excellence for Coral Reef Studies, James Cook University
ARC Centre of Excellence for Environmental Decisions, University of Queensland
ARCH Carr Center for Sea Turtle Research (ACCSTR), University of Florida
Arctic Council
Arctic Institute of North America
Área de Conservación Regional Comunal Tamshiayacu Tahuayo
Arizona Game and Fish Department
Arizona Zoological Society/Phoenix Zoo
Asian Turtle Program
Asociación Accidental Comunitaria Paiche Takana II
Asociación Balam
Asociación Boliviana de Agentes de Conservación (ABOLAC)
Asociación Civil Armonía
Asociación Colombiana Parques Zoológicos y Acuarios (ACOPAZOA)
Asociación de Canopy de Villa Alcira
Asociación de Comunidades Forestales de Petén
Asociación de Mujeres Waorani del Ecuador
Asociación de Productores Agroecológicos Tumupasa
Asociación de Productores de Cacao Nativo Ecológico del Municipio de Mapiri
Asociación de Productores de Cacao Nativo Ecológico del Pueblo Leco de Larecaja
Asociación de Productores de Café Ecológico Regional Larecaja
Asociación Fauna Natural
Asociación Forestal Integral
Asociación Forestal Integral San Andrés Petén
Asociación Guaya Paraguay
Asociación para la Conservación de la Cuenca Amazonica (ACCA)
Asociación para la Investigación y el Desarrollo Integral (AIDER)
Aspinall Foundation
Asociación de Proprietarios de Reservas Particulares do Patrimônio Natural de Mato Grosso do Sul
This white-naped crane chick, seen with its parents, is the first of its kind successfully hatched at WCS’s Central Park Zoo. White-naped cranes are a migratory species native to East Asia. They are classified as Vulnerable by the International Union for Conservation of Nature (IUCN), with the wild population estimated to be between 5,500 and 6,500 individuals.
CONSERVATION PARTNERS

Blue Ocean Institute
Blue Pearl Veterinary Specialists
Blue Ventures
Bluefields Indian & Caribbean University (BICU)
Bogani Nani Wartabone National Park Authority
Bolivian Bat Conservation Program (PCMB—BIOTA)
Bolshe-Khekhtsirski State Zapovednik
Bonobo Conservation Initiative
Border Police of Badakhshan, Ministry of Interior
Born Free USA
Botchinski State Zapovednik
Botswana, Department of Wildlife and National Parks
Bramble Park Zoo
Brandywine Zoo
Brazil’s TAMAR Sea Turtle Project
BREC’S Baton Rouge Zoo
Breeze Radio
British Broadcasting Corporation (BBC)
Bronx County Historical Society
Bronx Institute
Bronx Museum of the Arts
Bronx River Alliance
Bronx Science Consortium
Brookhaven National Laboratory
Brooklyn Academy of Music
Brooklyn Aquarium Society
Brooklyn Botanic Garden
Brooklyn Children’s Museum
Brooklyn College
Brooklyn Cyclones
Brooklyn Museum
Brooklyn Public Library
Brooklyn V.A. Community Club House
Brown University
BP International
Busa Provincial Office
Buffalo Wool Company
Buffalo Zoo
Bukit Barisan Selatan National Park Authority
Bunaken Marine National Park Authority
Burung Indonesia
Busch Gardens
Caiaudrove Provincial Office
Caia Consultores
California Department of Fish and Game
Cambodia Rural Development Team
Cambridge University
Cambridge University—Protected areas CCI initiative
Canadian Boreal Initiative
Canadian Parks and Wilderness Society
Canadian Wildlife Federation
Canopy
CARE International
Caritas
Carnegie Hall
Cary Institute of Ecosystem Studies
Center for Collaborative Conservation
Center for Elephant Conservation
Center for International Earth Science Information Network (CIESIN)
Center for International Forestry (CIFOR)
Center for Large Landscape Conservation
Center for the Understanding of Nature (CEN), Nicaragua
Central Adirondack Partnership for the 21st Century
Central African Forests Commission (COMIFAC)
Central Amusements International
Central Cooperativa del Valle Sandia (CECOVASA)
Central Indigena del Pueblo Leco de Apolo
Central Veterinary Diagnostic and Research Laboratory

ABOVE
In Tibet’s Changtang landscape, WCS works with both the government and local communities to encourage sustainable socioeconomic development while protecting native species that include wild yak, Tibetan antelope, and gazelle.
<table>
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<tr>
<th>Department of Public Health</th>
<th>Denver Mountain Parks</th>
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<td>Badakhshan, Ministry of Public Health</td>
<td>Department for International Development (DFID), United Kingdom</td>
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Above

WCS has worked to protect the remarkable biodiversity of the entire Greater Madidi-Tambopata landscape in Bolivia and Peru since the late 1990s. The area is home to caimans (pictured), giant otters, jaguars, Andean bears and other majestic wildlife.
CONSERVATION PARTNERS

A fishery in Kawthaung, in the southernmost part of Myanmar. Since 1993, WCS has worked in the country to conduct biological surveys, monitor populations of key wildlife species, and aid in the establishment of protected areas.

Foundations of Success
FT Corporation
Frankfurt Zoological Society (FZS)
Free the Bears Fund, Inc.
Freedom to Roam
Freeland Foundation
Fresno Chaffee Zoo
Friends for Conservation and Development
Friends for Conservation and Development, Guatemala
Friends of Masoala
Friends of Nature and Environment (WATALA)
Friends of the Earth
Fundação Vitória Amazônica
Fundación Añihué
Fundación Ambiente y Recursos Naturales
Fundación Aquamarinandacion Biodiversidad (Argentina)
Fundación Cambio Democrático
Fundación CEQUA—Chile
Fundación Chile
Fundación Defensores de la Naturaleza, Guatemala
Fundación Ecosistemas de Chaco Oriental—ECO (Argentina)
Fundación Ecológica
Fundación FUNGI
Fundación La Salle de Ciencias Naturales
Fundación La Salle de Ciencias Naturales, Venezuela
Fundación Las Mellizas
Fundación Loro Parque
Fundación Moisés Bertoni
Fundación OMORA
Fundación para el Desarrollo del Sistema Nacional de Áreas Protegidas (Fundesnap)
Fundación para el Ecodesarrollo y Conservación (FUNDAECO), Guatemala
Fundación Patagonia Natural (FPN)
Fundación Patagonia Sur—Centro MERI
Fundación Patrimonio Cultural y Natural Maya (PACUNAM)
Fundación San Ignacio de Huinay
Fundación Senda Darwin
Fundación Simón I. Patiño, Centro de Ecología y Difusión
Fundación Suiza en Puerto Yartou
Fundación Terram
Fundación Vida Silvestre Argentina (FVSA)
Fundamazonía
Fundo Brasiliero para a Biodiversidade—FUNBIO
Future West
GalvMed
Gargiulos
GEA de la Universidad de Magallanes
Gigi Lend Me a Hand Band
Gilgit-Baltistan Environmental Protection Agency
Gili Ecotrust
Gilman International Conservation
GiproRybFlot
Glacier Two Medicine Alliance
Global Environmental Facility (GEF)
Global Ocean Biodiversity Initiative (GOBI)
Global Viral
Global Vision International (GVI)
Global Wallace
Gobernación de Alto Paraguay
Gobernación de Tierra del Fuego
Gobierno Comunal Kriol
Gobierno Regional de Cuzco
Gobierno Regional de Loreto
Gobierno Regional de Puno
Gobierno Territorial Rama y Kriol
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<td>Grupo de Estudios Ambientales (GEA)</td>
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<td>Guangdong Sub-Administration of China Customs</td>
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<td>Guangzhou Bureau of Parks and Forestry</td>
<td>Guangzhou Office of the State Endangered Species Import and Export Management Office</td>
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<td>Gunung Gede Pangrango National Park Authority</td>
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<td>Gunung Leuser National Park Authority</td>
<td>Habitat Ecologique et Liberté des Primates (HELP), Congo</td>
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<tr>
<td>Hanoi University of Agriculture</td>
<td>HarimauKita—The Sumatran Tiger Conservation Forum</td>
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<td>Harivonkika—The Sumatran Tiger</td>
<td>Harvard Medical School</td>
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<td>Harvard School of Public Health</td>
<td>Harvard University Center for the Environment</td>
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<td>Health Map</td>
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<td>Heart of Brooklyn</td>
<td>Heilongjiang Forest Industry Bureau</td>
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<td>Henry’s Fork Legacy Project</td>
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<td>Herbario Nacional De Bolivia</td>
<td>Hifadhi ya Mazingira na Utaili Rungwe (HIMARU)</td>
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<td>Hiva Oa</td>
<td>HIV Project of the University of California—Santa Cruz</td>
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<td>Hunchun Border Army</td>
<td>Institute of Marine Biology</td>
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<td>Hunchun City Government</td>
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<td>Hunter College</td>
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<td>Huntington the Rez</td>
<td>Huai Kha Khaeng Foundation</td>
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<td>Idaho Department Fish and Game</td>
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<td>Idaho Transportation Department</td>
<td>Humane Society International</td>
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<td>Institut Congolais pour la Conservation de la Nature (ICCN)</td>
<td>Hunchun Forest Public Security Bureau</td>
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<td>Institut Halleutique et des Sciences Marines (IHSM)</td>
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<td>Institute of Zoology, Academy of Sciences</td>
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<td>Instituto Baleia Jubarte/Humpback Whale Institute, Brazil</td>
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<td>Instituto Antártico Chileno—INACH</td>
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<td>Instituto de Antropología e Historia, Guatemala</td>
<td>Institute of Primate Conservation</td>
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<td>Instituto de Biología Molecular Biotecnología De La Universidad Mayor De San Andrés</td>
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<td>Instituto de Conservación de Ballenas (ICB)</td>
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<td>Institute of Ecología De La Universidad Mayor De San Andrés</td>
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<td>Instituto de Ecología y Biodiversidad (IEB)</td>
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<td>Instituto de Investigaciones Agropecuarias, Chile</td>
<td>Institute of Primate Conservation</td>
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<td>Instituto de Investigaciones Técnicas Científicas (IITCUP)</td>
<td>Institute of Primate Conservation</td>
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<td>Instituto de Investigación en Ciencia Animal y Ecosalud, Facultad de Medicina Veterinaria y Zootecnia, USAC, Guatemala</td>
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<td>Instituto de Pesquisas Ecológicas (IPE)</td>
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<td>Instituto Fomento Pesquero (IFOP)</td>
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<td>Instituto Forestal Nacional (INFONA)</td>
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<td>Instituto Nacional de Pesquisas da Amazônia</td>
<td>Institute of Primate Conservation</td>
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<td>Instituto Nacional de Salud, Gobierno Regional de Cuzco</td>
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<td>Instituto Nacional de Salud, Peru</td>
<td>Institute of Primate Conservation</td>
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<td>Intergroup Grizzly Bear Study Team</td>
<td>International Animal Rescue (IAR)</td>
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<td>International Centre for Research in Agro-Forestry (ICRAF)</td>
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<td>Izaak Walton League of America</td>
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<td>Jackson Hole Conservation Alliance</td>
<td>Jackson Hole Wildlife Federation</td>
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CONSERVATION PARTNERS

Jackson Zoo
Jacksonville Zoo
Jacobi Medical Center
Jagannath University
JAGWOOD+, Nicaragua
Jahangimard University
Jakarta Animal Aid Network (JAAAN)
Jakarta Provincial Police
Jamaica Center for Arts & Learning
James Cook University
Jane Goodall Institute
Janice Dinegar Boyd
Jardín Infantil Papelucho
Jaringan KuALA
Jardín Caperucita Roja
Jane Goodall Institute
James Cook University
Jamaica Center for Arts & Learning
Jangala University
JAGWOOD+, Nicaragua
Jagannath University
Jacobi Medical Center
Jacksonville Zoo
Jackson Zoo
Juniors for the Environment (JFNE)
Juji Foundation
Kabul Municipality
Kabul University
Kabul Zoo
Kadoorie Farm & Botanic Garden
Kansas Buffalo Association
Karnataka State Forest
Department, Government of Karnataka
Kasetsart University Faculty of Forestry
Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA) Secretariat
Kelompok Pencinta Laut Kélonia (The Observatory of Marine Turtles)
Kenya Coast Development Authority
Kenya Marine & Fisheries Research Institute (KMFRI)
Kenya Sea Turtle Conservation Trust (KESCOM)
Kenya Wildlife Service (KWS)
Khabarovsky Fund for Wildlife
Khabarovsky Krai Society of Hunters and Fishermen
Khtnii Province Environmental Protection Agency
Khulna University
King’s College London
Kingsborough Community College
Kreditanstalt für Wiederaufbau (KfW)
L’École nationale vétérinaire d’Alfort (ENVA)
La Empresa Urrá S.A. E.S.P.
La Guardia College
La Paz Zoo
Lake Champlain Basin Program
Lamont Doherty Earth Observatory — Columbia University
Lampung Provincial Police
Land of the Leopard National Park
Land Tenure Center at the University of Wisconsin
Landscape Management and Development (LAMDEV)
Landcare Research (NZ)
Last Great Ape Organization (LAGA), Cameroon
Lazovskii Zapovednik
Le Silo National des Graines Forestières (SNGF)
Leadership for Conservation in Africa
Lefebvre Conservation
Lehigh Valley Zoo
Lehman College
Leusser International Foundation
Liceo Hernando de Magallanes, Porvenir
Liceo Polivalente Hernando de Magallanes
LightHawk
Lincoln Center for the Performing Arts, Inc.
Lincoln Institute of Land Policy
Lincoln Park Zoo
Literacy Inc. (LINC)
Little Rock Zoo
Livestock and Dairy Development Department, Gigit-Baltistan
Local Level Government in PNG
Lola Star Boutique
Lola Ya Bonobo, Amis des Bonobos au Congo (ABC)
Long Island Veterinary Specialists
Lukuru Wildlife Research Project
Luna Park—Central Amusement International (CAI)
Lundin for Africa
Lutheran Relief Service
Madagascar Ministry of Development and Land Use Planning
Madagascar National Parks (MNP)
Madidi Natural Area of Integrated Management and National Park
Madison Valley Ranchlands Group
Maharashtra State Forest
Department, Government of Maharashtra
Makerere University—Kampala, Uganda
Malaysia Nature Society
Malaisilii Initiatives
Management and Ecology of Malaysian Elephants (MEME)
Manaus Center for Zoonosis Control (CCZ)
Mancomunidad De Municipios Del Norte Pacéfico Tropical
Mancomunidad Municipal de la Amazonia de Puno
Manga
Manhattan College
Manomet Center for Conservation Science
Manta Marine Pvt. Ltd.
Manus Civil Society Forum
Marine and Coastal Management, Republic of South Africa
Marine and Coastal Management, Rogge Bay, South Africa
Marine and Fisheries Office, Minahasa Utara
Marine Conservation Institute
Marine Ecology Group, University of Western Australia
Marine Mammal Commission
Marine Science Association of Western Australia
Marine and Coastal Management, Manus Civil Society Forum
Ministry Coordination of Public Welfare
Ministry Coordination of Public Welfare (Menkokesra)
Ministry of Agriculture, Madagascar
Ministry of Agriculture and Forestry, Laos
Ministry of Agriculture and Rural Development (MARD), Vietnam
Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia
Ministry of Animal Production, Republic of Congo
Ministry of Climate Change, Pakistan
Ministry of Defense, Laos
Ministry of Defense, Mozambique
Ministry of Education, Laos
Ministry of Environment & Forests, Government of India
Ministère de la Pêche et des Ressources Halieutiques, Madagascar
Ministère de l’Économie Forestière et du Développement Durable (MEFDD)
Ministère de l’Education Nationale, de l’Enseignement Supérieur, de la Recherche Scientifique, de l’Innovation et de la Culture
Ministère de l’Environnement, Conservation de la Nature et Tourisme, Democratic Republic of Congo
Ministère de l’Enseignement Supérieur et de la Recherche, Madagascar
Ministère des Eaux et Forêts (MINEF), Madagascar
Ministerio de Agricultura, Ganadería y Alimentación (MAGA), Guatemala
Ministerio de Ambiente y Desarrollo Sostenible (MADS), Colombia
Ministerio de Ambiente y Recursos Naturales, Guatemala
Ministerio de Ciencia, Tecnología y Medio Ambiente, Cuba
Ministerio de Obras Públicas
Ministerio del Ambiente y los Recursos Naturales (MARENA), Nicaragua
Ministerio del Ambiente, Peru
Ministerio del Medio Ambiente de Chile
Ministerio Público, Guatemala
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Ministry of Climate Change, Pakistan
Ministry of Defense, Laos
Ministry of Defense, Mozambique
Ministry of Education, Laos
Ministry of Environment & Forests, Government of India
WCS has conducted orangutan conservation work in the Malaysian state of Sarawak since the early 1960s. By the end of the decade, it had become clear that the targeting of these great apes by hunters and pet traders had led to a decline in their distribution in major parts of the state. Since then WCS has helped with local park management, the training of forest guards, and the development of an action plan to identify key existing distributions of orangutans around the Batang Ai-Lanjak Entimau protected area.
CONSERVATION PARTNERS

Students dressed as iconic wildlife in Afghanistan, where WCS has worked since 2006. This year WCS provided technical support for creation of the nation’s second national park—in the Wakhan District—that will provide protection for several vulnerable species, including snow leopards and Marco Polo sheep.

Above

CONSERVATION PARTNERS

Mouvement des Indigènes, Autochtones et Pygmées du Gabon (MINAPYGA)
Mpala Research Centre and Wildlife Foundation
Municipal Art Society of New York
Municipal Government of Orellana
Municipalidad de Porvenir
Municipalidad de Primavera
Municipalidad de Puerto Casado
Mural, Mural on the Wall
Museo de Porvenir
Museo delle Scienze, Trento
Museum of Jewish Heritage
Museum of Natural History: Noel Kempff Mercado, Bolivia
Museum of the City of New York
Museum of the Moving Image
Muyissi Environnement
Nacional de Áreas Protégidas, Bolivia
Nacionalidad Sápara del Ecuador
Nacionalidad Waorani del Ecuador
Nagqu Management Sub-Bureau, Chang Tang National Reserve of Tibet Autonomous Region
Naples Zoo at Caribbean Gardens
Nashville Zoo
National Aeronautics and Space Administration
National Agricultural Research Institute, Papua New Guinea
National Animal Health Laboratory, Laos
National Audubon Society
National Bison Association
National Botanical Garden of Belgium (Meise)
National Center for Ecological Analysis and Synthesis (NCEAS)
National Center of Tropical Diseases (CENETROP)
National Center of Veterinary Diagnostic, Ministry of Agriculture, Tajikistan
National Centre for Biological Sciences
National Directorate of Veterinary Services (DNSV)
National Emerging Infectious Disease Coordination Office (NEIDCO), Laos
National Environmental Education Foundation
National Health Council of Canada
National Institute of Dental Research of Canada
National Institute of Environmental Health Sciences
National Institute of Health and Environmental Protection
National Institute of Oceanography
National Institute of Pollution Control
National Institute of Public Health
National Institute of Science and Technology
National Institute of Wildlife Health
National Oceanic and Atmospheric Administration (NOAA)
National Office for the Environment (ONE), Madagascar
National Parks Board, Singapore
National Parks Conservation Association
National Parks Service, Chile and Argentina
National Research Institute, Papua New Guinea
National Science and Engineering Research Council of Canada (NSERC)
National Science Foundation (NSF)
National Fisheries Authority, Papua New Guinea
National Fisheries College
National Forest Authority (NFA), Rwanda
National Forestry Authority, Papua New Guinea
National Forestry Authority (NFA), Uganda
National Geographic Society
National Indian Health Board
National Institute for Oceanographic Data (CNDIO/CENAREST)
National Maritime and Safety Authority, Papua New Guinea
National Ministry of Health, Peru
National Oceanic and Atmospheric Administration (NOAA)
National Office for the Environment (ONE), Madagascar
National Parks Board, Singapore
National Parks Conservation Association
National Parks Service, Chile and Argentina
National Research Institute, Papua New Guinea
National Science and Engineering Research Council of Canada (NSERC)
National Science Foundation (NSF)
CONSERVATION PARTNERS

Panthera
Papua New Guinea Centre for Locally Managed Areas
Parachute Festival
Parks Canada
Parque “Acero Marka Rancho Resort”
Parque Nacional Bahiau Sonene
Parque Nacional del Manu
Parques Naturales Nacionales de Colombia
Parque Pingüino Rey
Partenariat Tortue
Partners in Food Solutions
Partners of the Forum for the Conservation of the Patagonian Sea and Areas of Influence
Partnership for the East Asian-Australasia Flyway (EAAFP)
Patagonia Wildlife
Patrimonio Natural
PCI Media Impact
Peace Parks Foundation
People and Carnivores
People Centered Conservation
Mongolia (PCC)
Peoria Zoo
Percy FitzPatrick Institute of African Ornithology, University of Cape Town
Perkumpulan Celebio
Perkumpulan PETRA
Persian Wildlife Heritage Foundation (PWHF)
Petén Guatemala
Pew Charitable Trusts
Phoenix Fund
Pilon Lajas Biosphere Reserve
Pittsburgh Zoo & PPG Aquarium
Plan4theLand
Planning and Development
Department, Gilgit-Baltistan
PNG Eco-Forestry Forum
PNG Sustainable Development Program
Point Defiance Zoo and Aquarium
Police Athletic League
Pontificia Universidad Católica del Río Grande do Sul, Brazil
Pontificia Universidad Católica de Chile
Potawatomi Zoological Society
Potter Park Zoo
Prairie Island Indian Community
Primate Conservation
Primorskaya State Agricultural Academy
Primorskii Krai Society of Hunters and Fishermen
Princeton University
ProDipan
ProFauna
Professionals for Fair Development (GRET)
Program Konservasi Harimau Sumatera (The Sumatran Tiger Conservation Programme)
Programa de Conservación, Gestión y Uso Sostenible de la Diversidad Biológica de Loreto
Programa de Naciones Unidas para el Medio Ambiente (PNUMA)
Project Dragonfly at Miami University
Projet de l’Application de la Loi Faunique (PALF)
Projet Protection des Gorilles (PPG), Aspinall Foundation
Projeto Sauim de Coleira, Universidade Federal do Amazonas
ProNaturaleza
Prospect Park Alliance
Protect the Adirondacks
Protected Areas Conservation Trust, Belize
Protected Areas Secretariat, Belize
Provincial Administration Offices of Laos
Provincial Government of Orellana
Provincial Government of Pastaza
Public Health Agency of Canada
Public Theater/New York Shakespeare Festival
Puerto Rico Department of Fish and Wildlife
Queens Botanical Garden
Queens College, SUNY
Queens Museum of Art
Queens Theatre in the Park
Rachel Carson High School for Coastal Studies
RACOMI
Rainforest Foundation
Rajshahi University
Raré
Ratel Trust
Red de Alta Dirección-Universidad del Desarrollo
Regional Executive Units of Environmental Health (DGFFS)
Regional Program for Forest and Wildlife Resource Management —Loreto (PRMRFFS—Loreto)
Regulations Department of Guangzhou Customs
Reid Park Zoo
Relief International
Rénature
Research and Conservation Foundation of PNG
Research and Production Agency for Biological Preparations, Academy of Agricultural Sciences State Veterinary Inspection Services, Ministry of Agriculture, Tajikistan
Réseau d’Initiatives pour la Nature et le Développement Regional et Africain
Réseau des Aires Protégées d’Afrique Centrale (RAPAC)
Réseau des Organisation Locales du Lom et Djemer (ROLOM)
Reserva Ahíiue
Reserva Nacional de Calipuy
Reserva Nacional Matsés
Reserva Nacional Pacaya Samiria
Reserva Nacional Tambopata
Resource Africa
Reyes Municipality
Rhino Protection Unit/International Rhino Foundation in Indonesia
Rhode Island Zoological Society
RINDRA
Riquelme, Porvenir
Rocky Mountain Bird Observatory
Rocky Mountain Land Use Initiative
Rocky Mountain Wild
Roger Williams University
Royal Museum of Central Africa, Tervuren, Belgium
Royal Botanical Gardens (Kew)
Rukwa Environmental Youth Organization (REYO)
Rungwe District Council
Rupantar
Rurrenabaque Municipality
Russian Academy of Sciences Far East Branch
Russian Marine Mammal Council
Russian Ministry of Natural Resources
Ruta Fueguina
Rwanda Development Board (RDB)
Rwanda Environment and Development Organization (REDO)
Sacramento Zoo
Safari Club International
Saint Louis Zoo
Sam Veaasna Center
San Andrés
San Francisco Estuary Institute
San Francisco Zoological Society
Sanctuaire des Bonobos du Congo-Lola Ya Bonobo
Sand County Foundation
Sanzom Mlup Prey
Santa Barbara Zoological Park
Santa Rosa de Yacuma Municipality
Santuario Nacional de Calipuy
Saola Working Group
Sapienza Università di Roma, Rome (CCI Initiative)
Sarasota Marine Laboratory
Sarteneja Association for Conservation and Development
Sarteneja Fisherman Association
Save Our Species
SAVE PNG Inc
Save the Elephants
Save the Environment of Afghanistan (SEA)
Saving Asia’s Vultures from Extinction (SAVE)
Scenic Hudson
School of Global Environmental Sustainability
Science and Resilience Institute at Jamaica Bay
Scientists from the Alaska Department of Fish and Game
Scientists of the North Slope Borough
Sea to Shore Alliance
Sea Turtle Conservancy
Seattle Aquarium
Seatuck Environmental Association
Secretaría de Ambiente y Desarrollo Sostenible, Argentina
Secretaría de Estado do Meio Ambiente e Desenvolvimento, Centro Estadual de Unidades de Conservação (SDDS-CEUC)
Secretaría de los Recursos Naturales (SERAENa)
Sedwick County Zoo
Servicio Agrícola y Ganadero (SAG)
Servicio Nacional de Áreas Naturales Protegidas, Perú
Servicio Nacional de Sanidad Agropecuaria e Inocuidad
Alimentaria (SENASAG)
From Central Park to Central Asia, WCS is a world leader in the care and conservation of snow leopards. In 1903, the Bronx Zoo became the first zoo in the Western Hemisphere to exhibit these rare spotted cats. Today, the Bronx and Central Park Zoos are home to the most important collection of snow leopards in North America.
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Elephant mothers keep their calves close. WCS Staff Photographer Julie Maher captured this image in Kenya of a mother elephant and her baby, pumping its legs to keep up.
Stewarded by WCS, the non-profit company Community Markets for Conservation (COMACO) has been working in Zambia since 2003 to help poor farmers improve their skills, grow surpluses, and receive above-market prices for their produce in exchange for meeting conservation targets.
Avril Armstrong, Adele Barone, Taryn Beasty, Anthony Buffill, Cari Camizzi, Kelly Cochran, Veronica Correa, Katherine D’Andrea, Lauren DelGrosso, Deanna DeRosa, Linda Edge, Juliet Elkins, David Fernandez, Carlos Flores, Mary Gentile, Amy Golden, Sara Gonzalez, Mary Gremler, Carol Henger, Rebecca Huth, Vanessa Jones, Kaitlyn Keys, Sara Koplish, Ashley Kulbacki, Matthew Lebron, Melissa Liggyo, Jennifer Loveless, Jennifer Macina, Taryn Beasty, Anthony Buffill, Cari Walker, Tiffany Warno, Mike Wrubel, Supervisors

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The marbled four-eyed frog (*Pleurodema marmoratum*) is one of several amphibian species WCS has been following in the Peruvian Andes as part of an investigation into the impact of climate change on frog and toad populations.
This parrot snake (Leptophis ahaetulla) is found in Bolivia’s magnificent Madidi landscape. Ranging in elevation from Amazonian lowlands only 150 feet above sea level to snow-capped peaks at almost 20,000 feet, Madidi is the most biodiverse natural area in the world.
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Papua New Guinea


ABOVE

WCS conservation efforts are protecting a wide variety of plant species globally. In addition to their intrinsic value, plants provide an untold number of ecosystem services that affect everything from the clothes we wear and the food we eat to the air we breathe.
Above

This caterpillar is one of more than 1,000 butterfly and moth species documented by WCS in Bolivia’s Madidi National Park.
Teddy Siles Robert Wallace

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Fabricio Díaz Santos

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Development Officer
Monika Szymskurska  
Development Officer
Major Gifts
Christy Burkart  
Director
Catherine Durand-Brault  
Director
Melissa Richey  
Assistant Director
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Development Officer
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Associate

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Operations
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Assistant Director
Dianna Russell  
Coordinator
Jessica Green  
Assistant
Research
Hakhi Alakhun  
Senior Manager
Hadley Iacone  
Analyst

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Vice President, Budget & Financial Planning

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Director, Capital Planning

Cecile Koehler  
Director, Capital Planning

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Assistant Comptroller

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Research
Aisha Lyons  
Junior Accountant

Shari Ackon  
Junior Accountant

Julia Grant  
Assistant Director

Alicia Wyatt  
Senior Accountant

Aisha Lyons  
Junior Accountant
The James's Flamingo is one of three flamingo species in need of conservation in the Altiplano of South America. These species and the Lesser Flamingo of Africa are the renewed focus of WCS in protecting these iconic birds. Chilean and Caribbean Flamingos continue to be exhibited at the Bronx Zoo.
Danielle Li
  Accounts Receivable Manager

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Mahmoud Imam
  Director for Human Resources
Zulma Rivera
  Director for Human Resources
Michelle Turchin
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  System Administrator for ERP Applications

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  Executive Director, Business Operations
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  Training Manager, Business Operations
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  Director, Public Programming
Danielle Scire
  Manager, Public Programming & Creative Services
Michelle Faber
  Public Programming Coordinator
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  Point of Sale Administrator
Robert DiCesare
  Tim Rice, Point of Sale Specialists
Rachel Rosario
  Nurse Practitioner & Manager, Human Health Services
Maxim Belomeystnykh
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  Administrative Manager
Audra Browne
  Maureen Garvey, Administrative Assistants

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  Director
Christopher Papaleo
  Associate Director
Danielle Newton, Beth Stolting, Benjamin Segal
  Managers
Christina Lancel, Estephany Vargas, Noelia Cruz
  Assistant Managers
Rachel Perez, Valentino Salza, Jamie Pinero, Stephanie Bailey
  Assistant Managers

Jill Kevorkian
  Manager of Guest Relations
Latashe Oliver
  Guest Relations Coordinator
Mildred Vargas, Jessica Nunez, Kenny Woo, Karina Suarez, Michelle Silva
  Ticket Agents
Sonja Colon, Joanna Kittler, SooKiah Maharaj
  Ticket Agents

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  Manager, Group Sales
Ingrid Polanco
  Assistant Manager, Group Sales

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  Assistant Managers

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  Managers
Richard Spana
  Chef Manager
Chantal Robinson, Victoria Sierra, Jose Arnaud
  Assistant Managers
Melinda Santiago, Marina Kelman
  Assistant Managers
Oliver Morton
  Storekeeper
Virgen Colon, Monique Casey
  Unit Managers
Cynthia Brown
  Assistant Unit Manager
Luis Nevarez
  Cook
Michelle Madera, Peter Morales
  Cashiers
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- **Jacqueline Dauphinais**
  - Sales Manager
- **Priscilla Sanabria-Cardoza**
  - Assistant Sales Manager
- **Ceri Dowson**
  - Catering Manager
- **Jacob Colon, Michele Hoss, Mariel Shepps**
  - Assistant Catering Managers
- **John Lipari**
  - Executive Chef
- **Agueda Concepcion**
  - Office Administrator

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  - Director
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  - Buyer
- **Margaret Murphy, Joy Vitale**
  - Managers
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  - Assistant Managers
- **Karen Cantrell, Jeffrey Galeas**
  - Supervisors
- **Charles Brathwaite**
  - Warehouse Manager
- **Maria Ortega**
  - Warehouse Team Leader
- **Osiris Petty**
  - Warehouse Senior Associate

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  - Director of Washington Office (D.C.)
- **Colin Sheldon**
  - Assistant Director, Federal Affairs (DC)
- **Rosemary DeLuca**
  - Assistant Director, Government and Community Affairs
- **Nicole Robinson-Etienne**
  - Assistant Director, Government and Community Affairs (AQ)
- **Paxton Barnes**
  - Associate Director, WCS-NDAA Partnership
- **Christina Manto**
  - Manager, Government & Community Affairs
- **Stacia Stanek**
  - Senior Officer, U.S. Policy (DC)
- **Ebony Washington, Administrative Officer (DC)**

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  - Associate Director
- **John Delaney**
  - Assistant Director
- **Stephen Fairchild**
  - Senior Producer
- **Nat Moss**
  - Senior Writer
- **Max Pulcinelli**
  - Director
- **Barbara Russo**
  - Assistant Director (AQ, PPZ, and QZ)
- **Scott Smith**
  - Assistant Director
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- **Natalie Cash**
  - Executive Producer, Videography
- **Luke Groskin**
  - Staff Videographer and Manager of New Media
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- **Jeff Morey**
  - Assistant Web Designer
- **Helen Yi**
  - Graphic Designer
- **Jennifer Shalant**
  - Web Managing Editor
- **Christina Sirabian**
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- **Dan Hunnewell**
  - Manager of Analytics and Ecommerce
- **Kristen Avery**
  - Associate Manager, Email and Database
- **Dan Rosen**
  - Web Managing Editor
- **Lisa Jaycox**
  - Assistant Director, Social Media
- **Megan O’Brien**
  - Senior Designer
- **Noah Klein**
  - Associate Manager, Web Design & Administration

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  - Executive Assistant Engagement and Digital Programs
- **Kathi Schaeffer**
  - Director of Public Affairs and Partnerships
- **Michelle Perez**
  - Manager of Public Affairs Budget and Administration

### Government & Community Affairs
- **Sara Marinello**
  - Executive Director, Government & Community Affairs
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  - Assistant Director, Social Media
- **Megan O’Brien**
  - Senior Designer
- **Noah Klein**
  - Associate Manager, Web Design & Administration

### WCS Conservation Resources Library & Archives
- **Kerry Prendergast**
  - Director
- **Madeleine Thompson**
  - Institutional Archivist & Digital Resources Manager
- **Leilani Dawson**
  - Processing Archivist
- **Debra Levinson**
  - Library Assistant
Nilda Ferrer brings more than three decades of experience to her role as Curator of Animal Management Services for WCS. Managing the transfer and shipment of animals to and from WCS’s New York City–based zoos requires enormous coordination. Here she describes her daily challenges, her love for orangutans, and the time a Bronx Zoo gorilla flew first class.

How did you come to work with WCS and how long have you been here?
I began my career at WCS in 1982, and I worked part-time for the first three years while attending Fordham University in the Bronx. My sister’s next-door neighbor worked at the Bronx Zoo and had encouraged me to apply. During my college years, I worked half the day at the zoo library and would spend the other half with the Bird Department, computerizing their egg database. I earned a bachelor’s degree in computer systems and information management at Fordham. In 1985, I was hired full-time to work in the Records Department, where I began computerizing animal records that had been maintained on paper since 1899.

Did you grow up around animals?
I come from a small peninsula in Puerto Rico surrounded by a bay. The bay has all these mangroves, which I found fascinating as a kid, and I would see the birds and fish around them. My father owned cattle, and in our backyard we had chickens, ducks, and pigs. I’d chase the chickens so I could grab the eggs, but a large goose we had would chase me. I hadn’t seen wild animals up close until I visited the Bronx Zoo as a youngster.

Describe your typical day at the office.
The department I head ensures we’re in compliance with federal agencies for the animals in our collections. These include the U.S. Dept. of Agriculture (USDA), U.S. Fish and Wildlife Service, National Marine Fisheries Service, Centers for Disease Control (CDC), as well as other state and local agencies. We also collect, maintain, and manage detailed information on the animals in our collections on a daily basis. Lastly, we oversee the local, interstate, and international transfer of animals by land and air. I have a great staff that processes over 200 shipments annually. Meeting the permitting requirements for a transfer can take several months to a year. The transport itself requires coordination among the curatorial staff, zookeepers, veterinarians, and others. People are amazed to learn that animals are moved between zoos on a regular basis.

Can you describe one of the highlights of your work at WCS?
We once had to get approval to ship a three-year-old gorilla with two caretakers by first class on a commercial airplane. Not only did we have to get approval from the airline; we needed permission from each first-class passenger as well. This happened years before the September 11 attacks. We couldn’t do that now.

What makes you passionate about your job?
WCS is part of a bigger movement to educate people about wildlife and inspire them to care about saving wild animals and places. My passion for working at WCS also grows from interacting with colleagues throughout the organization who love their work and care so much for animals. It is contagious. It is amazing for a single organization to have people from different types of careers working in one place for a common goal. One of my most exciting experiences during my career was
attending the triennial meeting of CITES (Convention on International Trade of Endangered Species of Wild Fauna and Flora) in Thailand in 2013. After working so long to understand how regulations impact the holding and moving of animals around the world, it was an extraordinary privilege to attend this global meeting where CITES member countries meet to present, discuss, and vote on which species to protect and how to regulate their trade.

**Do you have a favorite wildlife species?**
I love orangutans! Although we don’t have them in our parks, I will not give up hope that they’ll be featured at the Bronx Zoo someday.

**What are some of the challenges you face in your position?**
Since 9/11, transporting animals has become very difficult. Airlines have cut down on the routes they take and reduced the size of airplanes that can accommodate wildlife, thus making their transport challenging at times. A lot of airlines don’t accept animals anymore, which can pose an enormous hurdle. I think the regulations have also gotten stricter over the years as different organizations and agencies have added more requirements. The bulk of our animal shipments are by air because it’s faster (it minimizes animals’ distress and their time in transit). No two animal transfers are created equal, even if it’s the same species. Some require more work than others depending on the destination, permitting requirements, and mode of transport we decide on.

**What is your proudest achievement?**
Since 2000, I have been one of hundreds of volunteers in the zoological community who worked to create the Zoological Information Management System (ZIMS)—a real-time, Web-based global animal-management database. Spearheaded by AZA, the database was turned over to the International Species Information System organization to develop, manage, and implement the software. ZIMS currently has husbandry and medical modules. Once complete it will include population management and collection planning. More than 900 institutions in 85 countries are using the software. I was thrilled when we finally implemented the husbandry portion of the program for our five facilities this past July. Wherever we have access to the Internet, we can see the animal collections in our parks and access information on animals around the world in real time. We can also monitor animals we have on loan and keep track of offspring born to our animals.

**What is your greatest wildlife moment during your time with WCS?**
For several summers, my son worked for the Bronx Zoo’s Special Animal Exhibits Department. During our long commute home, he would tell me about the day’s work. He would even teach me things like the types of hay used by the zoo to feed the animals and how they all had nutritional differences. Most days, my son interacted with domestic animals, but one day we went to feed the giraffes with Pat Thomas, WCS Vice President & General Curator and Associate Director of the Bronx Zoo. That really made his day. I realized that, like me, he was inspired by the work done at the zoo. I may not work directly with animals, but I get great satisfaction to see and hear how the animals we acquire from other zoos around the world adapt to their new environment and when they produce offspring. I was overjoyed when Leo, a snow leopard that has served as an ambassador for Pakistan at the Bronx Zoo since arriving as a cub in 2006, sired his own cub in 2013.
# ANIMAL CENSUS

(July 1, 2013–June 30, 2014)

<table>
<thead>
<tr>
<th>Facility/Class</th>
<th>Species</th>
<th>Births</th>
<th>Specimens</th>
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<td>On-site and in-on-loan</td>
<td>Includes non-viable</td>
<td>On-site and in-on-loan</td>
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<td>Birds</td>
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<td>Reptiles</td>
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<td>Invertebrates</td>
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<td>Fish</td>
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<td>Birds</td>
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<td>Reptiles</td>
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<td><strong>TOTAL</strong></td>
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</tbody>
</table>

**GRAND TOTAL (All Facilities)** | 1,192 | 2,959 | 20,093 |

*Invertebrate numbers do not include approximately 58,300 Madagascar hissing cockroaches.*
Sappi leads in the use of renewable energy and has the lowest reported CO2 emissions among our competitors. All products manufactured by Sappi Fine Paper North America are compliant with the Lacey Act. Sappi has joined the U.S. Environmental Protection Agency’s (EPA) SmartWay™ Transport Partnership—an innovative initiative by the EPA to increase energy efficiency while significantly reducing greenhouse gases and air pollution from transportation.

According to the EPA’s emissions calculator\(^1\) by choosing to print on Opus Sheets as compared to the industry average, the amount of greenhouse gas emissions you avoid are equivalent to one of the following:

- **292 Gallons**
  - of Gasoline
- **108 Propane cylinders**
- **1,747 lbs**
  - of waste recycled

\(^1\)www.epa.gov/cleanenergy/-energy-resources/calculator.html

Greenhouse gas emissions calculations are based on sappi Fine Paper North America’s eQ Too. [www.sappi.com/eQTool](http://www.sappi.com/eQTool)

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\[RECOMMENDED FORM OF BEQUEST 2014\]

The Trustees of the Wildlife Conservation Society recommend that, for estate-planning purposes, members and friends consider the following language for use in their wills:

“To the Wildlife Conservation Society (“WCS”), a not-for-profit, tax-exempt organization incorporated in the state of New York in 1895, having as its principal address 2300 Southern Boulevard, Bronx, New York 10460, I hereby give and bequeath _________ to be used as determined by WCS for its general purposes.”

In order to help WCS avoid future administrative costs, we suggest that the following paragraph be added to any restrictions imposed on a bequest: “If at some future time, in the judgment of the Wildlife Conservation Society, it is no longer practical to use the income and/or principal of this bequest for the purposes intended, WCS may use the income and/or principal for whatever purposes it deems necessary that is most closely in accord with the intent described herein.”

If you wish to discuss the language of your bequest and other planned giving options, please contact the Office of Planned Giving at 718-220-6894.