



# Tackling the Toughest Stories, Five Years On



# ProPublica Annual Report 2013







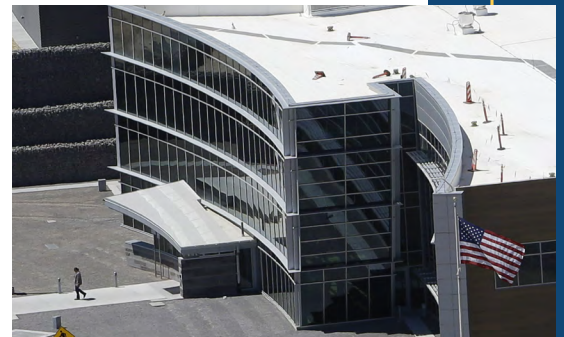
## **The Mission**

*To expose abuses of power and betrayals of the public trust by government, business, and other institutions, using the moral force of investigative journalism to spur reform through the sustained spotlighting of wrongdoing.*

## Tackling the Toughest Stories, Five Years On

In June of 2013, Britain's *Guardian* faced a delicate question: To whom could it turn if the British government increased pressure to halt publication of documents it had obtained from Edward Snowden? British officials had been threatening to legally bar further revelations about the unprecedented surveillance conducted by the US and UK governments. The *Guardian* decided first to share some of its documents with ProPublica, and then also with the *New York Times*. *Guardian* editor Alan Rusbridger explained his strategy this way:

Well, we had to find American partners because it was clear that our reporting was going to be made very difficult in the UK. And actually, if you look around America, you slightly—I mean there are not limitless options of people who could handle a very big story. I mean, it takes up a lot of resources, a lot of technical knowledge, legal backup, and *The New York Times* is a great paper with that kind of backup, and *ProPublica* is a really interesting example of a much smaller operation but has got a lot of expertise around these kind of subjects.



*The NSA building in Utah.*

Rusbridger's choice was soon rewarded. Perhaps the most significant of Snowden's revelations—and the one that had produced the most significant reform in the US by the end of 2013—concerned the efforts of the US's NSA and Britain's GCHQ to undermine Internet encryption and encryption standards. The lead reporter on [that key story](#), published in partnership by ProPublica, the *Guardian* and the *Times* on September 5, was ProPublica's Jeff Larson. Rusbridger later modestly noted the key roles played in this complex but hugely important story:

I have a confession to make: I did not myself spot that story—of how law enforcement agencies are trying to undermine private encryption capacities—that was nested in the GCHQ/NSA documents; and even when it was explained to me by the young specialist technology reporters who did grasp its significance, I did not immediately understand it. Embarrassingly, I had to sketch a childlike drawing to confirm what I thought Jeff Larson, a Web developer and reporter at ProPublica, and James Ball, our own twenty-seven-year-old reporter and technical whiz kid, were telling me.



*An aerial image of the Government Communications Headquarters (GCHQ) in Cheltenham, Gloucestershire, UK.*

Five years after ProPublica's founding, these acknowledgements by one of the world's leading journalists reflect how far our organization has come—to stand as a trusted source of news by both readers and fellow reporters, and to have the

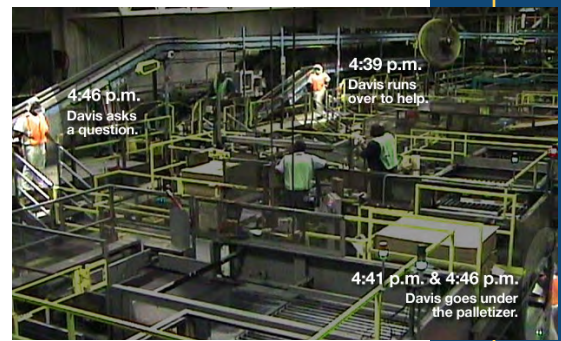
resources and courage to identify, report and publish the most challenging and important stories.

Nor were ProPublica's articles on the Snowden documents the only such pieces it published in 2013. The year was marked by ProPublica reporters taking on the toughest subjects, focusing on powerful institutions of all sorts that have abused power or failed to live up to the public trust. Important series dealt with: **billions of taxpayer dollars wasted** in the Medicare Part D prescription drug program; failures of oversight and inadequate, profit-driven quality of care in the nation's **assisted living facilities**; a new wave of **abusive tactics** in predatory lending; systematic exploitation of **temporary workers** by many of the country's largest manufacturers and retailers; and long-running **safety issues with Tylenol** and the FDA's failure to grapple with them.

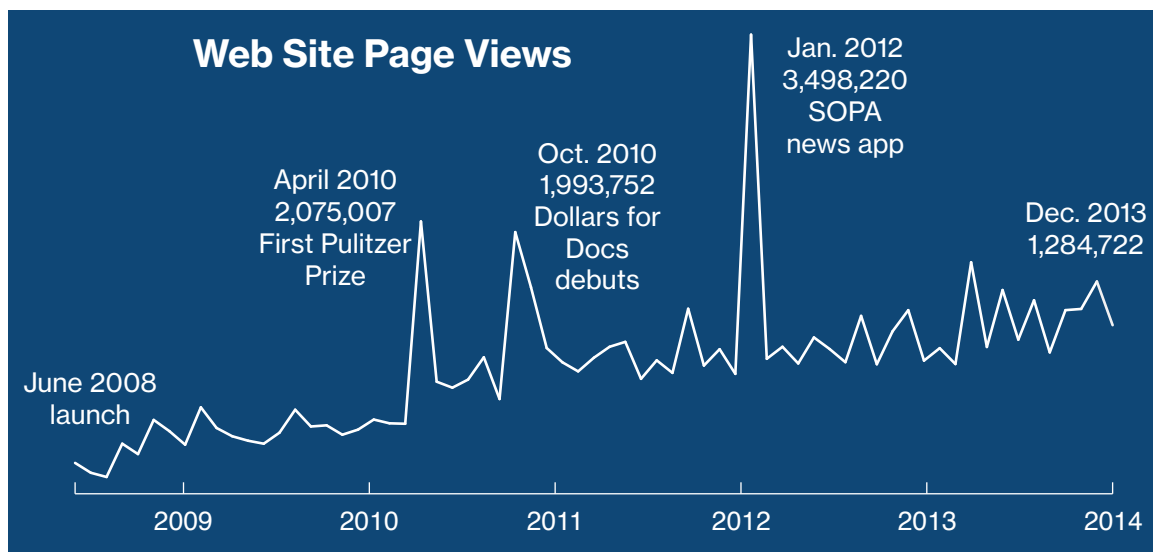
These stories had disparate subjects, but a common methodology: deep reporting, the result of months and sometimes years of work, expressed through vivid writing, and presented with an eye toward spurring reform.

By the end of 2013, ProPublica was able to look back on more than five years of accomplishment. This was evident not just in terms of the impact from our work but also in building a robust and vibrant publishing platform of our own, in playing a leading role in forging a golden age of journalistic partnerships, and in making significant strides toward financial sustainability; details can be found in the pages that follow. But first, it is worth singling out our role as a pioneer in data-driven journalism.

The leading edge of ProPublica's data journalism is what we call our news applications. These are searchable databases that reveal important stories at a

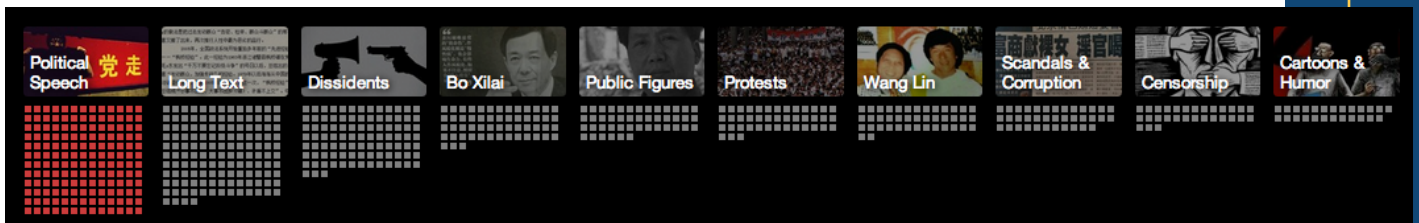


Ninety minutes into his first day on the first job of his life, Day Davis, pictured above, was called over to help at Palletizer No. 4 at the Bacardi bottling plant in Jacksonville, Fla. Above is a composite image of the times Davis is seen in a surveillance video before an all-too-common story for temp workers unfolded.



national level—such as waste from overuse of branded drugs rather than generics in Medicare Part D—but that also allow readers access to their own personal stories—such as their own doctor’s prescribing patterns, and that can be used as well by news organizations around the country to easily ferret out local stories—such as the leading prescribers of contra-indicated drugs in a particular town.

ProPublica has led the way in developing and deploying such news applications from our earliest days. In 2013, the most successful new news applications we deployed included [Prescriber Checkup](#), which charts Medicare Part D prescriptions in the ways noted above, and which recorded more than one million page views by year end, and [Nonprofit Explorer](#), which offers searchable access to the IRS filings of thousands of nonprofits. Another significant news application launched in 2013 restored to the public Internet on a searchable basis thousands of [images censored by Chinese authorities from Weibo](#), China’s equivalent of Twitter.



Navigation for the news application *China's Memory Hole: the Images Erased from Sina Weibo*

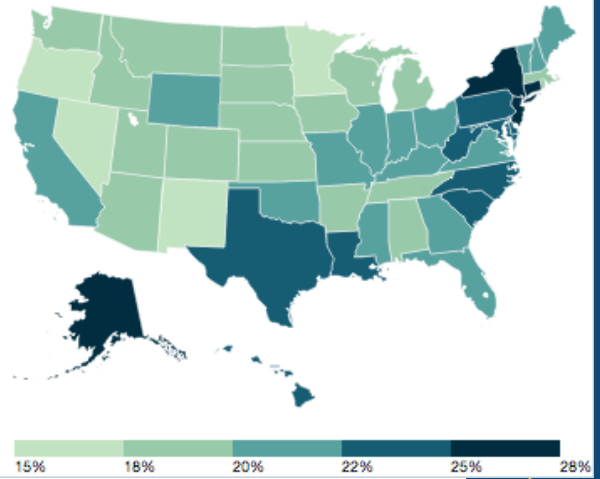
In addition to [Prescriber Checkup](#), earlier news applications on payments made under [the 2008-09 government bailouts](#) and [the 2009-10 stimulus program](#) have also received more than one million page views. The most popular of all ProPublica news applications remains [Dollars for Docs](#), launched in 2010 and updated and improved in 2013, which has received more than 6.6 million page views to date, and spawned local stories by more than 175 news organizations throughout the country. It is now widely cited as a reporting resource, most recently in the New York Times look at the growing use of ADHD drugs. Most important, it has spurred critical reform.



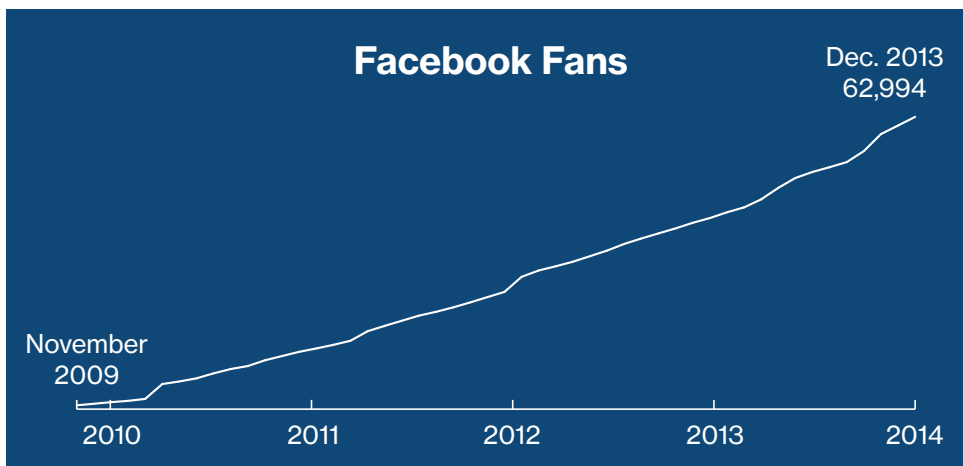
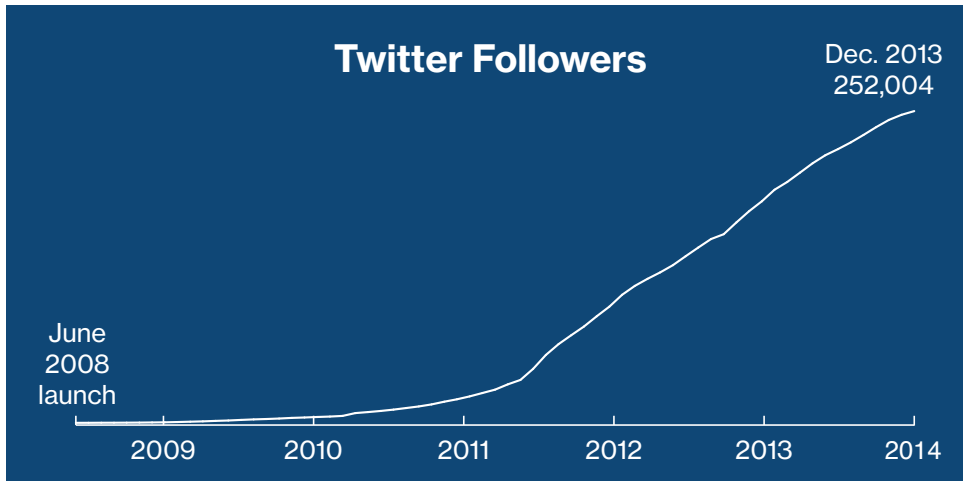
News applications represent a new and exciting form of storytelling. They allow ProPublica to leverage its work vertically down to the level of individual readers, and horizontally through new sorts of partnerships with other newsrooms. Beyond that, they serve as an important reminder of how much the news business generally, and investigative journalism in particular, is changing, and how continuing to play a leading role in the field will require ProPublica to continue to change as well. We are committed to grow, and to lead, in the next five years at least as much as we did in our first five.

### How States Compare

Percent claims for name-brand drugs from primary care physicians, 2011. [See state by state data »](#)



An interactive map from ProPublica's Prescriber Checkup news application.



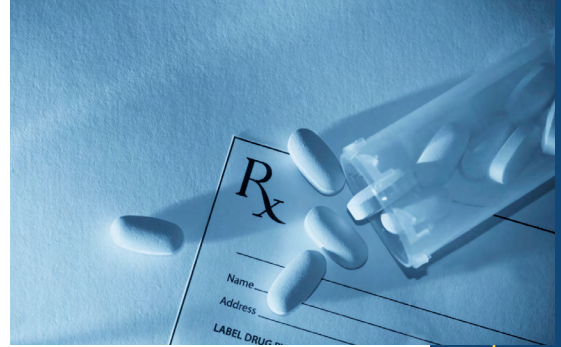


## Impact

The most important test of ProPublica is whether our work is having impact. By this, we mean not audience size or prizes, but real world change. Examples of what we mean can be found at <http://www.propublica.org/about/impact/>

In 2013, ProPublica stories produced such change in a wide range of important areas:

- Beginning in May, ProPublica reporting, initially published in partnership with the Washington Post and later with NPR, revealed vast shortcomings in the oversight of the federal government's prescription drug benefit program, Medicare Part D. In the wake of this reporting, meaningful reform seems underway. In June, an Inspector General report mirrored ProPublica's findings, and the Center for Medicare and Medicaid Services (CMS) pledged to step up oversight of doctors with questionable prescribing patterns. The director of Medicare told a Senate hearing that CMS would also require that all Medicare prescribers be enrolled in the program, verifying their credentials and disclosing possible disciplinary problems. CMS also pledged to ramp up enforcement actions and to begin sharing information about suspect pharmacies and doctors with private insurance plans. Meanwhile, three senators, Tom Coburn (R-OK), Tom Carper (D-DE) and Charles Grassley (R-IA), cited ProPublica's reporting in pressing for even more far-reaching reforms; Grassley pushed state regulators to share disciplinary actions under state-administered Medicaid programs with federal officials who run Medicare; Carper urged a new crackdown on fraud in the program.
- Our reporting, in partnership with the New York Times and the Guardian, on efforts by the NSA and Britain's GCHQ to undermine encryption on the Internet, published in September, is already having important impact. The National Institute of Standards and Technology (NIST) has "strongly" recommended against the use of one of its own standards, and launched a formal review its own standards development efforts. Developers, from Silent Circle to various customers of RSA Security, meanwhile, had indicated they were moving away from those standards. Google has intensified and accelerated efforts to more securely encrypt Gmail, and Twitter and Microsoft are taking similar steps for their own services. And President Obama's task force on reforming the NSA urged that efforts to undermine encryption cease and recommended splitting the code-making unit from agency and transferring it to the Department of Defense.



*The National Security Agency.*

- In December, pressed by efforts such as ProPublica's Dollars for Docs, GlaxoSmithKline became the first major pharmaceutical company to end the practice of paying doctors to promote the prescribing of drugs.
- Coverage of the role of "dark money" deployed in political campaigns by tax exempt groups—in which ProPublica has done what the Economist called "pioneering research" for the last two years—may finally be yielding meaningful results. In November, the IRS issued proposed guidelines that would tighten the rules under which such so-called social welfare non-profits operate, and restrict their political spending.
- Our coverage of dysfunction in the presidential pardon process yielded its most critical results to date in December with the commutation of the sentences of Clarence Aaron, whose story we highlighted, in partnership with the Washington Post, in 2012
- Fines continue to mount in the wake of our reporting on complex mortgage-backed securities deals and the role of hedge fund Magnetar in the years leading up to the crash of 2007-08—the reporting that earned ProPublica our second Pulitzer Prize. In March, a Massachusetts regulator fined Deutsche Bank \$17.5 million. In October, the SEC sued Harding Advisory and its head, Wing Chau, for failing to disclose Magnetar's role in some of the deals. In December the SEC settled Magnetar-related charges with Merrill Lynch, with the firm agreeing to pay a fine of more than \$131 million, bringing the total of fines in Magnetar deals to more than \$435 million.
- Progress continued toward easing housing segregation in New York's Westchester County, the focus of ProPublica reporting beginning in Fall 2012. In June, under pressure from an awakened Justice Department, the county legislature finally passed, and the County Executive signed, a law banning discrimination against those who pay rent with federal assistance.
- Reporting in 2012 by ProPublica and the Seattle Times about a wholesale failure to keep U.S. military records from the conflicts in Iraq and Afghanistan—depriving veterans of benefits and commendations—has begun to show results. In July, the Army finally conceded the loss of the records, and launched an effort to recover them, consolidate substitutes and



*In a break with the industry, GlaxoSmithKline, the sixth-largest drug maker, announced it would no longer hire doctors to promote its drugs.*



*Clarence Aaron, whose sentence was finally commuted by President Obama.*



*Field records from the wars in Iraq and Afghanistan, needed to document combat injuries, disability claims and the simple history of both wars, were never kept, were destroyed or simply cannot be found, a ProPublica-Seattle Times investigation found.*



clarify responsibilities for future recordkeeping.

- In the wake of reporting in 2012 by ProPublica and Frontline on the safety risks facing communications tower climbers, OSHA in August indicated that it has begun looking at how the conduct of cell phone companies—through deadlines and other contractual requirements—may be contributing to the deaths of climbers.
- A complex set of tax deals which were the subject of a ProPublica investigation with the Financial Times in 2011 (and won an Overseas Press Club Award in 2012) resulted in a federal court decision against Bank of New York Mellon in February. While the bank is appealing, it took an \$850 million charge after the decision.
- In January and February, the Department of Interior's Bureau of Land Management issued new rules governing the round-up and sale of wild horses—a program in which a ProPublica report in September 2012 revealed widespread problems. The new rules restricted horse adoptions with the aim of preventing illegal slaughter and heightened transparency.
- A U.S. security contractor in Iraq was fined \$75,000 in February by the Department of Labor for abuses in the treatment of workers in the war zones first revealed in a 2009 ProPublica series.



*Tower climber Jay Guilford poses atop a cell tower. He was one of 11 climbers to die while working on AT&T jobs during a wave of cell service expansion from 2006 to 2008.*



*A helicopter rounds up horses in the Stone Cabin Valley of Nevada in the winter of 2012.*

## Recognition for our work

ProPublica was the first online news organization to win a Pulitzer Prize (2010) and the first to win a Pulitzer for stories not published in print (2011). Our work was honored in 2013 as follows:

Sebastian Rotella and Ana Arana's account of "What Happened at Dos Erres" won a **Peabody Award** (the highest honor in broadcast journalism), **two Overseas Press Club Awards**-- the Lowell Thomas for Radio (with This American Life) and the Joe and Laurie Dine Award for Human Rights Reporting-- and a **Dart Award for Excellence in Coverage of Trauma** from Columbia University's Dart Center, and was a **finalist for the Scripps Howard Foundation National Journalism Ernie Pyle Award** for human interest storytelling.

Nikole Hannah-Jones's work on housing segregation won Columbia Journalism School's **Paul Tobenkin Memorial Award**, the **Society of the Silurians Excellence in Journalism Award** for online investigative reporting, the **National Low Income Housing Coalition Media Award**, and the December **Sidney Award for fostering social and economic justice** from the Sidney Hillman Foundation (with This American Life), and was a **finalist for the National Association of Black Journalists Salute to Excellence** in Digital Media and the **Deadline Club Award** for minority focus.

Our work on tower climbers with Frontline was **nominated for an Emmy Award for Business and Economic Reporting in a Newsmagazine**, won a **SABEW award for digital investigative story** and was a **finalist for a Gerald Loeb Award for Distinguished Business and Financial Journalism**. The Emmy nomination was the seventh for ProPublica work in the last three years..

Our reporting on dark money in politics received an **Online Journalism Award for innovative investigative journalism** for medium news site, an **Investigative Reporters and Editors Award** for multiplatform, large size, the **Society of Professional Journalists Sigma Delta Chi Award for Online Investigative Reporting**, affiliated, an **honorable mention for the Toner Award for Excellence in Political Reporting** and was a **finalist for the Deadline Club Award** for reporting by independent digital media. Our election coverage also received the **Online Journalism Award, planned news/event** for medium news site.

Paul Kiel's "Great American Foreclosure Story" won the **Society of Business Editors and Writers (SABEW) Best in Business Awards** for both feature and explanatory stories, and was a **finalist for the Livingston Award for Young Journalists**.

Jesse Eisinger's "The Trade" column won **SABEW's Award for commentary** for the second year in a row.

Contributor Sheri Fink won the the **Mike Berger Award** from Columbia Journalism School for local reporting and the **Association of Health Care Journalists Award for beat reporting** and was a **finalist for the Deadline Club Award** for enterprise reporting for part of the coverage of Hurricane Sandy featured



in our 2012 annual report. ProPublica's Hurricane Sandy coverage was also an **Online Journalism Award finalist for explanatory reporting** for medium news site.

Our news applications and graphics were also widely honored this year. Our StateFace mapping technology won the **Malofiej International Infographics Awards Best Map Online and Silver Medal** as well as **Society for News Design (SND) Judges' Special Recognition**. Receiving **SND Silver Medals** were our Pipeline Safety Tracker and Nursing Home Inspect app, and **SND Awards of Excellence** went to our Great Migration maps, drones graphic, our organizational portfolio and developer Lena Groeger's personal portfolio. The Great Migration maps was also a **finalist for a Data Journalism Award**, as were our Message Machine app and our Nerd Blog. Our news applications overall were also a **finalist for the Scripps Howard Foundation National Journalism Award for Digital Innovation**.

Reporting by Abrahm Lustgarten on injection wells was a finalist for the **Scripps Howard Foundation National Journalism Edward Meeman Award** for environmental reporting.

Our report on death investigations with Frontline, "The Real CSI," was a **finalist for the ABA Silver Gavel Award for television**.

And Lois Beckett was also named a **finalist for the Livingston Award**, for her coverage of new uses of data by political campaigns. This is a prize Lois shared last year with two ProPublica colleagues; ProPublica reporters have been named finalists for the Livingston every year since our founding—indeed ProPublica stories have been finalists eight times in the last five years.

Michael Grabell's report on temporary workers, "The Expendables," won the **Sidney Award** for July.

Our coverage of various health care issues received the **National Consumer Voice for Quality Long-Term Care Public Service Award**.

Our reporting with Frontline on Sheldon Adelson and Macao was also a **finalist for a Gerald Loeb Award**.

In individual awards, ProPublica founder and executive chairman Paul Steiger won the **Burton Benjamin Memorial Award** for lifetime achievement in the cause of press freedom from the Committee to Protect Journalists and received an **Honorary Doctor of Laws degree from Columbia University**. Reporter AC Thompson received the **Elijah Parish Lovejoy Award** for courage in journalism. Meanwhile, in social media, both ProPublica senior engagement editor Amanda Zamora and social media producer Blair Hickman were both among "**50 female innovators in digital journalism**" named in March by web site Journalism.co.uk. In December, HealthLeaders named senior reporter Charles Ornstein one of "**20 people who are making a difference in healthcare**." And senior editor Joe Sexton was named one of **Advertising Age's "Creative 50"** most influential creative figures in entertainment, tech, advertising and publishing.

# ProPublica's Growing Publishing Platform

Partners in 2013: 26

Page views at ProPublica.org: 1,331,000 average per month, up marginally compared with 2012, but up 20% excluding January 2012 traffic spike

Unique visitors to ProPublica.org: 561,000 average per month, up 4% over 2012, and up 23% excluding January 2012 traffic spike

Page views from reprints via Creative Commons: 575,000 average per month, up 46% over 2012

Daily email subscribers: more than 64,000, up 9% over 2012

Twitter followers: more than 252,000, up 41% over 2012

Facebook fans: nearly 63,000, up 53% over 2012

iPhone/iPad/Android app downloads to date: more than 172,000—up 25% over 2012

Podcast downloads during year: more than 182,000, up 88% over 2012

## Publishing Partners, 2013

*ProPublica has had 104 publishing partners in five and half years. We choose each partner with an eye toward maximizing the impact of the story in question. Here is a list of our partners in 2013:*

Amazon.com	New York Daily News*
BuzzFeed*	New York Times
Chicago Reader*	NPR News
Chronicle of Higher Education	Pottstown Mercury*
Consumer Reports	St. Louis Post-Dispatch
Denver Post	Seattle Times
Foreign Policy	Source*
Frontline	Stars and Stripes
Guardian	This American Life
Los Angeles Times	Time Magazine
Marketplace	Univision*
Mashable*	Washington Post
Monterey Herald*	WNYC

\*new partner in 2013



## Financial Information, 2013 (rounded to nearest \$1000)

### Revenues

Board of Directors contributions and related grants	\$ 4,928,000
Major grants and gifts (\$50,000 and above)	5,610,000
Online donations	215,000
Business Advisory Council contributions	232,000
Other grants and gifts	820,000
Earned income	127,000
<b>Total</b>	<b>\$11,932,000</b>

### Expenses

News salaries, payments and benefits	\$ 6,648,000
Non-news salaries and benefits	1,334,000
Personnel support	798,000
Outreach	334,000
Professional fees	49,000
Occupancy and office	975,000
Capital costs	125,000
Taxes	4,000
<b>Total</b>	<b>\$10,267,000</b>

### Total donors: more than 3000

*Notes: all figures preliminary and unaudited*

*Board of Directors grants includes \$1 million at year-end from the Sandler Foundation to bolster ProPublica's reserves and fuel future expansion*

*Business Advisory Council contributions include only those not categorized elsewhere*

## **Officers and Staff (as of December 31, 2013)**

**Stephen Engelberg**, editor-in-chief

**Richard Tofel**, president

**Robin Fields**, managing editor

**Debby Goldberg**, VP, development

### **News Staff**

Assistant Managing Editor: Eric Umansky

Senior Editors: Tom Detzel and Joe Sexton

Senior Editor, News Applications: Scott Klein

Senior Engagement Editor: Amanda Zamora

Senior Reporters: Jesse Eisinger, Jeff Gerth, T. Christian Miller, Charles Ornstein, Sebastian Rotella and Tracy Weber

Reporters: Marshall Allen, Kim Barker, Lois Beckett, Jake Bernstein, Justin Elliott, David Epstein, Michael Grabell, Nikole Hannah-Jones, Paul Kiel, Abraham Lustgarten, Nina Martin, Megan McCloskey, Joaquin Sapien, A.C. Thompson and Marian Wang

Director of Research: Liz Day

Data Editor: Jeff Larson

Deputy Editor of News Applications: Krista Kjellman Schmidt

Deputy Data Editor: Olga Pierce

News Applications Developers: Lena Groeger, Al Shaw and Sisi Wei

Community Editor: Blair Hickman

Data Reporter: Ryann Grochowski Jones

Reporting Fellow: Cora Currier

News Applications Fellows: Eric Sagara and Mike Tigas

### **Administrative Staff**

Director of Finance and Operations: Barbara Zinkant

Director of Communications: Nicole Collins Bronzan

Communications Manager: Minhee Cho

Director of Information Technology: Nicholas Lanese

Associate Director of Development & Administration: Heather Troup



# Governance

## Board of Directors

**Herbert Sandler, founding chairman**, president of the Sandler Foundation

**Paul Steiger, executive chairman**, founding editor-in-chief and president, ProPublica

**Mark Colodny**, managing director, Warburg Pincus LLC

**Henry Louis Gates, Jr.**, W. E. B. Du Bois Professor of the Humanities and the Director of the W. E. B. Du Bois Institute for African and African American Research, Harvard University

**Claire Hoffman**, freelance journalist and director, Goldhirsh Foundation

**Bobby Monks**, chairman, Spinnaker Trust

**Ronald Olson**, partner, Munger Tolles & Olson LLP

**Paul Sagan**, executive vice chairman, Akamai

**Kat Taylor**, CEO, One PacificCoast Bank

**Tom Unterman**, managing partner, Rustic Canyon Partners and former CFO, Times Mirror Co.

## Journalism Advisory Board

ProPublica has named a journalism advisory board to advise ProPublica's editors from time to time on the full range of issues related to ProPublica's journalism, from ethical issues to the direction of its reporting efforts. Its members include:

**Jill Abramson**, executive editor, *The New York Times*

**David Boardman**, dean, Temple University School of Media & Communications

**Raymond Bonner**, writer living in London

**Robert A. Caro**, historian and biographer of Robert Moses and Lyndon Johnson

**John S. Carroll**, former editor of the *Los Angeles Times* and the *Baltimore Sun*

**Sheila Coronel**, director, Stabile Center for Investigative Journalism, Columbia Journalism School

**L. Gordon Crovitz**, former publisher of *The Wall Street Journal*; partner, Journalism Online

**David Gergen**, professor of public service, Harvard's John F. Kennedy School of Government and director of its Center for Public Leadership

**Tom Goldstein**, director, media studies program, University of California, Berkeley School of Journalism

**Isaac Lee**, president, news, Univision

**Shawn McIntosh**, public editor, *The Atlanta Journal-Constitution*

**Ellen Miller**, executive director, The Sunlight Foundation

**Priscilla Painton**, executive editor, non-fiction, Simon & Schuster

**David Shribman**, executive editor, *Pittsburgh Post-Gazette*

**Allan Sloan**, senior editor at large, *Fortune* magazine

**Kerry Smith**, senior vice president for editorial quality, ABC News

**Cynthia A. Tucker**, columnist, Universal Press Syndicate

## **Business Advisory Council**

ProPublica also has a Business Advisory Council, a group of executives who advise on emerging business and technology issues:

**Mark Colodny**, chair, managing director, Warburg Pincus LLC

**Joanna Stone Herman**, vice chair

**Ben Boyd**, global chair, corporate practice, Edelman

**David Coulter**, managing director, Warburg Pincus LLC

**Christopher DeLong**, principal, Taconic Capital Advisors LLC

**Sean Fieler**, general partner, Equinox Partners

**Maria Gotsch**, president & CEO, NYC Investment Fund

**Dave Goldberg**, CEO, SurveyMonkey

**Jack Griffin**, CEO, Empirical Strategic Advisors

**Michael Hansen**, CEO, Cengage Learning

**Lori E. Lesser**, partner, Simpson Thacher & Bartlett LLP

**Martin Maleska**, advisory director, Investcorp International Inc.

**Reed Phillips III**, managing partner, DeSilva+Phillips

**William Pollak**, CEO, Gordian Group

**Lawrence Rand**, president and CEO, Kekst and Company

**Davia Temin**, president and CEO, Temin & Company

**Gregory Waldorf**, CEO-in-residence, Accel Partners



## ProPublica's Leading Supporters, 2013

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Marcy Carsey	Marisla Foundation
Cedar Tree Foundation	McGrath Abrams Family Foundation
Mark Colodny	Bobby Monks
David Coulter	NBC4 New York
Geraldine R. Dodge Foundation	Newman's Own Foundation
Doug Edwards	Ron Olson
Dyson Foundation	Foundation to Promote Open Society
Barry Feirstein	Bernard Osher
Ford Foundation	PCLB Foundation
Jack and Ann Graves Foundation	Pew Charitable Trusts
Jerome L. Greene Foundation	Paul and Ann Sagan Family Fund
David Gold Foundation	Resnick Family Foundation
Dave Goldberg & Sheryl Sandberg	Sandler Foundation
Goldhirsh Foundation	Bernard Selz
Lisa and Douglas Goldman Fund	Steve Silberstein
Anne Gumowitz	Skoll Global Threats Fund
Marc Haas Foundation	Sperry Fund
William and Flora Hewlett Foundation	Kat Taylor and Tom Steyer
Michael Moritz & Harriet Heyman	Trellis Fund
Irwin & Joan Jacobs	Tom and Janet Unterman
John Kern & Valerie Hurley	Yellow Chair Foundation
John S. and James L. Knight Foundation	

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