

A monarch butterfly with orange and black wings is in flight over a vast field of purple flowers. The sky is filled with white and grey clouds. The text is overlaid on the top portion of the image.

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ENVIRONMENTAL DEFENSE

finding the ways that work

**2000 ANNUAL REPORT**

## AT A GLANCE

### **Environmental Defense**

Originally incorporated as Environmental Defense Fund on October 6, 1967

### **Headquarters**

New York City

### **Members**

More than 300,000

### **Operating support and revenue**

\$39.1 million

### **Staff**

216 full-time staff

### **Offices**

New York, NY • Washington, DC  
Oakland, CA • Boulder, CO  
Raleigh, NC • Austin, TX  
*Project offices*  
Boston, MA • Los Angeles, CA

### **Web site**

[www.environmentaldefense.org](http://www.environmentaldefense.org)

### **Mission**

Environmental Defense is dedicated to protecting the environmental rights of all people, including the right to clean air, clean water, healthy food and flourishing ecosystems.

Guided by science, we work to create practical solutions that win lasting political, economic and social support because they are nonpartisan, cost-effective and fair.

### **On the cover**

Alighting on a prairie flower known as the Blazing Star, the monarch butterfly is celebrated for its migration from as far north as Canada into Mexico.

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## FINDING THE WAYS THAT WORK



**Fred Krupp** (right), who helped found the Connecticut Fund for the Environment, became Executive Director of Environmental Defense in 1984.

**John Wilson**, Advisory Director at Morgan Stanley Dean Witter, joined the Environmental Defense board in 1989 and became chairman in 1997.

**Diana Josephson** was a principal deputy assistant secretary of the Navy and chief operating officer of the National Oceanic and Atmospheric Administration before joining Environmental Defense.

Much has been said about the growing power of multinational corporations and the promise and peril of new technologies. At Environmental Defense, we aim to harness the power of business and technology to deliver a better environment. Although we may be dwarfed by the industries and agencies we work with, we have been able to make key breakthroughs in the four areas that are the focus of our efforts:

■ **Biodiversity:** While working to save Mississippi River wildlife refuges, we instigated the first independent peer review of the questionable environmental practices of the Army Corps of Engineers, which controls 12,000 miles of waterways. (*See page 4*)

■ **Climate:** We persuaded seven of the world's largest corporations to join us in a partnership to reduce global warming. The companies have committed to make substantial reductions in their emissions of heat-trapping greenhouse gases. (*See page 6*)

■ **Health:** We helped focus public attention on the risks of gene-altered foods like Bt corn, which is designed to produce its own pesticide. An Environmental Defense scientist was appointed as the only representative of an environmental group on the federal panel investigating such foods. (*See page 8*)

■ **Oceans:** In the Florida Keys, we played a lead role in creating the Tortugas Ecological Reserve, which contains some of the richest coral reefs in North America. We also helped lay the groundwork for a national network of similar undersea parks. (*See page 10*)

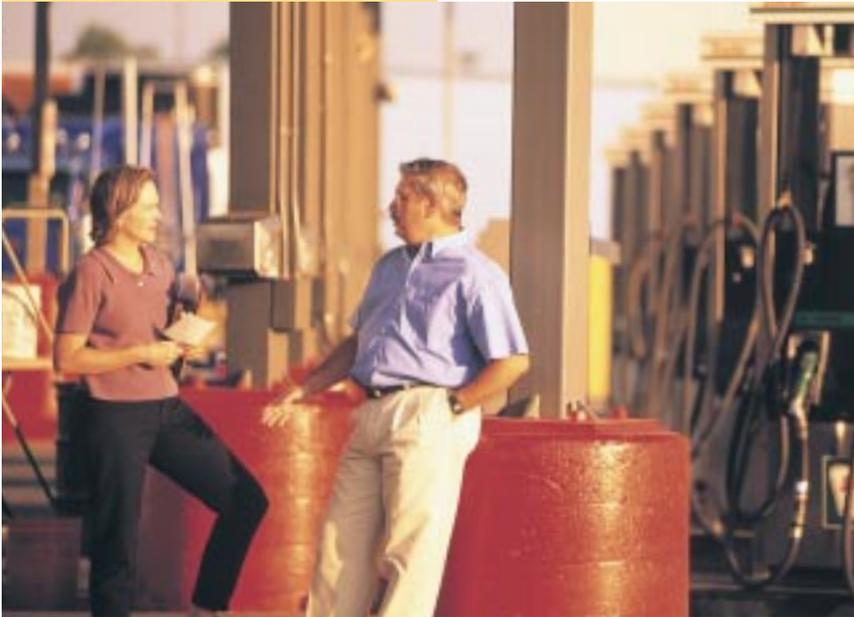
To help make the most of our resources, we have brought on board a Chief Operating Officer. In Diana Josephson, we are fortunate to have a top-level executive and committed conservationist.

Our results have been made possible by more than 300,000 members and friends who share with us a passion for protecting the natural world. Support and revenue this year totaled \$39.1 million, our highest ever, enabling us to advance a record number of programs. We thank you.

Fred Krupp  
*Executive Director*

John H.T. Wilson  
*Chairman of the Board*

Working with Richard Halvey, program manager for the Western Governors' Association, our attorney Vickie Patton helped persuade 13 governors to support cleaner gasoline and cars.



A generation ago, Environmental Defense helped launch the modern environmental movement by winning a ban on DDT, showing how a handful of individuals can bring about national reform. Since then, we have grown into one of America's most influential environmental advocacy groups, with more Ph.D. scientists and economists on staff than at any other such organization.

While we can point to some big victories, the environment is declining on many fronts. Each day more species are lost, more pollution enters the air and more contaminants spill into our rivers and seas. To reverse these trends, we must galvanize every sector of society in defense of the environment.

#### **Clearing the air**

Thirty years after the first Clean Air Act, cars and trucks remain a major cause of smog, acid rain and health problems. This year, the Environmental Protection Agency (EPA) sought to close two major pollution loopholes by cutting sulfur in gasoline and tightening emission limits for SUVs. But Western governors threatened to torpedo the initiative, saying it would harm their states' economies.

Attorney Vickie Patton of our Rocky Mountain office jumped on the case. She hammered together an alliance

with automobile manufacturers, organized a grassroots campaign and helped broker a deal that ultimately convinced 13 Western governors to endorse EPA's initiative. "Vickie Patton did the tough work bringing the governors on board," says Blake Early of the American Lung Association. "Without their support, we would have ended up with weaker rules, dirtier gasoline and higher tailpipe emissions."

#### **Helping landowners help wildlife**

Amid the rural splendor of the Texas Hill Country, two species of songbirds, the golden-cheeked warbler and the black-capped vireo, were headed toward extinction, their habitat eroded by urban sprawl. Ranchers Bill and Mary Lynn Spangler wanted to save the songbirds on their property but lacked the expertise.

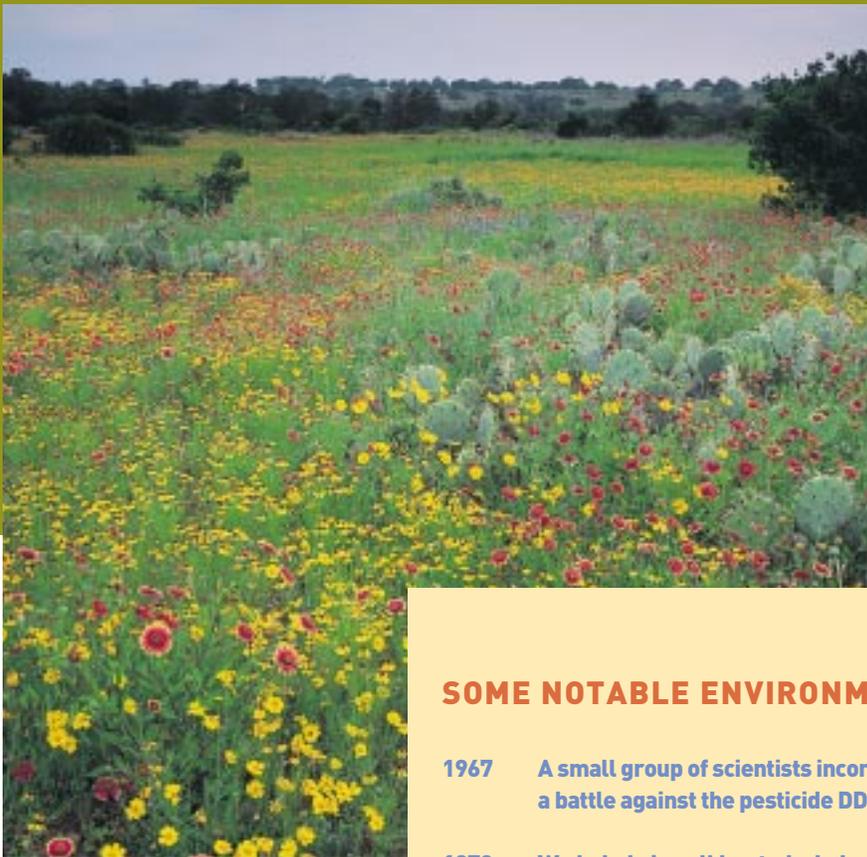
Ecologist David Wolfe, director of our Texas stewardship program, showed the Spanglers and other ranchers how they could create new habitat for the birds and recommended a Safe Harbor agreement. Safe Harbor, pioneered by Environmental Defense and adopted by the U.S. Fish and Wildlife Service, guarantees landowners that their voluntary efforts to help wildlife will not lead to new restrictions on their property.

Without landowners' help, many endangered species would simply vanish. Safe Harbor is bringing new hope to some of America's most threatened animals. "We did some soul searching with our neighbors," says rancher Mary Lynn Spangler, "and found that our objectives matched those of Environmental Defense."

#### **Turning information into action**

Using the most sophisticated Internet technologies, Environmental Defense web sites answer the fundamental question, "What does this issue mean for me, my family and my community?" Our Scorecard site ([www.scorecard.org](http://www.scorecard.org)) pinpoints sources of air and water pollution by zip code in every corner of America, revealing among other things the unfair

Landowners in the Texas Hill Country began improving habitat for endangered species this year in our voluntary stewardship program.



burden of pollution borne by low-income and minority communities. Our email Action Network, now a quarter-million activists strong, delivers instant messages to key decision makers.

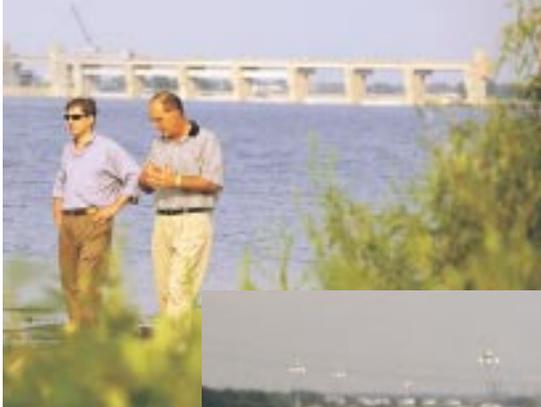
For example, when scientists determined that Pacific shark populations were being decimated by the senseless practice known as shark finning - where a shark's dorsal fin is cut off for human consumption while the animal is left in the ocean to die - we launched an online appeal. Our Action Network members deluged the Hawaiian government with faxes, eventually persuading the governor and legislature to ban shark finning in state waters.

In the following pages, you can read about other noteworthy successes this year.

## SOME NOTABLE ENVIRONMENTAL DEFENSE VICTORIES

- 1967** A small group of scientists incorporates our organization after winning a battle against the pesticide DDT, which had been harming wildlife.
- 1970** We help bring all hunted whales onto the U.S. endangered species list.
- 1977** Our campaign curbs the use of the hazardous flame retardant TRIS in children's sleepwear.
- 1985** We help convince federal regulators to phase lead out of gasoline.
- 1989** Southern California's largest urban water district adopts our plan to finance water conservation on farms by buying the conserved water.
- 1990** The new Clean Air Act incorporates our innovative market-based methods to cut air pollution, leading to less acid rain.
- 1991** McDonald's accepts every recommendation of our joint task force, eventually eliminating more than 150,000 tons of packaging waste.
- 1996** We help the Panará Indians win protection for their Amazon homeland, protecting 1.2 million acres of Brazilian rainforest.
- 1999** Pollution from older fossil-fuel power plants in Texas is brought under tighter control when we help draft and win new legislation.

# BIODIVERSITY



Army Corps economist Donald Sweeney came to our attorney Tim Searchinger (far right) with proof that the Corps wanted to “cook the books” to justify a damaging project on the Mississippi River.



## A showdown with the Army Corps of Engineers

America’s mighty rivers, in their natural state, meander through islands and shoals where fish and migrating birds can thrive. But over the last century, the Army Corps of Engineers has turned 29 of our most majestic rivers into straight and narrow barge canals, devastating fish and wildlife in the process. While a handful of these projects have been vital for commerce, most have generated only sparse river traffic.

Environmental Defense has worked to reform the Army Corps’ environmental practices since our earliest days. This year we achieved an unexpected breakthrough, thanks to a courageous Corps employee who spoke out and helped us untangle a web of internal abuses.

Donald Sweeney, an Army Corps economist, was evaluating a proposal to double the size of five locks used by barges on the Upper Mississippi. When Sweeney’s team determined that the project’s \$1 billion cost would far outweigh its benefits, Army Corps generals removed him and told new staff to find a way to justify the expansion. Instead of quietly fading away, Sweeney blew the whistle, telling our attorney Tim Searchinger about the abuses. Together, we released the evidence to the press and the story broke on the front page of *The Washington Post*.

The Upper Mississippi proposal was hardly news to Searchinger; he had long been concerned about the potential environmental impact of doubling the size of the locks. “This construction could seriously harm the wildlife refuges that host much of the central U.S. migrating bird population,” he points out.

Following our revelations, and at our urging, Secretary of the Army Louis Caldera appointed the National Academy of Sciences to review the plan. This was the first independent peer review ever undertaken of the appropriateness of a Corps project. Shortly thereafter, the U.S. Office of Special Counsel found “substantial likelihood” that the Corps had violated the law, triggering new and ongoing investigations. “Environmental Defense deserves

*“Environmental Defense deserves thanks for its skilled role in bringing this matter to public attention.”*

**Elaine Kaplan**

Special Counsel, U.S. Office of Special Counsel

More than half a million sandhill cranes depend on Nebraska's Platte River as a place to rest and refuel on their long migration to northern breeding grounds. Under a conservation agreement we helped craft, the birds can now count on adequate water and safe habitat.



thanks for its skilled role in bringing this matter to public attention," says Special Counsel Elaine Kaplan.

The scandal on the Upper Mississippi affords us a rare opportunity to improve the Corps' environmental record across America. For example, we helped turn back legislation that would have perpetuated the Corps' past operating practices at Missouri River dams that jeopardize three endangered species - the piping plover, least tern and pallid sturgeon. "The Corps is causing these magnificent birds to go extinct only because it wants to protect a miniscule barging industry," says Searchinger.

With our involvement, the Senate Environment Committee will hold hearings in 2001 on a proposal to reform the Army Corps.

## MORE OF THIS YEAR'S RESULTS

- **International Paper preserved a 1,500-acre tract of rare, old-growth longleaf pine forest in Georgia, under a conservation plan we helped develop. The effort restores habitat for the endangered red-cockaded woodpecker.**
- **We helped Native Hawaiian groups uphold their traditional system of land and water management by contributing our email Action Network and scientific resources to help make their voices heard on issues like marine reserves.**
- **California's threatened salmon fisheries will receive significantly more water from large dams, thanks to a federal court ruling we helped win.**
- **We successfully pressed the World Bank to establish an independent oversight committee to reduce damage from a massive oil pipeline in Chad and Cameroon, Africa.**
- **We helped the World Commission on Dams create strict environmental guidelines for planning and managing dams around the world.**

# CLIMATE



Edwin Mongan, manager of environmental stewardship for DuPont, tours the company's Chambers Works plant in New Jersey with our economist Sarah Wade.

## A new alliance is born to combat global warming

Scientists around the world - and many laypeople - are becoming convinced that human activity has warmed the planet and that the future could bring severely disruptive climate change if we don't act now. But in the United States and elsewhere, governments cannot agree on what to do.

Environmental Defense scientists and economists decided to tackle the problem at its source. Seven of the world's

largest corporations agreed to join us in a new partnership to reduce global warming. Representing a range of industries and nations, the companies committed to reducing their emissions of heat-trapping greenhouse gases. We named the initiative the Partnership for Climate Action.

The partners include three energy companies (BP, Shell International and Suncor Energy Inc.), an electricity company (Ontario Power Generation), a chemical company (DuPont) and the world's second and third largest aluminum companies (Alcan of Canada and Pechiney of France).

"We sought to work with companies that have major emissions, because they need to be a major part of the solution," said economist Sarah Wade, our project coordinator. The companies will report their emissions publicly and each has already set a firm target for reducing emissions, with the reductions totaling 80 million tons a year by 2010. They stepped forward to make these commitments in advance of any legal requirement to do so.

We are working with each company to improve energy efficiency, tap renewable energy and change manufacturing processes. Some companies will achieve cuts through emissions-trading arrangements that will enable them to find the least-cost reductions. This is an approach we pioneered when we helped write the 1990 Clean Air Act.

The idea of working directly with companies to reduce greenhouse gas emissions took root three years ago, when BP acknowledged that it was prudent to take precautionary action to reduce emissions of greenhouse gases. The global energy company developed a program to

*"It's possible for companies to address climate change and still meet the economic expectations of stakeholders."*

**Rick George**

President and CEO, Suncor Energy Inc.

We pushed for new EPA regulations that will cut vehicle emissions and help curb the harmful levels of smog that affect not only our cities but also, increasingly, rural areas like the Great Smoky Mountains National Park.



cut its greenhouse gas emissions dramatically, working with Environmental Defense on a number of significant initiatives. The new Partnership for Climate Action sprang from this successful work.

By extending the partnership to a wide array of global companies, we aim to broaden the base of knowledge about greenhouse gas emissions management and build momentum for international action. The partners will monitor their emissions and report on their progress publicly.

“It is my hope that the Partnership for Climate Action will send a clear message that it’s possible for companies to address climate change and still meet the economic expectations of stakeholders,” said Rick George, President and CEO of Suncor Energy.

## MORE OF THIS YEAR’S RESULTS

- The nation’s most heavily polluted metropolitan areas, including Chicago, Houston and New York, must submit tougher clean-air plans with firm deadlines to reduce urban smog, under a settlement in a lawsuit we filed.
- FedEx agreed to work with us on standards for a cleaner delivery truck that could cut fleet emissions by 90% and increase fuel efficiency by half.
- In partnership with two Chinese cities, Benxi and Nantong, we developed market incentives to cut sulfur dioxide pollution and thereby help meet China’s new anti-pollution goals.
- Our new publication, “Growing Carbon,” revealed how farmers can profit from practices that cut greenhouse-gas emissions, like erosion control and no-till cultivation. We have enrolled more than one million acres in such projects.
- In Maryland, we drafted and helped enact the country’s most far-reaching commuter choice law, which gives workers financial incentives to leave their cars at home. Employers will receive a tax credit for reimbursing transit costs or for offering employees cash in lieu of a parking space at work.



New Jersey farmer Bill Jelliffe and our scientist Dr. Rebecca Goldberg discuss methods of growing corn that are profitable but won't harm the environment.

## Putting gene-altered food under the microscope

With its delicate orange-and-black wings and 1,000-mile migratory flights, the monarch butterfly has captured the hearts of millions of people. Signs that the beloved insect may be threatened by genetically engineered Bt corn, which produces its own pesticide, have set off a flurry of concern.

The plight of the monarch highlights the possible risks of our increasing dependence on genetically engineered

food. An estimated 30,000 products in American supermarkets today - from cantaloupes to corn flakes and ice cream - contain genetically engineered ingredients. But federal oversight is spotty and an important question remains largely unanswered: How safe are these foods for people and the environment? Recently, Kraft Foods recalled taco shells containing gene-altered corn not approved for human consumption because it may cause allergic reactions.

For a decade, Environmental Defense biologist Dr. Rebecca Goldberg has been at the forefront of efforts to require rigorous testing of bioengineered products. Called "one of the nation's most prominent environmental activists" by *The Wall Street Journal*, Goldberg was appointed to a National Academy of Sciences panel to assess the risks of pest-resistant crops. As the only representative of an environmental group on the panel, she argued for comprehensive regulations to protect consumers and the environment. Following her advice, the academy called for EPA to find better ways of identifying allergens in gene-altered foods that could afflict millions of people and to issue appropriate regulations.

"Pressure from Environmental Defense is causing the federal agencies to look more closely at what biotech companies are doing," says Dr. Allison Snow, a plant ecologist at Ohio State University. Goldberg also helped draft legislation in Congress that would require mandatory labeling of genetically modified foods. Europe and Japan already require such labeling, and surveys indicate most Americans favor it.

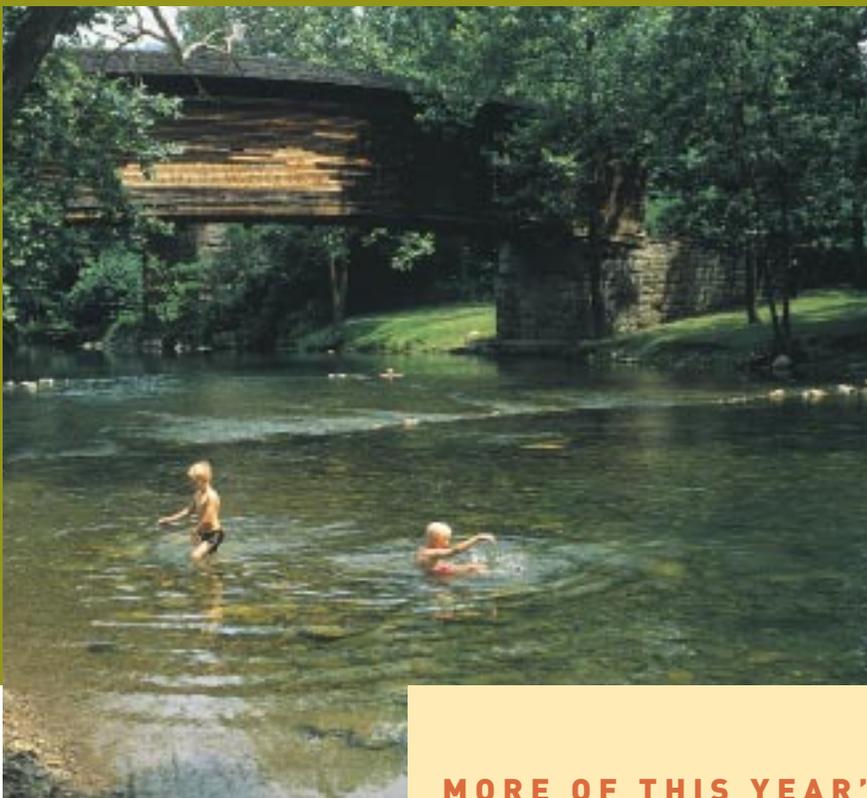
Some farmers have heeded our advice, planting buffers of conventional

*"Pressure from Environmental Defense is causing the federal agencies to look more closely at what biotech companies are doing."*

**Dr. Allison Snow**

Plant ecologist, Ohio State University

Water quality has improved in many parts of the country following our efforts to clean up manufacturing processes and control agricultural runoff.



corn around their Bt crop to cut the pesticide's spread to butterfly habitat. Fearing a European backlash, others have abandoned Bt crops altogether, resulting in a 20 percent drop this year in the amount of bioengineered corn planted.

Despite these voluntary efforts, a mind-boggling assortment of brave new food is on the way, from herbicide-tolerant rice to super-salmon that grow at twice the normal rate. "We are working to make these products subject to careful screening before they are released," says Goldberg.

## MORE OF THIS YEAR'S RESULTS

- As we had urged, the Food and Drug Administration proposed barring poultry farmers from using an antibiotic important in human medicine, saying that such use contributes to the spread of antibiotic-resistant bacteria.
- In North Carolina, we helped reach an agreement with Smithfield Foods, the world's largest hog producer, to eliminate hog-waste lagoons and sprayfields on its farms to reduce the risk of contaminating the groundwater. The governor then adopted our plan as a blueprint for all hog farms in the state.
- Our program in California's San Joaquin Valley has dramatically improved water quality by making farmers accountable for their agricultural runoff.
- Under an agreement with EPA and us, chemical manufacturers have agreed to provide basic health data within four years for 2,000 of the most heavily used chemicals. Previously, only about 50 chemicals a year had been screened.
- In Los Angeles, we and our partners won a decision suspending industrial development of a 47-acre open space in Chinatown, improving the chances that the land will be used for parks, schools and other public benefits.

# OCEANS



In a bid to end overfishing, our economist Dr. Peter Emerson has built a consensus among influential fishermen around the country, including Felix Cox (far right), who has worked the waters of the Gulf Coast for 35 years.

## Undersea parks are the wave of the future

The Dry Tortugas is the crown jewel of the Florida Keys. Located 75 miles off Key West, the emerald waters around a cluster of islands contain the healthiest and best-developed coral reefs in North America. This stunning realm of sea-grass meadows and brilliant coral is home to a wealth of rare species, including pillar coral, red-tailed triggerfish and green sea turtles.

“These nutrient-rich waters are

also vital spawning habitat for grouper and snapper,” says veteran commercial fisherman Peter Gladding. Fish that spawn in the Dry Tortugas help sustain fisheries up to a thousand miles away along the Eastern seaboard. But because of excessive fishing and tourism, the Tortugas are under stress. More than 15 reef fish species are overfished in the Keys and reefs are scarred from boat anchors.

Capping a 10-year effort, Environmental Defense scientist Dr. Ken Lindeman worked with Gladding and others to help design and ultimately win approval for a key part of the Tortugas Ecological Reserve, a 186-square-mile area that will safeguard the fragile reefs from fishing. “This is an underwater equivalent of the Grand Canyon or Yellowstone National Park,” says Lindeman. “In addition to protecting critical resources, the reserve provides a natural laboratory to monitor an unfished reef ecosystem.”

“Environmental Defense helped bring fishermen more directly into the process and generated important new information on spawning,” adds Billy Causey, superintendent of the Florida Keys National Marine Sanctuary.

From the Channel Islands in California to Gray’s Reef in the South Atlantic, we have spent years assembling coalitions of local governments, citizens’ groups, divers and fishermen to ensure the success of future marine reserves. “Conservation must rise organically from the coastal regions,” explains our economist Dr. Peter Emerson. Our experts now serve on committees evaluating marine reserves in four of the nation’s eight regional fishery management councils.

*“Environmental Defense helped bring fishermen more directly into the process and generated important new information.”*

### **Billy Causey**

Superintendent, Florida Keys National Marine Sanctuary

Kemp's ridley hatchlings race for their lives. A plan we co-authored helps protect the turtles from drowning in shrimp nets in the Gulf of Mexico.



The political consensus we helped build led to the signing of a White House executive order calling for a national system of undersea parks. "Environmental Defense and its partners played a key role in getting this order off the ground," says Ellen Athes of the White House Council on Environmental Quality. We recommended a federal coordinating body to identify potential reserves, an idea that became a central part of the initiative.

The success of Tortugas serves as a model for what could happen nationwide. "By giving a little back to nature, we all stand to benefit," says Gladding. "This is our future."

## MORE OF THIS YEAR'S RESULTS

- In North Carolina, we brought together government and private landowners in a program that has begun to restore water quality in Edenton Bay, one of the East Coast's most productive fish spawning areas.
- We worked with the Commerce Department to introduce catch limits protecting the spiny dogfish, used in fish 'n chips, from overfishing in New England.
- With our partners, we won a landmark decision in the U.S. Court of Appeals, striking down an excessive federal fishing allowance that would have further depleted summer flounder stocks on the Atlantic coast.
- We helped win protection for endangered Kemp's ridley sea turtles by working with Texas regulators and shrimp fishermen to limit shrimp fishing within five miles of the coast, benefiting both turtles and spawning shrimp.
- Since restaurants purchase two-thirds of the seafood sold in America, we worked with Chefs Collaborative to produce the first guide for chefs who want to buy and prepare seafood without depleting overfished stocks.

## WHO'S WHO ON THE PROGRAM STAFF

Elizabeth Sturcken,  
Victoria Mills,  
Rodney Fujita,  
Johanna Thomas,  
Gwen Ruta,  
Richard Charter,  
Jerilyn Mendoza



The work of Environmental Defense is carried out today by more than 200 dedicated staff, many of whom are profiled on these pages. Staff members work in interdisciplinary teams of scientists, economists, analysts and attorneys.

### CALIFORNIA

Marine conservation advocate **Richard Charter** (San Jose State Univ.) promotes fisheries restoration and marine reserves.

Private lands coordinator **Lynn Dwyer** (M.P.A., San Francisco State Univ.) develops Safe Harbor programs in California.

Marine ecologist **Rodney M. Fujita** (Ph.D., Boston Univ., Marine Biological Laboratory), focuses on measures to protect marine ecosystems.

Regional director **Thomas J. Graff** (LL.B., Harvard Univ.) is reforming Western water and transportation systems.

Attorney **Jacqueline C. Hamilton** (J.D., Yale Univ.) directs our environmental justice project in Los Angeles.

Program associate **Ysraelya Horner** (B.A., Univ. of Calif., Santa Cruz) works to protect watersheds in the San Francisco Bay-Delta and the Sierra Nevada.

Computer specialist **Daniel A. Kirshner** (B.A., Univ. of Calif., Santa Cruz) works to reduce pollution and increase efficiency in transportation and electricity generation.

Attorney **Jerilyn Mendoza** (J.D., Univ. of Calif., Los Angeles) works in our Los Angeles project office to promote environmental justice.

Environmental analyst **Ritu Primlane** (M.A., Univ. of Calif., Los Angeles) promotes international advocacy through the Internet.

Attorney **David Roe** (J.D., Yale Univ.) develops innovative strategies for reducing human exposures to toxic chemicals.

Senior analyst **Spreck Rosekrans** (B.A., Univ. of Calif., San Diego) works to restore rivers in California and the West.

Research associate **Misty Sanford** (B.A., Whittier College) concentrates on environmental equity for low-income and minority communities in Los Angeles.

Research associate **Angela Sherry** (B.S., Stanford Univ.) develops sound water policies in the Bay-Delta watershed.

Regional managing director **Johanna Thomas** (M.S., Univ. of Calif., Berkeley) advocates improvements in hydropower operations to advance river restoration.

Water analyst **David Yargas** (M.S., Univ. of Calif., Berkeley) oversees the Sierra rivers and watersheds project in California.

### MASSACHUSETTS

Ecologist **Janine Bloomfield** (Ph.D., Yale Univ.) advances knowledge of how global warming might affect natural and human resources.

Project manager **Jacquelyn Cefola** (M.B.A., M.E.S., Yale Univ.) develops innovative environmental management strategies.

Biochemist **Richard A. Denison** (Ph.D., Yale Univ.) helps product designers introduce environmental considerations in their work.

■ Biological oceanographer **Bob Howarth** (Ph.D., M.I.T. and Woods Hole Oceanographic Institution) heads the Oceans program.

Research associate **Vilan Hung** (B.S., Univ. of Michigan) works on corporate partnership projects.

Project manager **Victoria Mills** (M.A., Johns Hopkins Univ.) promotes greener paper practices in the catalog industry.

Environmental engineer **Wendy Pabich** (Ph.D., M.I.T.) works to stem nitrogen pollution of U.S. coastal waters.

Director of the Alliance for Environmental Innovation **Gwen Ruta** (M.P.A., Harvard Univ.) manages corporate partnerships to advance environmental goals.

Project manager **Elizabeth Sturcken** (M.P.P., Harvard Univ.) works with major corporations to further environmental change.

James Tripp,  
Jane Preyer,  
Joyce Newman,  
Benjamin Smith,  
Daniel Freedman,  
Roberta Desmond,  
Daniel Whittle



## NEW YORK

Deputy Director for Programs **Marcia Aronoff** (B.A., Oberlin College) oversees the Environmental Defense program staff.

Business liaison **Andrew Aulisi** (M.S., SUNY-ESF) develops corporate partnerships to reduce greenhouse gases.

Business liaison **Millie Chu** (M.S., Stanford Univ.) works on corporate partnerships to address global climate change.

Program coordinator **Roberta Desmond** (B.A., Plymouth State College) advances efforts in the Environmental Science program and works against global warming.

Economist **Daniel J. Dudek** (Ph.D., Univ. of Calif., Davis) develops market-based solutions to atmospheric pollution in the U. S. and overseas.

Chief Internet Officer **Daniel Freedman** (Vanier College) oversees all Environmental Defense efforts on the World Wide Web.

Atmospheric scientist **Stuart R. Gaffin** (Ph.D., N.Y.U.) develops scenarios for the Inter-governmental Panel on Climate Change.

Biologist **Rebecca J. Goldberg** (Ph.D., Univ. of Minnesota) advocates sound practices for aquaculture and biotechnology.

Assistant to the Deputy Director for Programs **Allison Gordon** (B.S., Univ. of Illinois, Urbana-Champaign) works to ensure smooth operation of our programs.

Attorney **D. Douglas Hopkins** (J.D., Univ. of Virginia) works to rebuild depleted marine fisheries through innovative management.

Program associate **Linda Jantzen** (Baruch College) works on oceans, health and climate projects.

Internet editorial director **Joyce H. Newman** (M.A., Harvard Univ.) manages content and alliances for all web sites.

■ Atmospheric physicist **Michael Oppenheimer** (Ph.D., Univ. of Chicago) is our Chief Scientist and leads efforts to avert global warming.

Energy policy analyst **Natalie Patasaw** (M.S., Pratt Institute) focuses on deregulation of electric utilities in the mid-Atlantic region.

Attorney **Janea Scott** (J.D. Univ. of Colorado) focuses on fighting air pollution in the New York City region.

Outreach coordinator **Benjamin Smith** (M.A., George Washington Univ.) advances online activism through our Action Network.

General Counsel **James T.B. Tripp** (LL.B., Yale Univ.) plays a major role in transportation, land use, ecosystem restoration and solid waste projects.

## NORTH CAROLINA

Marine ecologist **Michelle Duval** (Ph.D., Duke Univ.) works on water quality, estuarine habitat protection and marine fisheries.

Marine scientist **Ken Lindeman** (Ph.D., Univ. of Miami) works to foster proactive coastal management.

Regional director **Jane Preyer** (M.P.A., Univ. of North Carolina) manages our North Carolina office's collaboration with other organizations.

Biologist **Douglas N. Rader** (Ph.D., Univ. of North Carolina) works to protect oceans, coastal habitats, and marine life.

Ecologist **Joseph Rudek** (Ph.D., Univ. of North Carolina) works to protect the quality and biodiversity of aquatic ecosystems.

Senior policy analyst **Michael J. Shore** (M.S. Univ. of North Carolina) strives to clean the air in the Southeast.

Attorney **Daniel J. Whittle** (J.D., Univ. of Colorado) works to protect the environment on private lands.

## OREGON

Economist **Zach Willey** (Ph.D., Univ. of Calif., Berkeley) develops market solutions for ecological goals.

## ROCKY MOUNTAIN

Regional communications officer **Scott Ingoldstad** (B.A., Colorado College) builds strategic alliances and enlists media to protect the environment.

Ramón Alvarez,  
Daniel Luecke,  
Jennifer Pitt,  
Richard Denison,  
Bill Davis,  
Kim Brooks,  
Scott Ingvoldstad,  
Jim Marston



Environmental engineer **Daniel F. Luecke** (Ph.D., Harvard Univ.) advances restoration of aquatic habitats in the Southwest.

Attorney **James Martin** (J.D., Northwestern School of Law) works to protect air quality and aquatic ecosystems in the West.

Attorney **Vickie Patton** (J.D., N.Y.U.) strives to lower air pollution and reduce greenhouse gases.

Senior resource analyst **Jennifer Pitt** (M.E.S., Yale Univ.) works to restore natural river ecosystems in the U. S. and Mexico.

## TEXAS

Scientist **Ramón Alvarez** (Ph.D., Univ. of Calif., Berkeley) strives to reduce pollution in Texas and on the U.S.-Mexico border.

Fisheries biologist **Pamela Baker** (M.A., Univ. of Rhode Island) works with coastal communities in the Gulf of Mexico.

Assistant to the program manager **Kim M. Brooks** (Univ. of Maryland) advances efforts to protect biological diversity.

Economist **Kathy Cochran** (M.S., Univ. of Florida) advances environmentally sound farm programs and livestock production practices.

Economist **Peter M. Emerson** (Ph.D., Purdue Univ.) focuses on fisheries and other marine resources in the Gulf of Mexico.

Economist **Mark MacLeod** (M.S., M.A., Ohio State Univ.) promotes sustainability in the electricity industry and water planning.

Attorney **Jim Marston** (J.D., N.Y.U.) concentrates on air pollution problems and clean energy sources.

Scientist **Carlos A. Rincón** (Ph.D., Instituto Tecnológico de Monterrey) works to improve the environment along the U.S.-Mexico border.

Program associate **Elaine Smith** (B.S., Southwest Texas State Univ.) promotes emissions reductions and renewable energy in the electric industry.

Regional managing director **Molly Stevens** (B.A., Olivet College) oversees our Texas office and directs development efforts for the region.

■ Attorney **Melinda E. Taylor** (J.D., Univ. of Texas) leads efforts to restore ecosystems and conserve habitats in Texas.

Ecologist **David Wolfe** (M.S., Univ. of Georgia, Athens) works with central Texas landowners to restore habitat for rare species.

## WASHINGTON, DC

Economic analyst **Carol Address** (B.A., Duke Univ.) advances pollution prevention in urban communities.

Attorney **Michael J. Bean** (J.D., Yale Univ.) heads our efforts to conserve endangered species and other wildlife.

Economist **Robert Bonnie** (M.E.M., M.F., Duke Univ.) designs economic incentives to conserve forests and wildlife.

Program associate **Amy Boone** (B.S., Univ. of Calif., San Diego) researches the impacts of international financial institutions on Latin America.

Attorney **John Bowman** (J.D., Florida State Univ.) concentrates on transportation and environmental justice in the Atlanta region.

Director of strategic communications **Steve Cochran** (B.S., Louisiana State Univ.) manages our media and legislative efforts.

Attorney **Bill Davis** (J.D., Univ. of Wisconsin) implements pollution prevention practices in the Great Lakes region.

Engineer **Lois N. Epstein** (M.S., Stanford Univ.) promotes pollution prevention and community right-to-know.

Attorney **Scott Faber** (J.D., Georgetown Law School) works on reforming agricultural policy and the Army Corps of Engineers.

■ Attorney **Karen L. Florini** (J.D., Harvard Univ.) works to curtail antibiotic resistance and reduce exposure to toxic chemicals.

Ram Uppuluri,  
Elizabeth  
Thompson,  
Scot Spencer,  
Bruce Rich,  
Kevin Mills,  
Karen Florini,  
Stephan  
Schwartzman,  
Lisa Gomes-  
Casseres



Sociologist and agronomist **Stephanie Fried** (Ph.D., Cornell Univ.) works to protect tropical resources and oceans.

Attorney **Joseph Goffman** (J.D., Yale Univ.) advocates economic incentives to reduce pollution from cars and industry.

Economist **Alexander Golub** (Ph.D., Russian Academy of Sciences) focuses on environmental economics in developing countries.

Research associate **Lisa Gomes-Casseres** (B.A., Princeton Univ.) works to improve the environment in Great Lakes urban communities.

Economist **Korinna Horta** (M.A., Johns Hopkins Univ.) promotes reforms in international development finance.

Adjunct scientist **George W. Lucier** (Ph.D., Univ. of Maryland) uses his expertise in toxicology and risk assessment to evaluate and reduce environmental health hazards.

Program associate **Margaret McMillan** (B.A., Indiana Univ.) advances protection of endangered species.

Engineer **Dean Menke** (M.S., Purdue Univ.) develops pollution prevention tools for grassroots advocacy groups.

Attorney **Kevin P. Mills** (J.D., Univ. of Michigan) directs our pollution prevention activities and Great Lakes grassroots network.

International counsel **Annie Petsonk** (J.D., Harvard Univ.) develops legal tools for tackling global environmental problems.

Civil engineer **Michael Replogle** (M.S.E., Univ. of Penn.) promotes reforms to reduce motor vehicle dependence.

■ Attorney **Bruce M. Rich** (J.D., Univ. of Penn.) leads efforts to reform international financial institutions such as export credit agencies and the World Bank.

■ Engineer and business specialist **Jackie Prince Roberts** (M.B.A., M.E.S., Yale Univ.) advances our joint work with consumer-products companies.

Outreach coordinator **Halley Rosen** (M.A., Tufts Univ.) collaborates with partner organizations on pollution prevention efforts.

■ Anthropologist **Stephan Schwartzman** (Ph.D., Univ. of Chicago) works to protect the Amazon rainforest and its people.

Attorney **Timothy D. Searchinger** (J.D., Yale Univ.) develops farm programs to restore habitat and water quality.

Toxicologist **Ellen K. Silbergeld** (Ph.D., Johns Hopkins Univ.), adjunct staff, promotes efforts to end human exposure to toxic substances.

Transportation specialist **Scot T. Spencer** (M.S., Rensselaer Polytechnic Institute) works to expand the availability and use of voluntary travel incentives.

Scientist **Terri Stiffler** (M.S., Univ. of Mass.) works to curtail excessive uses of antibiotics in agriculture.

Legislative director **Elizabeth Thompson** (M.L.L., N.Y.U.) orchestrates our efforts in Congress and administrative agencies.

Attorney **Ram Y. Uppuluri** (J.D., Vanderbilt Univ.) develops legal mechanisms to promote environmentally sustainable development.

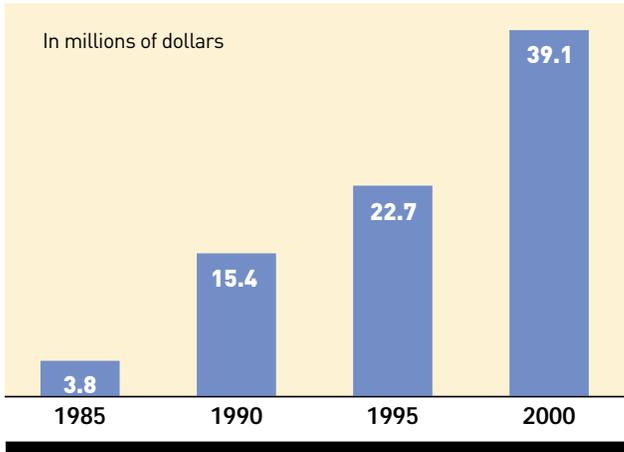
Economist **Sarah M. Wade** (M.P.P.M., M.E.S., Yale Univ.) works with companies to reduce greenhouse gas emissions.

Ecologist **David S. Wilcove** (Ph.D., Princeton Univ.) develops science-based strategies to protect endangered species.

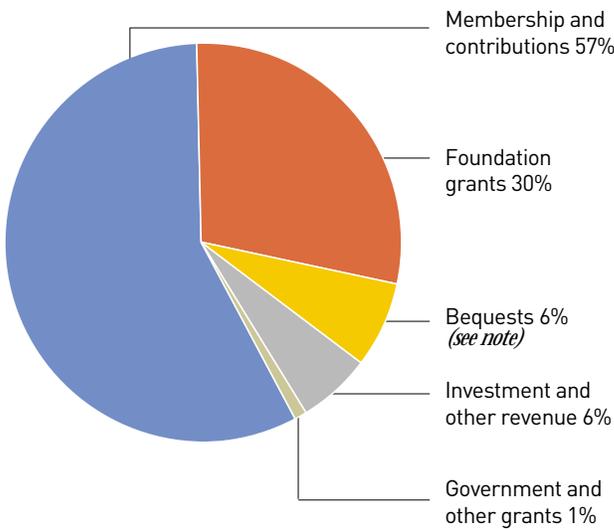
■ Program managers

## FINANCIAL ANALYSIS

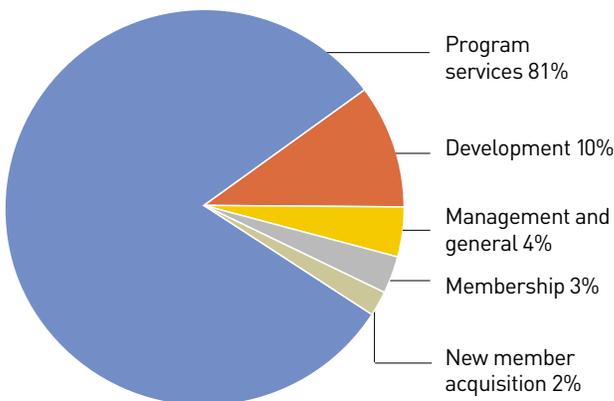
### Operating support and revenue



### Sources of operating support and revenue



### Expenses



Thanks to the generosity of our members, benefactors, foundations and other contributors, total operating support and revenue for Environmental Defense in fiscal year 2000 reached a record \$39.1 million, a 24% increase over fiscal 1999.

Contributions from our more than 300,000 members totaled \$22.3 million, representing 57% of total operating support and revenue. In addition, more than 130 foundations provided grants of \$11.6 million, or 30% of the total. Bequests of \$2.4 million represented 6% of the total, although only a small portion of this amount was used for operating expenses (*see note*). Government grants, investment income and other revenue accounted for the remaining 7%.

Expenses for total program and supporting services in fiscal 2000 were \$32.2 million, a 22% increase over fiscal 1999. Program services accounted for 81% of our expenses, or \$26.1 million, with a 33% increase over fiscal 1999 in resources devoted to our four strategic initiatives of Biodiversity, Climate, Health and Oceans. Only 4% of the total was for management and administration, while 13% was directed toward the fundraising needed to generate current income and support for future years. Two percent was spent on the acquisition of new members.

Multi-year grants and an increase in deferred gifts – charitable gift annuities, trusts and pooled income fund contributions – continue to play a substantial role in ensuring that Environmental Defense will be a lasting and effective presence in the years ahead. Of the total change in net assets from operations of \$6.9 million in fiscal 2000, \$2.1 million was transferred from operations to our endowment for long-term investment in accordance with the policies of the Board of Trustees on bequests, which are designed to build the organization's capital reserves and financial stability. The remainder was restricted to future years' activities.

After accounting for all current year operating activities, and together with non-operating contributions and other income, the total net assets of Environmental Defense increased by 26% to more than \$42 million at September 30, 2000.

*Note: Under policies established by the Environmental Defense Board of Trustees, the amount of bequests reflected in operating support and revenue is determined by the average of the five most recent years, and 90% of total bequests received are to be designated for long-term investment. Accordingly, we transferred \$2,099,368 in 2000, and \$2,643,357 in 1999, from operations to long-term investment.*

# STATEMENT OF ACTIVITIES

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Year ended September 30

	Unrestricted		Total	
	2000	1999	2000	1999
<b>Operating support and revenue</b>				
Support:				
Membership and contributions	\$ 16,061,415	\$ 11,232,163	\$ 22,276,109	\$ 15,980,989
Foundation grants	352,970	239,500	11,571,264	9,412,717
Government and other grants	-	-	537,363	790,177
Bequests <i>(see note)</i>	2,352,730	2,937,063	2,352,730	2,937,063
<b>Total support</b>	<b>18,767,115</b>	<b>14,408,726</b>	<b>36,737,466</b>	<b>29,120,946</b>
Revenue:				
Interest and allocated investment income	1,195,600	1,101,883	1,363,315	1,268,009
Awarded attorneys' fees	19,369	46,566	366,480	374,981
Fees, royalties and other income	665,427	682,510	665,427	682,510
<b>Total revenue</b>	<b>1,880,396</b>	<b>1,830,959</b>	<b>2,395,222</b>	<b>2,325,500</b>
Net assets released from restrictions	13,688,618	12,773,794	-	-
<b>Total support and revenue</b>	<b>34,336,129</b>	<b>29,013,479</b>	<b>39,132,688</b>	<b>31,446,446</b>
<b>Expenses</b>				
Program services:				
Biodiversity	6,805,614	4,507,245	6,805,614	4,507,245
Climate	7,836,108	6,113,804	7,836,108	6,113,804
Health	5,209,148	4,593,193	5,209,148	4,593,193
Oceans	2,381,084	1,512,411	2,381,084	1,512,411
Education	3,150,440	3,959,858	3,150,440	3,959,858
Membership activities	674,430	582,531	674,430	582,531
<b>Total program services</b>	<b>26,056,824</b>	<b>21,269,042</b>	<b>26,056,824</b>	<b>21,269,042</b>
Supporting services:				
Management and general	1,400,774	1,041,460	1,400,774	1,041,460
New member acquisition	491,917	274,602	491,917	274,602
Fundraising:				
Membership	958,929	782,920	958,929	782,920
Development	3,300,308	2,970,375	3,300,308	2,970,375
<b>Total supporting services</b>	<b>6,151,928</b>	<b>5,069,357</b>	<b>6,151,928</b>	<b>5,069,357</b>
<b>Total operating expenses</b>	<b>32,208,752</b>	<b>26,414,305</b>	<b>32,208,752</b>	<b>26,338,399</b>
<b>Change in net assets</b>				
From operations	2,127,377	2,675,079	6,923,936	5,108,047
Transfer to long-term investment <i>(see note)</i>	(2,099,368)	(2,643,357)	(2,099,368)	(2,643,357)
Non-operating support and revenue:				
Transfer from operating activities	2,099,368	2,643,357	2,099,368	2,643,357
Bequests, contributions and other income	46,255	63,635	84,703	196,931
Investment income, net of allocation to operations	1,528,562	(10,655)	1,796,352	7,996
Net assets released from restrictions	-	-	-	-
<b>Total change in net assets</b>	<b>3,702,194</b>	<b>2,728,059</b>	<b>8,804,991</b>	<b>5,312,974</b>
<b>Net assets, beginning of year</b>	<b>20,106,794</b>	<b>17,378,736</b>	<b>33,531,227</b>	<b>28,218,253</b>
<b>Net assets, end of year</b>	<b>\$ 23,808,988</b>	<b>\$ 20,106,795</b>	<b>\$ 42,336,218</b>	<b>\$ 33,531,227</b>

*Copies of the complete, audited financial statement from which this information is reported are available upon request.*

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**ENVIRONMENTAL DEFENSE**

finding the ways that work

*National headquarters*  
257 Park Avenue South  
New York, NY 10010  
212 505-2100

[www.environmentaldefense.org](http://www.environmentaldefense.org)