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**ENVIRONMENTAL DEFENSE**

finding the ways that work

**2002 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

### **Staff**

247 full-time staff

### **Offices**

New York, NY • Washington, DC • Oakland, CA  
Boulder, CO • Raleigh, NC • Austin, TX • Boston, MA  
*Project office:* Los Angeles, CA  
[Addresses and phone numbers on inside back cover.]

### **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**

The bald eagle may soon fly off the endangered species list, thanks to its dramatic recovery after the historic ban on DDT won by Environmental Defense in 1972. *(See page 2)*

Bald eagles in the lower 48 states have increased tenfold since the ban, which Russell Train, chairman emeritus of World Wildlife Fund U.S., called "one of the most important legal victories ever won for wildlife."

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## FINDING THE WAYS THAT WORK



**Fred Krupp**, president, helped found the Connecticut Fund for the Environment before joining Environmental Defense in 1984.

**N.J. Nicholas, Jr.**, chairman, joined the Environmental Defense board in 1998 and became chairman in 2002.

**Diana Josephson**, senior vice president, was a principal deputy assistant secretary of the Navy before joining Environmental Defense in 2000.

With a 35-year track record of success, Environmental Defense is considered one of America's most effective environmental advocacy groups. Guided by science, we have found new ways to protect the environment where conventional methods had failed. This year, with environmental progress blocked in Washington, DC, we turned to state legislators, businesses and landowners to get results. In each of our four program areas, this strategy paid off:

■ **Biodiversity:** Most endangered species depend on private lands to survive, so we designed new incentives for landowners to protect species and habitat. More than two million acres have now been enrolled in our Safe Harbor program and conservation banks. *(See page 4)*

■ **Climate:** We stepped in at a crucial moment to help California pass the nation's first law for reducing car and truck emissions that contribute to global warming. Now we are working to extend this victory to other states. *(See page 6)*

■ **Health:** Amid evidence that antibiotics are losing their effectiveness, we helped start a nationwide campaign to end the overuse of such drugs—especially on healthy farm animals, where 70% of antibiotics are used. Then we persuaded McDonald's to announce it has stopped buying poultry treated with an antibiotic important to humans. *(See page 8)*

■ **Oceans:** With fish stocks crashing, we bridged a gap between fishermen and local environmentalists and helped persuade fishery managers in the South Atlantic states and California to approve plans for new networks of marine protected areas. *(See page 10)*

These results and more were made possible only by the generosity of our members and friends. We thank you for being part of the Environmental Defense team.

A handwritten signature in black ink that reads "Fred Krupp".

Fred Krupp  
*President*

A handwritten signature in black ink that reads "Nick Nicholas".

N.J. Nicholas, Jr.  
*Chairman of the board*

# INNOVATION

## Staying ahead of the curve



The bald eagle—like the osprey, brown pelican and peregrine falcon—has enjoyed a dramatic recovery due in large part to the ban on DDT won by our founders.

In 1967, four scientists on Long Island set out to end the use of DDT, the pesticide Rachel Carson warned about in *Silent Spring*, and Environmental Defense was born. DDT threatened the survival of magnificent birds like the osprey by causing their eggshells to weaken and crack.

Our founders tried what was then an unconventional approach: They went to court on behalf of the environment. Their continued efforts led to a nationwide ban on DDT in 1972 and the beginning of modern environmental law.

Today, Environmental Defense is a national organization with eight regional offices and more than 300,000 members. Employing the largest staff of Ph.D. scientists and economists of any environmental advocacy group, we've developed ways to help the environment that actually benefit the economy. When necessary, we still go to court. But increasingly we work directly with business, government and community groups to forge solutions that make sense for all.

For example, a decade ago we approached McDonald's with ideas for

### Some notable victories



**1967**

A small group of scientists forms our organization after winning their first case against DDT, which had been harming wildlife and was found in mother's milk.



**1970**

We help bring all hunted whales onto the U.S. endangered species list.

**1974**

Our health study of Mississippi River water aids passage of the Safe Drinking Water Act.

**1985**

We help convince federal regulators to phase out lead from gasoline.



**1990**

The new Clean Air Act incorporates our innovative market-based methods to cut air pollution and acid rain.

*"The framework being developed by Environmental Defense in cooperation with the State Environmental Protection Administration will help deliver new levels of public health and environmental protection to the Chinese people."*

**Xie Zhenhua**, Administrator  
State Environmental  
Protection Administration,  
People's Republic of China

reducing waste. Our partnership with them spurred dozens of improvements, including McDonald's replacing bulky foam-plastic hamburger boxes with less wasteful packaging and recycled materials. Many companies soon followed suit.

On acid rain, we published the first conclusive research linking power-plant emissions to acid deposition in distant lakes and forests. We then broke a congressional impasse by designing a cap-and-trade system that would use the market to spur low-cost reductions in emissions. Our approach, written into the 1990 Clean Air Act, requires power plants to cut their sulfur pollution in half, but lets them decide how to do it—even to trade obligations among themselves, as long as the overall cap on emissions is never exceeded.

Called "the greatest green success story of the past decade" by *The Economist*, this approach brought sulfur dioxide emissions down faster than expected, at a fraction of the predicted cost.

Our emissions trading concept became the centerpiece of the Kyoto Protocol, the international agreement on

climate change now awaiting ratification. Meanwhile, eight of the world's largest corporations have joined our Partnership for Climate Action, making commitments to reduce their own emissions of greenhouse gases. One partner, BP, already has achieved its promised 10% reduction eight years early and at no net cost.

Impressed by these successes, the Chinese government this year appointed us co-manager of an antipollution project using emissions trading to help meet the government's goal of reducing sulfur dioxide emissions by 20%—equivalent to shutting down 150 coal-fired power plants.

As you'll see in the following pages, we continue to design new methods and engage new partners to protect the planet we all share.



### 1991

McDonald's accepts every recommendation of our joint task force, eventually eliminating more than 150,000 tons of packaging waste.



### 1995

Our Safe Harbor plan offers private landowners new incentives to help endangered species on their property.

### 1996

We help the Panará Indians win permanent title to their traditional homeland, thereby protecting 1.2 million acres of Amazon rainforest.



### 2000

Several of the world's largest corporations join us in a partnership to reduce global warming

### 2001

We team up with FedEx Express to develop a delivery truck that will cut smog-forming pollution by 90% while reducing fuel consumption.

# BIODIVERSITY

## Landowners provide haven for endangered wildlife



This unique pine forest has been in the Lambert family for 80 years. Our economist Robert Bonnie (*right*) worked with John Lambert to preserve the land and its endangered species, an approach we are using in many states.

When naturalist William Bartram journeyed across the Southeast in the 18th century, he was awed by the grandeur of the longleaf pine forest. From Texas to Virginia, huge pines towered above an open understory, sheltering a unique array of wildlife. Today, less than 5% of that forest remains, mostly in private hands. Nearly 30 of the species that once thrived there are threatened with extinction.

Seeing an ecosystem in peril, Environmental Defense recognized that only the landowners themselves could save the vanishing forests and wildlife. So we turned to them for help. Accepting the challenge, landowners in the Southeast have restored more than 400,000 acres of longleaf pine habitat.

In Mississippi, for example, we are working with retired veterinarian John Lambert to manage his 750-acre tree farm to benefit the threatened gopher tortoise under a Safe Harbor agreement.

Safe Harbor, pioneered by us and adopted by the U.S. Fish and Wildlife Service, encourages landowners to restore habitat by assuring them that doing so will

not trigger new restrictions under the Endangered Species Act. "Safe Harbor allows me to manage my land for profit and at the same time help wildlife," says Lambert, who was recently named Mississippi Tree Farmer of the Year. "I get an assurance that some bright morning I won't be faced with a regulatory problem."

By thinning trees, burning underbrush and restoring the native forest, Lambert aids not only the gopher tortoise but also some of the 360 other species that rely on tortoise burrows.

Another longleaf pine landowner, International Paper, faced a different problem. On its lands, the company found scattered populations of endangered red-cockaded woodpeckers. This put many areas off limits to timber production, while leaving the birds isolated and less likely to survive.

Our economist Robert Bonnie had an idea. Why not trade the small, scattered pieces of woodpecker habitat for larger, intact habitat where the birds could flourish? Using this approach, now known as conservation banking, we helped the company protect a 5,500-acre tract of pine forest in Georgia for the woodpeckers. Since the bank opened in 1999, the company's careful management has increased the woodpecker population there from three birds to 42. "Once perceived as liabilities, woodpeckers have become assets," explains Bonnie.

We also developed tax incentives for landowners who preserve wildlife habitat. "We need every tool in the toolbox," says Bonnie, "because landowners require a range of incentives." Elsewhere in America, our work with landowners is restoring millions of acres of habitat to protect such endangered species as the San Joaquin kit fox, nene goose and golden-cheeked warbler.

*"Safe Harbor allows me to manage my land for profit and at the same time help wildlife."*

**John Lambert**  
Mississippi tree farmer

## MORE OF THIS YEAR'S RESULTS

- **Conservation spending on agricultural lands** nearly doubled in the new Farm Bill, reaching \$3.4 billion annually, after we formed a broad coalition of environmentalists, farmers and sportsmen to influence Congress.
- **Our agreement with the Robert Mondavi Winery** is restoring habitat for the endangered California red-legged frog. This has prompted other vineyards to approach us with proposals to help protect endangered species.
- **New Jersey is preserving 20,000 acres** of the state's last remaining wetlands based on our Geographic Information System study, suggesting a national model for wetlands protection.
- **We partnered with Citigroup in an effort to reduce logging** and water pollution. With a goal of cutting back paper use and switching to recycled copy paper, this project could set a standard for large financial institutions.
- **Bringing together environmentalists in Germany and Portugal**, we helped block funding from export credit agencies for the massive Maheshwar Dam in India, which would have destroyed an ecologically important area and displaced 35,000 people.

Working with Native American tribes, we won a court victory that will replenish vital salmon fisheries by allowing a more natural water flow in California's Trinity River. We're now building on this experience to help threatened fish elsewhere.



# CLIMATE

## Seizing the initiative on global warming



In July, California passed landmark legislation to reduce greenhouse gas emissions from cars and light trucks. Our attorney Jim Marston meets with the bill's author, Assemblywoman Fran Pavley (D-Los Angeles County).

*"In the final, critical hours, Environmental Defense helped muster the last few votes needed to get this bill passed."*

**John Burton**

California state senate leader

The scary advertisement blared from the pages of the Los Angeles Times: "If they really had their way, they wouldn't let you drive at all!" This was but one volley from a desperate auto industry attempting to defeat a California bill limiting global warming emissions from cars and light trucks.

Over a tense weekend in June, state legislators struggled to pass the first-of-its-kind legislation. Under siege from automakers, the bill was in trouble. Working with a united environmental community, Environmental Defense enlisted Senators John Kerry (D-MA) and John McCain (R-AZ), actor Paul Newman and others to help garner support.

"We knew we couldn't match the auto industry dollar for dollar," says our attorney Jim Marston, "so we worked on the inside, hiring political strategists and forging alliances." To blunt opposition, we also supported key amendments that prevent the state from lowering the speed limit or banning SUVs.

The bill passed narrowly. "In the final, critical hours, Environmental

Defense helped muster the last few votes needed to get this bill passed," said state senate leader John Burton, a main sponsor. We then rallied 30,000 of our Action Network members to urge the governor to sign, which he did on July 22.

The law requires the state to develop new standards for model year 2009 to reduce global warming emissions. It sets the stage for states to take action where the federal government has failed.

"This is the most significant step yet taken in the United States against global warming," says our economist Dr. Nancy Ryan. The transportation sector is the largest U.S. source of greenhouse gases, large enough to exceed the total emissions of most industrial nations.

Automakers have vowed to fight California's new law, claiming it will restrict consumer choice. It's a familiar tactic, used by Detroit to oppose seat belts, air bags and catalytic converters, improvements that ultimately made cars safer and cleaner, yet still affordable.

We will defend this victory in court and are promoting similar legislation elsewhere. Already, 25 states have enacted or are considering various forms of greenhouse gas legislation. "The states alone can't solve global warming," says Marston, "but they're putting the heat on Washington."

## MORE OF THIS YEAR'S RESULTS

- **Japan ratified the Kyoto Protocol**, bringing that global warming treaty closer to taking effect. We advised Japanese officials to help ensure their action.
- **Our partnership with FedEx Express** has produced prototype hybrid trucks designed to cut air pollution 90% and improve fuel economy by half. Once on the road, these vehicles will reduce the environmental costs of transporting goods.
- **We led a coalition of 14 organizations** successfully defending key federal standards to reduce haze in America's national parks. The Bush administration also provisionally approved a plan we helped develop to strictly limit haze-forming pollution from Western power plants.
- **In a landmark agreement orchestrated by us**, Entergy Corporation, a large electric utility, is paying Pacific Northwest farmers to use "direct seed" methods that store carbon in the soil. This will lower greenhouse gases in the atmosphere.
- **Amazon rainforest protection increased when we helped** the Panará Indians win a legal settlement against Brazil's government. Preventing forests from being burned preserves species and avoids massive releases of carbon into the air.

"Thanks in part to the work of Environmental Defense, North Carolina now has the most aggressive clean air bill in the nation," said Governor Michael Easley. Hailed as a national model, the law will lead to healthier air across the state, from the coast to the Great Smoky Mountains.



# HEALTH

## A prescription to keep antibiotics working



Our biologist Dr. Rebecca Goldberg visits an organic farm where healthy chickens are raised without antibiotics. Many farmers compromise the effectiveness of human antibiotics by feeding them to healthy animals.

“Increasingly, we see patients who fail treatment and even die from bacterial infections,” says Dr. Eli Perencevich, an infectious disease specialist at the University of Maryland School of Medicine. “For some bacteria, we may soon enter the post-antibiotic era.”

This is the harrowing world of antibiotic resistance, where drugs that once conquered infections ranging from pneumonia to meningitis are losing their punch. The problem stems largely from overusing antibiotics, not only for human medicine but also for farm animals.

Consider the case of fluoroquinolones, a powerful class of drugs including Cipro that are critical for treating many infections. When these human antibiotics were approved for use in poultry in 1995, resistance among *Campylobacter*, bacteria which cause food poisoning, was virtually nil. By 2000, resistant infections had risen to 14%.

Last year, Environmental Defense helped launch a nationwide coalition to curb antibiotic overuse. Now, with help from our members and allies, the campaign is starting to pay off.

In an important step for public health, the 13,000 McDonald’s restaurants in the United States stopped buying chicken treated with fluoroquinolones. McDonald’s took this action more than a year ago, but only recently announced it publicly. “Environmental Defense made a compelling case that if we did this, perhaps others would follow suit,” says Bob Langert, senior director of social responsibility at McDonald’s.

And others have followed. Perdue Farms announced a “zero tolerance” policy ending fluoroquinolone use in its chickens and turkeys, and other poultry producers and restaurant chains like KFC and Popeyes have taken similar action.

But more must be done. An estimated 70% of all antibiotics used in this country are administered to healthy farm animals to promote faster growth and compensate for unsanitary conditions on factory farms. “With antibiotics, the rule is: The more you use them, the sooner you lose them,” explains Dr. John Balbus, director of our Environmental Health program. “This puts everyone at risk, particularly children, seniors and those with weakened immune systems.”

To further reduce antibiotic overuse, we approached Congress. Representative Sherrod Brown (D-OH) and Senator Edward Kennedy (D-MA) introduced bills to end the use of fluoroquinolones in poultry and phase out the routine feeding of medically important antibiotics to healthy animals. The legislation, which we helped develop, is supported by the American Medical Association and other leading health groups.

Environmental Defense is now working with McDonald’s to set the standard for reducing the use of antibiotics in the production of pork and beef as well as chicken. Acting responsibly, businesses and individuals can help keep antibiotics working for generations to come.

*“Environmental Defense made a compelling case that if we did this, perhaps others would follow suit.”*

**Bob Langert**

Senior director of social responsibility  
McDonald’s

## MORE OF THIS YEAR'S RESULTS

- **When EPA failed to enforce its 1997 national air quality standards** to limit smog, we brought legal action resulting in a settlement this fall that will provide cleaner, more healthful air for some 150 million Americans.
- **Using our Scorecard web site that pinpoints local pollution**, North Carolina residents uncovered health dangers posed by asphalt plants. With our help, they stopped construction of ten such plants in residential areas.
- **A federal appeals court upheld strict new diesel standards** to reduce emissions from diesel trucks and buses, which cause serious health problems. We not only pressed for adoption of the national standards but helped defend them in court.
- **To reduce mercury pollution, we helped pass a Maine law** making automakers responsible for the safe disposal of mercury components from vehicles before they are scrapped. At least 13 other states are now considering similar legislation.
- **We helped develop federal standards for organic agriculture** requiring that only meat and produce raised without antibiotics, growth hormones or conventional pesticides can be labeled organic. We are the only environmental group represented on the Department of Agriculture's Organic Standards Board.

New York committed to measures we helped develop to greatly reduce harmful emissions from construction vehicles at the World Trade Center site. The new policy could serve as a national model for non-road engines.



# OCEANS

## Marine reserves offer hope for beleaguered seas



Our scientist Dr. Michelle Duval worked the boatyards to win support for a network of marine reserves. Here Duval meets with commercial bass fisherman Jodie Gay and Louis Daniel, a state fishery representative.

Last year, a devastating collapse of fish stocks off California led to widespread fishing closures. For fishery managers, this was a clear warning: New methods had to be found or more collapses and despair in the fishing industry would follow.

In the Southeast, Environmental Defense was already positioned to help restore imperiled fisheries.

Huge schools of grouper congregate year after year in the same deep waters off North Carolina, where they are easy prey for fishermen. As a result, the long-lived, slow-growing groupers are dangerously overfished. To help the species recover, we and our allies proposed a network of strategically placed marine protected areas, closed to fishing, where sea life could replenish itself.

The South Atlantic Fishery Management Council previously had tried to establish reserves but failed to convince fishermen. This time, the managers asked for our help.

Initially, fishing communities were not well-disposed to the idea. At one hearing, our marine ecologist Dr. Michelle

Duval found herself an isolated environmentalist testifying in a crowd of 100 fishermen. But we persisted. Duval participated in workshops in affected communities while we persuaded the management council that isolated reserves wouldn't save the fish.

Eventually the attitude changed as we filled in the scientific gaps. "You can't win support if no one knows how threatened some of these fish are," says Duval. Our biologist Dr. Douglas Rader then chaired a key panel that designed the first reserves.

The result was initial approval of a network of eight reserves along the southeastern U.S. coast that, when complete, will cover 800 square miles. The network will form a vital corridor for giant groupers and other key species whose larvae are transported from Caribbean spawning grounds up the Atlantic coast. The protective network is the first of its kind in the United States.

"Environmental Defense found a rapport with the council and fishing groups," says Dr. Louis Daniel, a North Carolina fishery representative. "They provided the right science in a reasonable way. Some groups want everything at once. Environmental Defense advocated a step-by-step process that protects the resource without tying fishermen to the dock. I applaud the way they handled a difficult negotiation."

Such cooperative successes can help create more marine protected areas in America's beleaguered coastal waters. Says Duval: "Protecting fish before they get to dangerously depleted levels is a much needed investment that will allow them to reproduce and become far more abundant in the future."

*"Environmental Defense  
advocated a step-by-  
step process that  
protects the resource  
without tying fishermen  
to the dock."*

**Dr. Louis Daniel**

Assistant Director  
North Carolina Division  
of Marine Fisheries

## MORE OF THIS YEAR'S RESULTS

- **We helped persuade the Bush administration** to finalize the 1,200-mile-long Northwestern Hawaiian Islands Coral Reef Ecosystem Reserve, the nation's largest marine reserve, and to reject attempts to open it to coral harvesting.
- **To safeguard Cuba's vast and pristine coast**, we worked with scientists and policy experts to lay the foundation for a network of marine reserves and to implement new laws.
- **To protect the Channel Islands sanctuary in California**, we helped convince the state to approve a network of marine reserves, putting 24% of state waters within the sanctuary's borders off-limits to fishing. Previously less than 1% of the sanctuary, celebrated as "America's Galapagos," had been fully protected.
- **A new international fishing agreement** went into effect, containing our provisions to protect migratory fishes such as swordfish and tuna.
- **A home of rare humpback and northern right whales**, Stellwagen Bank National Marine Sanctuary off Cape Cod could become a true sanctuary through a campaign we launched to help wildlife in the area recover.

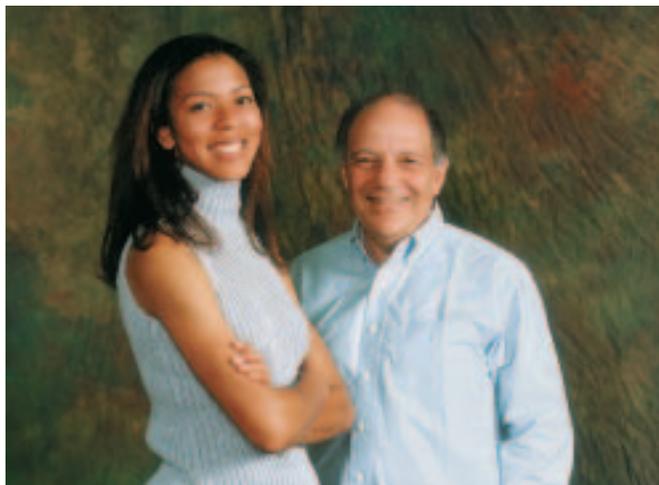
The survival of ocean fisheries depends on the choices chefs and shoppers make. Our Seafood Selector guide has helped educate consumers to support sustainable fishing practices.



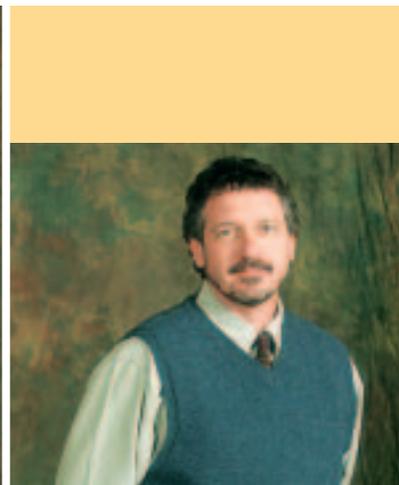
## WHO'S WHO ON THE PROGRAM STAFF



**Nancy Ryan** Economist



**Allison Gordon** Assistant to the vice president for programs  
**Thomas J. Graff** Regional director



**David Yardas** Water analyst

The work of Environmental Defense is carried out today by nearly 250 dedicated staff, many of whom are profiled on these pages. Staff members work in interdisciplinary teams of scientists, economists, analysts and attorneys.

### CALIFORNIA

Geographic information system specialist **Peter Black** (B.A., Univ. of Oregon)

Research associate **Amy Boone** (B.S., Univ. of Calif., San Diego)

Marine conservation advocate **Richard Charter** (San Jose State Univ.)

Policy analyst **Luis Flores** (B.A., Whittier College)

Marine ecologist **Rodney M. Fujita** (Ph.D., Boston Univ., Marine Biological Laboratory)

Regional director **Thomas J. Graff** (LL.B., Harvard Univ.)

■ Attorney **Jacqueline C. Hamilton** (J.D., Yale Univ.)

Water resource analyst **Ann Hayden** (M.E.S.M., Univ. of Calif., Santa Barbara)

Economic analyst **Daniel A. Kirshner** (B.A., Univ. of Calif., Santa Cruz)

Research associate **Kate Larsen** (B.A., Stanford Univ.)

Lokey fellow **Katherine McHugh** (M.S., Stanford, Univ.)

Attorney **Jerilyn Lopez Mendoza** (J.D., Univ. of Calif., Los Angeles)

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Economist and deputy regional director **Nancy Ryan** (Ph.D., Univ. of Calif., Berkeley)

Project manager **Elizabeth Sturcken** (M.P.P., Harvard Univ.)

Lokey fellow **Brian Thomas** (Ph.D., Stanford Univ.)

Oceans deputy program manager **Johanna Thomas** (M.S., Univ. of Calif., Berkeley)

Water analyst **David Yardas** (M.S., Univ. of Calif., Berkeley)

### FLORIDA

Marine scientist **Ken Lindeman** (Ph.D., Univ. of Miami)

### HAWAII

Scientist **Stephanie Fried** (Ph.D., Cornell Univ.)

### MASSACHUSETTS

Scientist **Janine Bloomfield** (Ph.D., Yale Univ.)

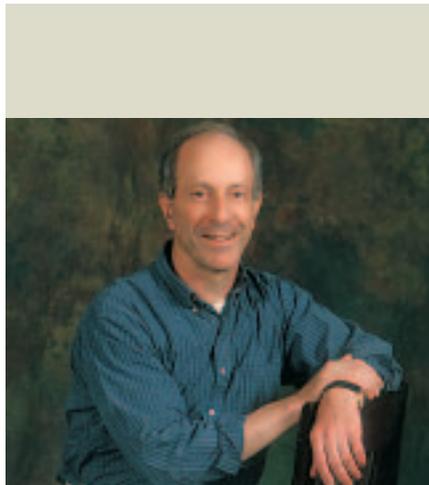
Project manager **Jacquelyn Cefola** (M.B.A., M.E.S., Yale Univ.)

Project manager **Bruce Hammond** (M.F.S., Yale Univ.)

■ Attorney **D. Douglas Hopkins** (J.D., Univ. of Virginia)

Research associate **Chad Laurent** (B.S., Univ. of Michigan)

Marine analyst and advocate **Danielle Luttenberg** (M.S., Univ. of Rhode Island)



**Danielle Luttenberg** Marine advocate  
**Doug Rader** Biologist

**James T.B. Tripp** General counsel

**Andrew Darrell** Regional director  
**Gwen Ruta** Director, Alliance for Environmental Innovation

Project manager **Victoria Mills** (M.A., Johns Hopkins Univ.)

Scientist **Wendy Pabich** (Ph.D., M.I.T.)

■ Director of the Alliance for Environmental Innovation **Gwen Ruta**  
(M.P.A., Harvard Univ.)

Research associate **Lauren Sacks** (B.A., Columbia Univ.)

## MICHIGAN

Senior fellow **John DeCicco** (Ph.D., Princeton Univ.)

## NEW YORK

Vice president for programs **Marcia Aronoff** (B.A., Oberlin College)

Policy analyst **Andrew Aulisi** (M.S., SUNY-ESF)

Program associate **Michelle Bicek** (M.P.A., Maxwell School of Public Affairs; M.E.S., SUNY-ESF)

Business analyst **Millie Chu** (M.S., Stanford Univ.)

■ Regional director **Andrew Darrell** (J.D., Univ. of Virginia, M.A., Fletcher School)

Program coordinator **Roberta Desmond** (B.A., Plymouth State College)

■ Economist **Daniel J. Dudek** (Ph.D., Univ. of Calif., Davis)

Biologist **Rebecca Goldberg** (Ph.D., Univ. of Minnesota)

Assistant to the vice president for programs **Allison Gordon**  
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Program associate **Linda Jantzen** (Baruch College)

Coastal resources analyst **Azur Moulaert** (M.S., North Carolina State Univ.)

Director of Internet and broadcast media services  
**Joyce H. Newman** (M.A., Harvard Univ.)

Land use analyst **Jason Patrick** (M.E.M., Yale Univ.)

Attorney **Janea Scott** (J.D., Univ. of Colorado)

Manager of Online Activism **Benjamin Smith** (M.A., George Washington Univ.)

General Counsel **James T.B. Tripp** (LL.B., Yale Univ.)

## NORTH CAROLINA

Marine ecologist **Michelle Duval** (Ph.D., Duke Univ.)

Policy associate **Sally Landaal** (M.S., Univ. of Wisconsin)

Policy analyst **David McNaught** (Ph.D., Univ. of Florida)

Regional director **Jane Preyer** (M.P.A., Univ. of North Carolina)

Biologist **Douglas N. Rader** (Ph.D., Univ. of North Carolina)

Aquatic ecologist **Joseph Rudek** (Ph.D., Univ. of North Carolina)

Policy analyst **Michael J. Shore** (M.C.E., North Carolina State Univ.)

Program associate **Kristen Thornburg** (B.S., North Carolina State Univ.)

Attorney **Daniel J. Whittle** (J.D., Univ. of Colorado)

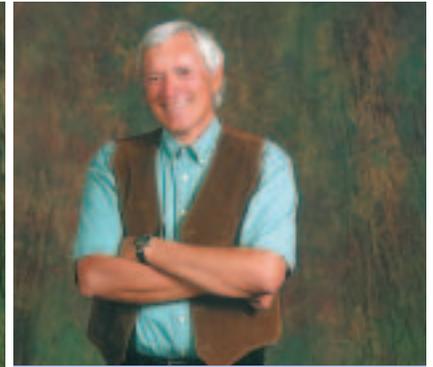
■ Program managers



**Bruce M. Rich** Attorney  
**Laura Ball** Environmental science fellow



**Michele Amador** Program associate  
**Jennifer Pitt** Resource analyst  
**Melissa Carey** Policy specialist



**Zach Willey** Economist

## OREGON

Economist **Zach Willey** (Ph.D., Univ. of Calif., Berkeley)

## ROCKY MOUNTAIN

Regional communications officer **Scott Ingvaldstad** (B.A., Colorado College)

Attorney **Vickie Patton** (J.D., N.Y.U.)

Resource analyst **Jennifer Pitt** (M.E.S., Yale Univ.)

Director of the Rocky Mountain office **Timothy A. Sullivan** (M.E.S., Yale Univ.)

## TEXAS

Scientist **Ramón Alvarez** (Ph.D., Univ. of Calif., Berkeley)

Program associate **Michele Amador** (B.S., St. Edward's Univ.)

Fisheries biologist **Pamela Baker** (M.A., Univ. of Rhode Island)

Environmental science fellow **Laura Ball** (M.S., Univ. of NH)

Water analyst **Laura Brock** (M.A.G., Southwest Texas State Univ.)

Water and wildlife analyst **Karen Chapman** (B.S., Miami Univ.)

Environmental analyst **Don Crocker** (M.S., West Virginia Univ.)

Project coordinator **Alicia Isaac-Cura** (M.B.A., San Francisco State Univ.)

Economist **Peter M. Emerson** (Ph.D., Purdue Univ.)

Air quality engineer **Anne Marie Johnson** (M.S., Univ. of Minnesota)

Attorney **Mary E. Kelly** (J.D., Univ. of Texas)

Economist **Mark MacLeod** (M.S., M.A., Ohio State Univ.)

Regional director **Jim Marston** (J.D., N.Y.U.)

Scientist **Carlos A. Rincon** (Ph.D., Instituto Tecnológico y de Estudios Superiores de Monterrey)

Research and outreach specialist **Mary Sanger** (M.S.S.W., Univ. of Texas)

Program coordinator **Kim M. Sharp** (Univ. of Maryland)

Program associate **Elaine Smith** (B.S., Southwest Texas State Univ.)

Regional managing director **Molly Stevens** (B.A., Olivet College)

■ Attorney **Melinda E. Taylor** (J.D., Univ. of Texas)

Economist **Kathy Viatella** (M.S., Univ. of Florida)

Ecologist **David Wolfe** (M.S., Univ. of Georgia, Athens)

## WASHINGTON, DC

Economic analyst **Carol Andress** (B.A., Duke Univ.)

Climate change policy associate **Alina Averchenkova** (M.S., Univ. of Bath, UK)

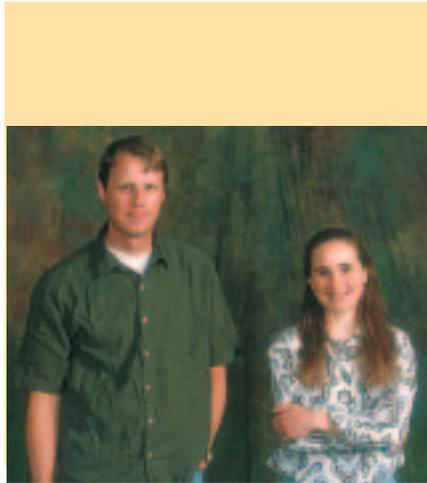
■ Environmental health program director **John Balbus** (M.D., Univ. of Pennsylvania, M.P.H., Johns Hopkins Univ.)

Attorney **Michael J. Bean** (J.D., Yale Univ.)

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**Susan Friedman** Policy analyst



**Diane Pirkey** Green vehicle marketing manager  
**Jessica Holliday** Manager, Partnership for Climate Action  
**Ramón Alvarez** Scientist

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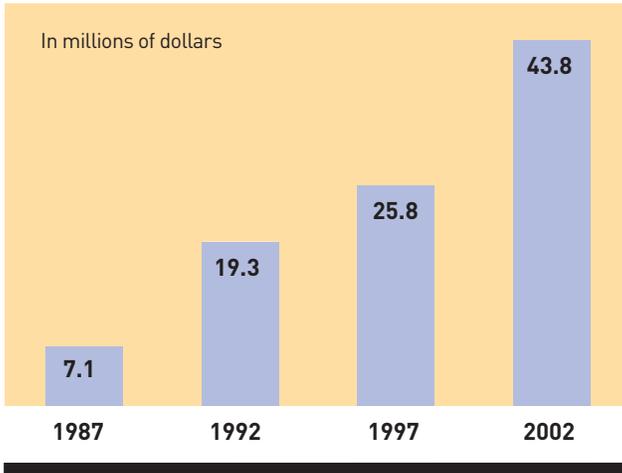
Scientist **Terri Stiffler** (M.S., Univ. of Mass.)

Legislative director **Elizabeth Thompson** (M.L.L., N.Y.U.; M.B.A., M.E.S., Yale Univ.)

■ Program managers

## FINANCIAL ANALYSIS

### Operating support and revenue



The generous support of Environmental Defense members and friends enabled us to devote more resources than ever before to our programs and supporting services in the fiscal year ending September 30, 2002—a record \$41.3 million.

Total operating support and revenue this year reached \$43.8 million, the highest ever. Multi-year grants and pledges from prior years played a substantial role in ensuring that Environmental Defense was able to continue its work at full strength in fiscal 2002 despite challenges to the national economy that affected philanthropic giving.

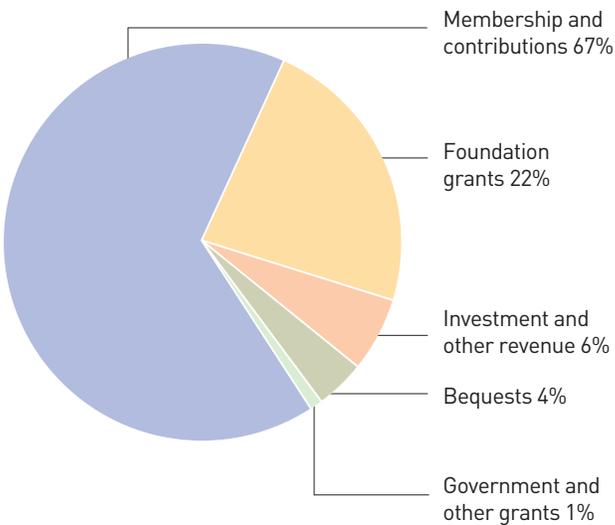
Contributions from our more than 300,000 members totaled \$29.2 million, representing 67% of total operating support and revenue, thereby constituting the largest portion of our diverse funding base. More than 160 foundations provided new grants of \$9.8 million, or 22% of the total. Bequests of \$1.9 million accounted for 4% of the total, government and other grants provided 1% and investment income and other revenue made up the remaining 6%.

Program services expenditures of \$32.8 million accounted for 80% of total operating expenses this year. Five percent 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.

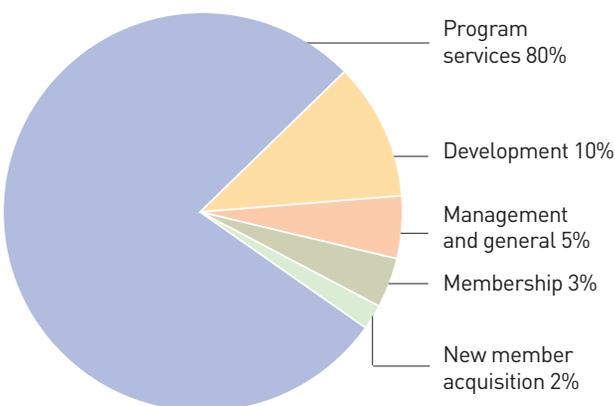
Total net assets increased to \$44.8 million, of which \$20.5 million is restricted to future years' activities and \$23.2 million is designated for long-term investment. The remaining \$1.1 million supports operating capital needs.

The Campaign for Environmental Defense, launched in 1998, continues to make strong progress toward its goal of raising \$200 million by December 2003. Thanks to the extraordinary generosity of trustees and friends, the campaign to date has raised more than \$164 million in gifts and pledges to provide sustained funding for our four priority areas—biodiversity, climate, health and oceans—and to leave a healthier world for future generations.

### Sources of operating support and revenue



### Expenses



# STATEMENT OF ACTIVITIES

Year ended September 30

	Unrestricted	Restricted	Total 2002	Total 2001
<b>Operating support and revenue</b>				
Support:				
Membership and contributions	\$13,943,795	\$15,270,009	\$29,213,804	\$25,084,674
Foundation grants	632,721	9,163,556	9,796,277	13,131,758
Government and other grants	-	273,116	273,116	668,579
Bequests	1,938,575	-	1,938,575	1,542,102
Total support	16,515,091	24,706,681	41,221,772	40,427,113
Revenue:				
Interest and allocated investment income	1,103,090	170,559	1,273,649	1,454,932
Awarded attorneys' fees	66,041	73,848	139,889	474,153
Fees, royalties and other income	1,206,095	-	1,206,095	476,849
Total revenue	2,375,226	244,407	2,619,633	2,405,934
Net assets released from restrictions	22,417,167	(22,417,167)	-	-
Total support and revenue	41,307,484	2,533,921	43,841,405	42,833,047
<b>Expenses</b>				
Program services:				
Biodiversity	8,048,697		8,048,697	8,304,734
Climate	9,298,720		9,298,720	8,655,750
Health	6,068,216		6,068,216	6,248,772
Oceans	5,688,061		5,688,061	4,200,505
Education	3,232,053		3,232,053	3,219,071
Membership activities	473,285		473,285	835,239
Total program services	32,809,032		32,809,032	31,464,071
Supporting services:				
Management and general	2,155,880		2,155,880	1,979,892
New member acquisition	760,143		760,143	867,135
Fundraising:				
Membership	1,492,216		1,492,216	965,892
Development	4,043,037		4,043,037	3,480,225
Total supporting services	8,451,276		8,451,276	7,293,144
Total operating expenses	41,260,308		41,260,308	38,757,215
<b>Change in net assets from current operations</b>	47,176	-	47,176	629,604
Transfer to long-term investment	-	-	-	(601,993)
Change in restricted net assets	-	2,533,921	2,533,921	3,446,229
Change in net assets from non-operating activities:				
Transfer from operations	-	-	-	601,993
Bequests, contributions and other income	4,914	11,033	15,947	127,422
Investment income, net of allocation to operations	(1,087,082)	(216,157)	(1,303,239)	(3,060,943)
Net assets released from restrictions	30,311	(30,311)	-	-
Total change in net assets	(1,004,681)	2,298,486	1,293,805	1,142,312
<b>Net assets, beginning of year</b>	21,774,481	21,704,048	43,478,529	42,336,217
<b>Net assets, end of year</b>	\$20,769,800	\$24,002,534	\$44,772,334	\$43,478,529

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**35**  
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