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ENVIRONMENTAL DEFENSE

finding the ways that work

1999 ANNUAL REPORT



AT A GLANCE

Environmental Defense At a Glance

Originally incorporated as
Environmental Defense Fund on
October 6, 1967

Headquarters:

New York City

Members:

More than 300,000

Operating support and revenue:

\$31.4 million

Staff:

194 full-time staff, including 21 attorneys
and 75 scientists, economists, and
policy specialists

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

Mission:

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

Guided by thorough scientific
evaluation of environmental problems,
we work to create practical solutions
that win lasting political, economic, and
social support because they are nonpar-
tisan, cost-effective, and fair.

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FINDING THE WAYS THAT WORK

The osprey—like the bald eagle, peregrine falcon, and other birds of prey—has enjoyed a dramatic recovery over the past 25 years, due in large part to the nationwide ban on DDT won by Environmental Defense in 1972. This year, both the bald eagle and the peregrine falcon were removed from the endangered species list.



For more than 30 years, Environmental Defense has used innovative approaches to get results even where conventional methods have failed. We began when four scientists and an attorney were determined to halt the use of DDT, the pesticide Rachel Carson warned about in *Silent Spring*. DDT caused eggshells to weaken and crack, threatening the survival of magnificent birds such as the osprey, bald eagle, and brown pelican.

Our founders tried a novel approach, commonplace today but unheard of in 1967: going to court on behalf of the environment. Almost unbelievably, it worked. They not only stopped the spraying of DDT near their homes on Long Island but also went on to pursue, and win, a nationwide ban. Russell Train, chairman emeritus of World Wildlife Fund U.S., called it "one of the most important legal victories ever won for wildlife."

Today, Environmental Defense is a national organization with nearly 200 scientists, economists, attorneys, and other professionals in eight regional offices. We continue to pursue new solutions and increasingly work directly with business, government, and grass-



Jackie Roberts, director of our partnership with The Pew Charitable Trusts, worked with Bob Langert, McDonald's director of environmental affairs, on initiatives such as introducing recycled, unbleached paper for takeout bags.

roots groups on approaches that make sense for all.

For example, ten years ago we approached McDonald's with a proposal to work together on finding new ways to reduce waste. Within a year, McDonald's had accepted all 42 recommendations of the joint task force and started by replacing foam-plastic hamburger boxes with less-bulky wraps and increasing the use of recycled material. Many of its competitors have followed suit. This success led us to establish the

Alliance for Environmental Innovation, a partnership with The Pew Charitable Trusts, to work with companies on improving environmental performance.

To break a Congressional impasse on acid rain, we found a way to harness the power of the marketplace to reduce power-plant emissions of sulfur dioxide, one of the main causes of acid rain. The old bureaucratic method had been to tell each plant owner how much pollution to cut and how to cut it. Our new approach, written into the

1990 Clean Air Act, requires that sulfur emissions be cut in half overall, but lets each company decide how. Companies could also be rewarded for reducing emissions more than the law requires. Under this market-based plan, sulfur emissions have gone down faster—and at far lower cost—than predicted.

Now we are using the extraordinary new tools offered by the information revolution. Our e-mail Action Network has enrolled hundreds of thousands of activists who contact Congress and others on fast-breaking issues. Our Scorecard web site (www.scorecard.org) has enabled people to find out about pollution in their local environment, right down to the neighborhood level. "Like much of what they've done to solve tough environmental problems in a practical way," says Yahoo! board member Arthur Kern, "Environmental Defense has taken the lead again, this time in personalizing information on the web that really matters to each of us." These new technologies are just beginning to affect the future of environmental protection.

"Environmental Defense has taken the lead...in personalizing information on the web that really matters to each of us."

Arthur Kern
Yahoo! board member



John Wilson and Fred Krupp at the New York City headquarters of Environmental Defense.

In the course of the 20th century, we humans gained the power to alter the very conditions of life on Earth. We have driven species to extinction, tampered with the global climate, created chemicals and organisms that could threaten our own health, and upset the balance of life in the seas. These troubling consequences were wholly unintended; we did not know our own strength. In the 21st century, we must couple strength with wisdom and foresight to protect the environment from further harm.

Looking to the future, Environmental Defense will continue to focus its work on four key areas that are essential to protecting the environment: biodiversity, climate, health and oceans. The following pages highlight some of this year's progress:

■ **Biodiversity.** To help preserve America's rich diversity of species, the U.S. Fish and Wildlife Service adopted our innovative "Safe Harbor" program, in which landowners have already enrolled more than one million acres in voluntary efforts to protect endangered wildlife (see page 4).

■ **Climate.** Using Texas as a proving ground for our efforts to protect the global climate, we tackled the state's largest source of air pollution and greenhouse gases—coal-fired electric power plants—winning legislation to clean up old plants and build new renewable-energy facilities (see page 6).

■ **Health.** By putting the facts about local pollution and its health effects at the fingertips of personal-computer users, our Scorecard web site helped mobilize thousands of people to take an active role in protecting their environment (see page 8).

■ **Oceans.** To give dwindling fisheries a chance to recover, we presented scientific and economic evidence that helped win restrictions on fishing in vulnerable areas such as spawning grounds (see page 10).

These results have been made possible by a talented and dedicated staff and by more than 300,000 members and friends who supported our work this year, contributing to total income of \$31.4 million, our highest ever. We thank you.

Fred Krupp
Executive Director

John H.T. Wilson
Chairman of the Board

BIODIVERSITY



Environmental Defense economist **Robert Bonnie** worked on the Safe Harbor plan in North Carolina with **Dr. Jay Carter**, an authority on red-cockaded woodpeckers who has studied birds in the region for 30 years.

'SAFE HARBOR' PROTECTS SPECIES AND THE LANDOWNERS WHO HELP THEM

The Sandhills of North Carolina is a region of gentle hills and tall pines in the south-central part of the state. After decades of decline, the endangered red-cockaded woodpecker is returning to the region's native longleaf pines, thanks in part to a conservation program we created in cooperation with the U.S. Fish and Wildlife Service.

Called Safe Harbor, the program encourages landowners to restore or enhance habitat for endangered wildlife by assuring them that doing so

will not lead to new restrictions on their property. Since most endangered species depend on private lands for survival, Safe Harbor has been critically important in its ability to convert opponents of endangered species into avid supporters.

"Before Safe Harbor, landowners in the Southeast would occasionally cut down their pine trees rather than take a chance that these birds would nest in them," says biologist Dr. Jay Carter, a consultant who has studied red-cockaded woodpeckers for

30 years. The owners feared restrictions under the Endangered Species Act.

A few years ago, Carter began advising the Pinehurst Resort and Country Club on managing several groups of woodpeckers already on their property. Pinehurst worked with Carter, the Fish and Wildlife Service, and Environmental Defense staff to figure out how to attract more woodpeckers but not more regulation.

Soon Pinehurst became the first private landowner in the Sandhills to sign a Safe Harbor agreement. "It was common sense for us to do it," says Pinehurst vice president Brad Kocher. "Everybody wins." The resort removes brushy vegetation, he explains, which gives golfers an easier time finding balls hit into the woods and coincidentally helps the woodpeckers avoid predators.

But the birds are limited by a shortage of nesting cavities, which can take them a decade to excavate. Flying squirrels, starlings, and other birds often seize suitable nest sites. To compensate, Carter and his colleagues create cavities by drilling into trees or by inserting nest boxes into living pines. This year, the promise of Safe Harbor was confirmed when a new breeding pair of woodpeckers took up residence at Pinehurst.

The success of Safe Harbor, of course, extends well beyond Pinehurst's manicured links. Since the program's inception in 1995, landowners have laid out the welcome mat for endangered species on more than one million acres of private land, benefiting Aplomado falcons, Attwater's prairie chickens, and other species. Enhancing habitat can mean anything from restoring native plants to clearing out underbrush using

"Landowners. . . would occasionally cut down their pine trees rather than take a chance these birds would nest in them."

Dr. Jay Carter
Consulting biologist



The Safe Harbor approach pioneered by Environmental Defense has been adopted as a national model by the Fish and Wildlife Service to protect species such as the endangered San Joaquin kit fox.

controlled fires. "This program enlists landowners as allies rather than adversaries, and buys desperately needed time," says Environmental Defense attorney Michael Bean. "For many endangered species, time is rapidly running out."

MORE OF THIS YEAR'S RESULTS

- **More than 800,000 acres of farmland along rivers in seven states have been enrolled in Conservation Reserve Enhancement Programs we helped develop to restore wildlife habitat and protect water quality.**
- **In the Texas Hill Country, we created a new landowner stewardship program, managing grants to property owners to assist endangered species.**
- **We won an agreement to restore more than 40 miles of California's Battle Creek to help salmon and steelhead.**
- **Brazil ordered the protection of four million acres of Amazon rainforest to benefit the environment and indigenous people, capping a two-year effort we helped lead.**
- **The major industrial nations agreed to develop common environmental guidelines for their export credit agencies. This resulted from a campaign we headed against the agencies' funding of destructive projects in developing countries.**



Environmental Defense energy specialist Mark MacLeod and Texas state representative Steve Wolens worked to reduce air pollution from grandfathered power plants such as this one near downtown Austin.

TO CLEAR THE AIR, TEXAS WILL CLEAN UP OLD SMOKIES AND TURN TO WIND POWER

It was a fine Texas spring day, but Mark MacLeod was sweating. The Environmental Defense manager of state energy programs watched nervously as the state Senate debated a renewable-energy amendment to an electric-utility deregulation bill. MacLeod had worked hard to get strong environmental language into the amendment. But this was Texas, after all, home of big oil and not exactly friendly territory for wind power and other renewable energy.

MacLeod was well aware that fossil-fuel electric plants produce more air pollution than any other source—even more than automobiles—and are the largest source of greenhouse gas emissions. As states deregulate their electric utilities, consumers given a choice of electric companies might switch to cleaner power or, without good information, they might flock to buy power from the most-polluting plants that are cheapest to run.

In a year when all 25 of the

worst smog readings in America would be recorded in Texas, clean air was about to become a hot topic in the state. But the deregulation bill introduced in the state Senate in January 1999 contained only token benefits for the environment. State representative Steve Wolens, the bill's House sponsor, wanted to improve the bill to make sure that if the utilities got the deregulated marketplace they wanted, the public would get cleaner, healthier air.

In the months of negotiations that followed, Environmental Defense played a pivotal role. We aimed to get three key provisions into the bill: (1) reduce emissions from "grandfathered" power plants, the old, dirty facilities that had been exempted from clean-air standards, (2) increase renewable energy and promote energy efficiency, and (3) ensure that people know the source of their power, so they can choose on the basis of environmental performance as well as price.

The Senate unanimously passed the bill with the renewable-energy amendment in place. The House and Senate still had to reconcile their versions, however, so MacLeod and his colleagues worked several more months to help strengthen the bill that ultimately was signed into law in June—with all our key provisions.

This Texas utility deregulation law is the strongest in the nation, putting a permanent cap on emissions from the more than 130 grandfathered power plants. It will cut nitrogen oxide emissions in half, reduce sulfur dioxide by 25 percent, and require the construction of 2,000 megawatts of new renewable energy sources.

"Without Environmental Defense, the clean air provisions of this bill wouldn't have gotten done."

Steve Wolens

Texas state representative



The breathtaking vistas of the Grand Canyon and other national parks will no longer be shrouded by air pollution from coal-fired power plants, thanks to a series of Environmental Defense victories.

That's big news in the oil and gas state. "Without Environmental Defense," says Wolens, "the clean air provisions of this bill wouldn't have gotten done." Having broken new ground, the Texas law now serves as a model for energy reform in other states.

MORE OF THIS YEAR'S RESULTS

- *We helped win new EPA regulations to reduce air pollution that has obscured the scenic vistas of national parks and wilderness areas.*
- *Our web site released information on the pollution caused by making and driving motor vehicles, and users of our site filed tens of thousands of public comments supporting tighter EPA limits on tailpipe emissions.*
- *We helped secure an agreement with Colorado's largest electric utility to install pollution-control equipment to reduce the "brown cloud" from its coal-fired power plants.*
- *We attracted widespread media coverage with our report on the likely impact of global warming on the New York City area, called "Hot Nights in the City."*
- *Private and tribal landowners in Oregon worked with us to introduce forestry practices that will absorb more greenhouse gases.*



Environmental Defense engineer Lois Epstein met with Pauline Leboda and Teresa Mills at the Elyria, Ohio, factory whose toxic emissions have been curtailed thanks to an EPA enforcement action triggered by our Scorecard web site.

POWERFUL WEB SITE GIVES NEIGHBORS THE FACTS THEY NEED TO FIGHT POLLUTION

Pauline Leboda lives on a modest residential street in Elyria, a small city 20 miles west of Cleveland, Ohio. Several years ago, she began suffering from periodic chest pains and other ailments. Doctors found nothing they could treat. But Leboda, who felt better when she ventured away from the neighborhood, suspected an environmental cause for her symptoms.

She often smelled pungent odors from the numerous factories at the edge of her neighborhood and

beyond. Her concerns were heightened when she learned about a number of children in the area being treated for asthma. Leboda decided she needed help from someone experienced with the state's environmental bureaucracy. After a few phone calls she reached Teresa Mills.

Mills, the director of the Buckeye Environmental Network, had won an environmental victory in her home town of Columbus in the early 1990's and became a resource for oth-

ers seeking help with local environmental issues. Mills helped Leboda determine that a likely source of the troubling odors was a sponge manufacturer less than a mile from her home.

A few months later, they were on the phone again when Mills went to her computer. Within seconds she was able to give Leboda a complete run-down on the company and its emissions, as well as a profile of other factories in the community.

"She thought I was brilliant," Mills says. "But all I did was use Scorecard." The Environmental Defense geographically indexed web site, www.scorecard.org, is transforming local environmental activism. Now citizens can quickly gain access to a wealth of data on neighborhood pollution. It is as simple as typing in your zip code, clicking "go," and being led to interactive maps and emissions data—as well as relevant background on health issues.

With the help of information from Scorecard, Mills and Leboda determined that Elyria has more polluting facilities than would be typical for a community its size, many of them clustered in the poor neighborhood adjacent to Leboda's. Moreover, they found that the sponge manufacturer, Nylonge, did not have the proper permit for its emissions of carbon disulfide, a toxic chemical that contributes to the formation of smog.

Mills contacted the regional office of U.S. EPA, which investigated the matter and brought an enforcement action. The result: Nylonge reached a settlement with EPA in which the company paid a fine and agreed to start using a chemical scrubber during the

"My experience is that companies are quicker to settle ... if they know that citizens are watching."

Denny Dart
U.S. EPA engineer



A healthy environment means healthier children. Neighborhood soccer players in Los Angeles will enjoy better access to parks and recreation thanks to an Environmental Defense project there.

summer smog season. Denny Dart, an EPA engineer who did the on-site investigation, lauded Scorecard's role in helping people learn about health issues and take action. "My experience is that companies are quicker to settle and more willing to include citizen-friendly provisions in their settlements if they know that citizens are watching," she says.

As these grassroots efforts demonstrate, Scorecard can be an effective tool that not only informs citizens but also empowers them to act. Pauline Leboda is breathing a little easier these days, and she and Mills are continuing their work to make sure that industrial facilities in the community are doing all they can to prevent pollution.

MORE OF THIS YEAR'S RESULTS

- ***With EPA and the Chemical Manufacturers Association, we reached an agreement to make basic health data for 2,800 major industrial chemicals publicly available within five years, decades earlier than it would have happened otherwise.***
- ***We helped spearhead successful campaigns to regulate the massive, factory-style hog farms in Colorado and North Carolina more strictly, protecting human health and air and water quality.***
- ***We began assembling a broad coalition to restrict the use of certain antibiotics in farm animals, to curtail overuse that could endanger the drugs' effectiveness in human medicine.***
- ***In the U.S. Court of Appeals, we won a landmark decision curbing funds for highway expansion unless the resulting vehicle emissions would be consistent with a state's plan to protect air quality.***
- ***We ranked how well particular facilities in the automotive, iron and steel, and oil refining industries are preventing pollution.***



Environmental Defense marine ecologist Dr. Rod Fujita and fisherman Pietro Parravano of Half Moon Bay, California, have found common ground in the effort to promote sustainable fisheries.

MARINE RESERVES GAIN GROUND AS A WAY TO PROTECT DWINDLING FISHERIES

At spawning time in late winter, gag groupers congregate on limestone reefs 50 to 100 miles off Florida's west coast. The tasty fish, sold under the more palatable name of black grouper, forms an important part of the area's \$40 million annual reef fish harvest. Commercial fishermen long ago learned that the gag grouper at spawning grounds were easy pickings. Using lines with up to a thousand baited hooks, they caught vast numbers of fish, especially the large, aggressive-feeding males

that can weigh 50 pounds or more and are popular at fish markets.

Capturing fish at their spawning grounds is one of the unsustainable fishing methods that have led to precipitous declines in many fisheries around the world. Together with ocean pollution, overfishing is a major threat to the health of our oceans and coastal areas.

Florida State University scientist Dr. Felicia Coleman, who has studied gag grouper in Florida waters for more than a decade, found that the per-

centage of males has fallen sharply, from about 20 percent in the late 1970's to less than two percent today, putting the future of the fishery at risk. To halt the decline, she recommended that the Gulf of Mexico Fishery Management Council, of which she was a member, should close the spawning grounds to fishing.

Coleman was supported by Environmental Defense fisheries biologist Pamela Baker and economist Dr. Peter Emerson, who advocate marine reserves—areas closed to some or all fishing—as a tool for restoring the nation's fisheries. Baker and Emerson argued for the long-term economic value of protecting the gag grouper's breeding area and, our e-mail Action Network prompted a torrent of letters in favor of closing the spawning grounds to fishing.

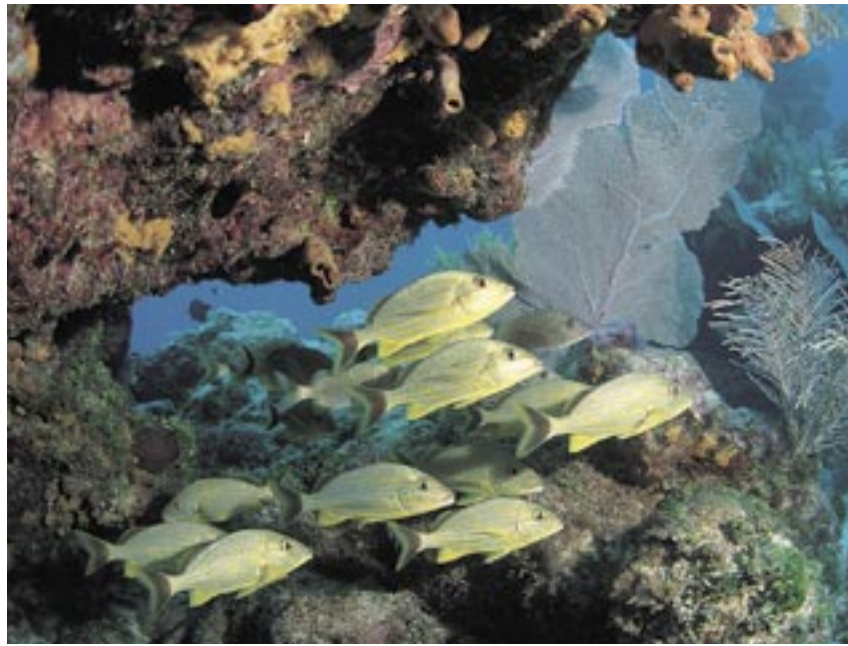
"I've found that Environmental Defense often has just the right testimony or arguments needed to strengthen the case for important conservation measures that guard against overfishing," says Coleman. With the support of some fishermen, the Gulf Council approved closing two 110-square-nautical-mile areas in July. If the National Marine Fisheries Service approves the plan, it will be the first time that federal waters in the Gulf region have been closed to help a depleted fishery recover.

Marine reserves are also urgently needed on the country's West Coast. A sport-fishing group enlisted our marine ecologist Dr. Rod Fujita to provide advice and support for creating a marine reserve around the Channel Islands, off Southern California. Fujita urged the group to broaden its constituency to include other recreational

"Environmental Defense often has just the right testimony...to strengthen the case for important conservation measures."

Dr. Felicia Coleman

Marine ecologist, Florida State University



Pollution, overfishing, and damage from fishing gear threaten the health of marine habitats such as coral reefs. Less than one percent of ocean habitats are now fully protected.

and business interests. He also brought scientific analysis to the debate—and helped overcome strong opposition from commercial fishermen—by showing that females inside existing reserves produce many more eggs than fish outside, and that both adults and young fish leave the reserves and enhance fisheries outside their boundaries.

Meanwhile, we helped shepherd a bill through the California legislature to establish a process for approving and siting marine reserves. A network of closed areas around the Channel Islands could help protect the important kelp forest ecosystem and many species of abalone, urchins, and rockfish. With the use of new approaches such as marine reserves, America's beleaguered coastal waters could enjoy a much-needed recovery.

MORE OF THIS YEAR'S RESULTS

- *In Texas, our coalition efforts helped win stronger environmental standards for shrimp farms, for the first time limiting their discharge of polluted water into the Gulf of Mexico.*
- *A National Academy of Sciences panel, to which we provided case studies and advice, endorsed Individual Fishing Quotas, a new tool to give fishermen a direct stake in the recovery of key fisheries by assigning them shares of the total allowable catch, ending the unruly race for fish.*
- *In the Northeast, we led a successful effort to protect a 250-square-mile area of Georges Bank, making it off limits to fishing methods that could damage the fragile ocean bottom, to help cod and other groundfish recover.*
- *We helped mobilize Florida fishermen and others to prevent a destructive expansion of U.S. Route 1 in the Florida Keys.*
- *Several Environmental Defense biologists were appointed to advisory committees of regional and state fishery management bodies, strengthening our ability to press for habitat protection and marine reserves.*



Deborah Moore, Ken Leiserson, Thomas Graff, Julene Freitas, Robert García, David Yargas, Linda Tsang, Tom Krackeler

The work of Environmental Defense is carried out today by nearly 200 dedicated staff, many of whom are profiled on these pages. Staff members work in interdisciplinary teams of scientists, economists, analysts, and attorneys. A wide-area network interconnecting our offices facilitates teamwork among staff based in different locations.

CALIFORNIA

- Environmental analyst **THOMAS BAGINSKI** (M.E.S., Yale Univ.) works on the Scorecard project.
- Computer specialist **FRANCIS CHAPMAN** (B.A., Univ. of Calif., San Diego) creates software to lessen environmental effects of energy production and packaged goods.
- Marine conservation advocate **RICHARD CHARTER** (San Jose State Univ.) works on government relations and media to promote fisheries restoration and marine reserves.
- Environmental analyst **DON CROCKER** (M.S., West Virginia Univ.) uses information technology tools to add value to the Scorecard web site and other Internet resources.
- Program associate **JULENE H. FREITAS** (A.A., Merritt College) works on marine and freshwater projects.

■ Program Managers

■ Marine ecologist **RODNEY M. FUJITA** (Ph.D., Boston Univ., Marine Biological Laboratory) focuses on marine reserves, fisheries reform, and other measures to protect marine ecosystems.

■ Attorney **ROBERT GARCÍA** (J.D., Stanford Univ.) directs the environmental justice project in Los Angeles, focusing on equitable access to transportation and parks and mitigating toxics.

■ Attorney **THOMAS J. GRAFF** (LL.B., Harvard Univ.) focuses on reforming Western water and transportation systems.

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

■ Environmental analyst **TOM KRACKELER** (M.P.P., Univ. of Calif., Berkeley) facilitates grassroots activism through the Internet.

■ Policy analyst and community outreach coordinator **MEG KREHBIEL** (B.A., Dartmouth College) advocates Bay Area transportation and land use reform.

■ Environmental analyst **KRISTIN LAWTON** (M.A., San Francisco State Univ.) expands public access to facts on local pollution problems through the Scorecard web site.

■ Engineer **KEN LEISELSON** (M.S., Univ. of Calif., Berkeley) uses information technology tools to reduce emissions of toxic chemicals and increase environmental protection.

■ Resource specialist **DEBORAH MOORE** (M.S., Univ. of Calif., Berkeley), a member of the World Commission on Dams, works to protect rivers and water quality internationally.

■ Toxicologist **BILL PEASE** (Ph.D., Univ. of Calif., Berkeley) directs the Scorecard project, distributing information about chemical emissions to local communities.

■ 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 **ANGELA SHERRY** (B.S., Stanford Univ.) works for aquatic ecosystem recovery and sound water policies in the Bay-Delta watershed.

■ Hydropower project director **JOHANNA THOMAS** (M.S., Univ. of Calif., Berkeley) advocates improvements in hydropower operations to advance river restoration.

■ Water resources analyst **DAVID YARDAS** (M.S., Univ. of Calif., Berkeley) works to protect and restore Western aquatic ecosystems.

MASSACHUSETTS

■ Engineer **DEBORAH A. FALCONE** (M.S., Stanford Univ.) works with corporations to reduce environmental impacts through innovative product design.

■ Research associate **VILAN HUNG** (B.S., Univ. of Michigan) works on corporate partnership projects.

■ Marketing analyst **VICTORIA MILLS** (M.A., Johns Hopkins Univ.) advances partnerships with consumer-products companies.



Joseph Rudek, Kathy Cochran, Michael Oppenheimer, Douglas Rader, Azur Moulaert, Janine Bloomfield, Natalie Patasaw

■ Economic analyst **JOHN F. RUSTON** (M.C.P., M.I.T.) works with businesses to reduce the environmental impact of products and packaging.

■ Policy analyst **ELIZABETH STURCKEN** (M.P.P., Harvard Univ.) works with major corporations to advance environmental change.

■ Engineer **LINDA TSANG** (B.S., M.I.T.) works with companies to improve environmental performance.

■ Business analyst **DAN WILLIAMS** (B.Comm., Queen's Univ.) works on corporate partnership projects.

NEW YORK

■ Deputy Director for Programs **MARCIA ARONOFF** (B.A., Oberlin College) leads the Environmental Defense program staff.

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

■ Assistant to the program manager **ROBERTA DESMOND** (B.A., Plymouth State College) advances efforts in the Environmental Science program and on projects to avert global warming.

■ Economist **DANIEL J. DUDEK** (Ph.D., Univ. of Calif., Davis) develops markets to empower entrepreneurial solutions to atmospheric pollution problems in the United States and overseas.

■ Assistant to the Deputy Director for Programs **MARYANN FABIAN** (B.A., Rutgers Univ.) works to ensure smooth operations among all Environmental Defense programs.

■ 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 greenhouse gas emissions scenarios for the UN Intergovernmental Panel on Climate Change.

■ Biologist **REBECCA J. GOLDBURG** (Ph.D., Univ. of Minnesota) advocates environmentally sound practices for aquaculture and biotechnology.

■ 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 projects involving marine fisheries, aquaculture, climate, and biotechnology.

■ Research associate **LAURIE KOTEEN** (M.E.S., Yale Univ.) investigates the potential regional impact of climate change.

■ Project manager **AZUR MOULAERT** (M.S., North Carolina State Univ.) coordinates the Member Action Network.

■ Atmospheric physicist **MICHAEL OPPENHEIMER** (Ph.D., Univ. of Chicago) is the Environmental Defense chief scientist and leads efforts to avert global warming.

■ Research associate **TRACEY OSBORNE** (M.S., Univ. of Florida) investigates the potential impacts of climate change in the Midwest.

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

■ Outreach coordinator **BENJAMIN SMITH** (M.A., George Washington Univ.) advances our pollution prevention work in Cleveland.

■ General Counsel **JAMES T.B. TRIPP** (LL.B., Yale Univ.) plays a major role in transportation, ecosystem restoration, and solid waste projects.

NORTH CAROLINA

■ Economist **KATHY COCHRAN** (M.S., Univ. of Florida) advances farm programs that improve water quality and restore wildlife habitat and promotes sound livestock production practices.

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

■ Policy analyst **CRYSTAL LOVETT** (M.E.M., Duke Univ.) develops policy and legislative proposals to promote sustainable forestry practices in North Carolina.

■ Office director **JANE PREYER** (M.P.A., Univ. of North Carolina) works on water quality and habitat and coordinates the North Carolina office's collaborations 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.



Zach Willey, Carlos Rincón, Lois Epstein, James Martin, Stephanie Fried, Steve Cochran, Dirk Forrister, Pamela Baker

- Attorney DAN WHITTLE (J.D., Univ. of Colorado) works to improve North Carolina fresh and coastal water quality and restore marine fisheries.

OREGON

- Economist ZACH WILLEY (Ph.D., Univ. of Calif., Berkeley) develops market policies and transactions for ecological goals in the Northwest and elsewhere.

ROCKY MOUNTAIN

- Attorney DIRK FORRISTER (J.D., Rutgers Univ.) advances market-oriented federal incentives for clean electric power.

- Wise Use Project manager SCOTT INGOLDSTAD (B.A., Colorado College) builds strategic alliances with groups to promote environmental policy and campaigns.

- 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.) works on regional and national initiatives to address air pollution problems and reduce greenhouse gases.

- Resource analyst JENNIFER PITT (M.E.S., Yale Univ.) advances river restoration in Mexico and the United States.

TEXAS

- Scientist RAMÓN ALVAREZ (Ph.D., Univ. of Calif., Berkeley) strives to reduce pollution on the U.S.-Mexico border and improve Texas air quality.

- Fisheries biologist PAMELA BAKER (M.A., Univ. of Rhode Island) works with coastal communities to improve aquaculture practices and fisheries management in the Gulf of Mexico.

- Assistant to the program manager KIM M. BROOKS (Univ. of Maryland) advances efforts to protect biological diversity.

- Economist PETER M. EMERSON (Ph.D., Purdue Univ.) works with communities to design low-cost strategies to cut pollution.

- Director of state energy programs MARK MACLEOD (M.S., Ohio State Univ.) promotes emissions reductions and renewable energy in the electric industry.

- Attorney JIM MARSTON (J.D., N.Y.U.) develops programs on clean energy and works to reduce pollution on the U.S.-Mexico border.

- Scientist CARLOS A. RINCÓN (Ph.D., Instituto Tecnológico de Monterrey) works to improve environmental quality on the U.S.-Mexico border.

- Program associate ELAINE SMITH (B.S., Southwest Texas State Univ.) advances efforts to promote emissions reductions and renewable energy in the electric industry.

- Attorney MELINDA E. TAYLOR (J.D., Univ. of Texas) leads efforts to restore ecosystems and implements incentive programs for habitat restoration and conservation in Texas.

WASHINGTON, DC

- Economic analyst CAROL ANDRESS (B.A., Duke Univ.) advances pollution prevention in urban communities.

- Attorney MICHAEL J. BEAN (J.D., Yale Univ.) heads Environmental Defense efforts to conserve endangered species and other wildlife.

- Economist ROBERT BONNIE (M.E.M., M.F., Duke Univ.) designs economic incentives for wildlife conservation on private lands.

- Engineer KEVIN T. BRYAN (B.S.C.E., Howard Univ.) works on corporate and multi-stakeholder partnerships.

- Director of strategic communications STEVE COCHRAN (B.S., Louisiana State Univ.) manages our strategic communications and legislative efforts.

- Biochemist RICHARD A. DENISON (Ph.D., Yale Univ.) develops tools that help product designers include environmental considerations in the development of their products.

- Engineer LOIS N. EPSTEIN (M.S., Stanford Univ.) works with grassroots groups to increase pollution prevention in the oil, auto manufacturing, and iron and steel industries.

- Research associate ELIZABETH FASTIGGI (B.S., Univ. of Calif., Berkeley) works with partner companies to design and implement reusable packaging systems.



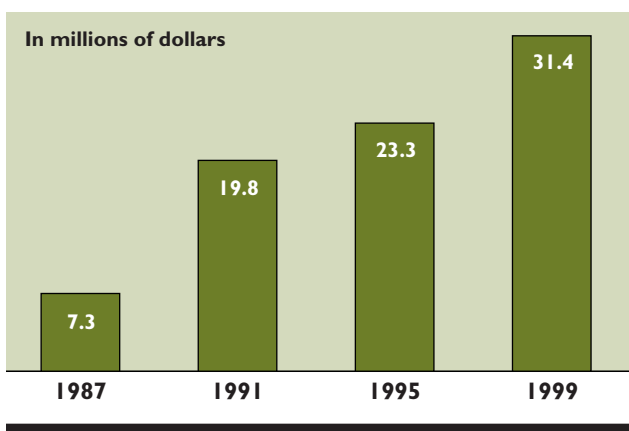
Margaret McMillan, Sarah Wade, Michael Replogle, Scot Spencer, Dean Menke, Elizabeth Fastiggi, Korinna Horta, Joseph Goffman

- Attorney **KAREN L. FLORINI** (J.D., Harvard Univ.) promotes availability of environmental health data and control of environmental health hazards.
- Sociologist and agronomist **STEPHANIE FRIED** (Ph.D., Cornell Univ.) focuses on sustainable tropical resource management and international oceans protection.
- Attorney **JOSEPH GOFFMAN** (J.D., Yale Univ.) advocates economic incentives to cut pollution from cars, power plants, and factories.
- Research associate **LISA GOMES-CASSERES** (B.A., Princeton Univ.) works to improve the environmental condition of Great Lakes urban communities.
- Economist **KORINNA HORTA** (M.A., Johns Hopkins Univ.) promotes environmental and social reforms in international development finance.
- Program associate **MARGARET MCMILLAN** (B.A., Indiana Univ.) advances protection of endangered species.
- Engineer **DEAN MENKE** (M.S., Purdue Univ.) identifies industry-specific pollution prevention measures and integrates them into tools for grassroots advocacy groups.
- Attorney **KEVIN P. MILLS** (J.D., Univ. of Michigan) directs Environmental Defense pollution prevention activities and our 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 transportation and land-use reforms to reduce motor vehicle dependence.
- Attorney **BRUCE M. RICH** (J.D., Univ. of Penn.) leads efforts to reform international financial institutions such as the World Bank.
- Director of the Alliance for Environmental Innovation **JACKIE PRINCE ROBERTS** (M.B.A., Yale Univ.) advances our joint work with consumer-products companies.
- Outreach coordinator **HALLEY ROSEN** (M.A., Tufts Univ.) is helping communities and community-based organizations with their pollution prevention efforts.
- Anthropologist **STEPHAN SCHWARTZMAN** (Ph.D., Univ. of Chicago) works on sustainable development and protection of the Amazon.
- Attorney **TIMOTHY D. SEARCHINGER** (J.D., Yale Univ.) is developing innovative farm programs to restore habitat and improve water quality.
- Toxicologist **ELLEN K. SILBERGELD** (Ph.D., Johns Hopkins Univ.), adjunct staff, promotes efforts to end human exposure to toxics and to improve testing of chemicals.
- Transportation specialist **SCOT T. SPENCER** (M.S., Rensselaer Polytechnic Inst.) works to expand the availability and use of voluntary travel incentives.
- Legislative director **ELIZABETH THOMPSON** (M.L.L., N.Y.U.) orchestrates our efforts in Congress and before administrative agencies.
- Attorney **RAM Y. UPPULURI** (J.D., Vanderbilt Univ.) develops legal mechanisms to reduce greenhouse gas emissions and protect the environment in international trade agreements.
- Economist **SARAH M. WADE** (M.P.P.M., M.E.S., Yale Univ.) develops emissions-reduction markets to solve atmospheric pollution problems.
- Ecologist **DAVID S. WILCOVE** (Ph.D., Princeton Univ.) develops science-based strategies to protect endangered species.

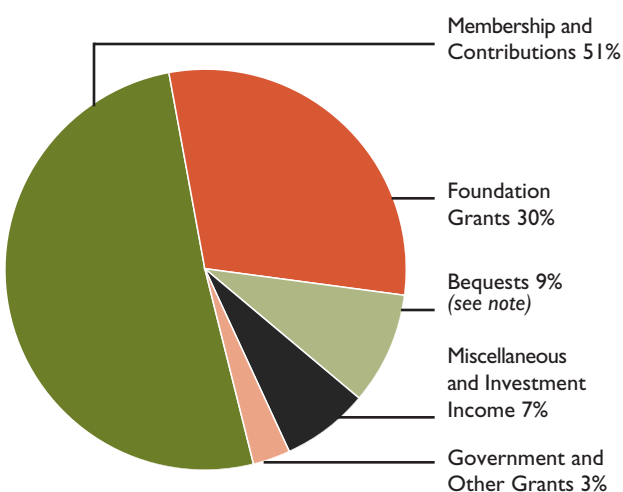
WISCONSIN

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

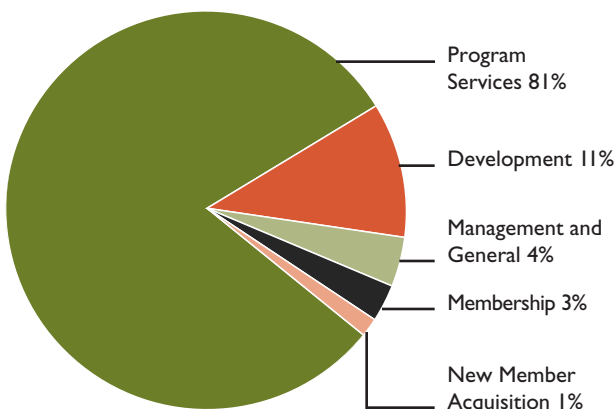
OPERATING SUPPORT AND REVENUE



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 1999 reached \$31.4 million, a new record.

Contributions from our more than 300,000 members totaled nearly \$16 million, representing 51% of total operating support and revenue. In addition, more than 130 foundations provided grants of \$9.4 million, or 30% of the total. Bequests of \$2.9 million represented 9% of the total, although only a small portion of this amount was used for operating expenses (see note). Miscellaneous and investment income and government grants accounted for the remaining 10%.

Expenses for total program and supporting services in fiscal 1999 were \$26.3 million, a nearly four-fold increase since 1987. Program services accounted for 81% of our expenses, representing a 15% increase in resources devoted to our four strategic-plan initiatives of Biodiversity, Climate, Health, and Oceans. Only 4% of the total was for management and administration, while 11% was directed toward the development needed to generate current income and support for future years. Four percent was spent on membership and the acquisition of new members.

Multi-year grants and an increase in deferred gifts—charitable gift annuities, trusts, and pooled income fund contributions—also have played a greater role in ensuring that Environmental Defense will be a lasting and effective presence in the years ahead.

In accordance with the policies of the Board of Trustees on bequests, designed to build the organization's capital reserves and financial stability, \$2.6

million was transferred to our endowment for long-term investment. Together with non-operating contributions and other income, the total net assets of Environmental Defense increased by 9% to more than \$33.5 million at September 30, 1999.

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 most recent five years, and 90% of total bequests received are to be designated for long-term investment. Accordingly, we transferred \$2,643,357 in 1999, and in \$2,293,747 in 1998, from operations to long-term investment.

STATEMENT OF ACTIVITIES

17

Year ended September 30

	UNRESTRICTED		TOTAL	
	1999	1998	1999	1998
Operating Support and Revenue				
Support:				
Membership and contributions	\$ 11,232,163	\$ 11,537,503	\$ 15,980,989	\$ 13,724,083
Foundation grants	239,500	243,748	9,412,717	8,082,839
Government and other grants	-	-	790,177	950,068
Bequests (see note)	2,937,063	2,889,519	2,937,063	2,889,519
Total support	14,408,726	14,670,770	29,120,946	25,646,509
Revenue:				
Interest and allocated investment income	1,101,883	992,295	1,268,009	1,048,724
Awarded attorneys' fees	46,566	57,263	374,981	73,542
Fees, royalties, and other income	682,510	1,025,645	682,510	1,025,645
Total revenue	1,830,959	2,075,203	2,325,500	2,147,911
Net assets released from restrictions	12,773,794	9,583,406	-	-
Total support and revenue	29,013,479	26,329,379	31,446,446	27,794,420
Expenses				
Program services:				
Biodiversity	4,507,245	3,176,686	4,507,245	3,176,686
Climate	6,113,804	6,163,528	6,113,804	6,163,528
Health	4,593,193	3,834,558	4,593,193	3,834,558
Oceans	1,512,411	1,313,214	1,512,411	1,313,214
Education	3,959,858	4,732,983	3,959,858	4,732,983
Membership activities	582,531	346,273	582,531	346,273
Total program services	21,269,042	19,567,242	21,269,042	19,567,242
Supporting services:				
Management and general	1,041,460	882,019	1,041,460	882,019
New member acquisition	274,602	376,763	274,602	376,763
Fundraising:				
Membership	782,920	823,342	782,920	823,342
Development	2,970,375	2,372,389	2,970,375	2,372,389
Total supporting services	5,069,357	4,454,513	5,069,357	4,454,513
Total operating expenses	26,338,399	24,021,755	26,338,399	24,021,755
Change in Net Assets				
From operations	2,675,080	2,307,624	5,108,047	3,772,665
Transfer to long-term investment (see note)	(2,643,357)	(2,293,747)	(2,643,357)	(2,293,747)
Non-operating support and revenue				
Transfer from operating activities	2,643,357	2,293,747	2,643,357	2,293,747
Bequests, contributions, and other income	63,635	3,329,665	196,931	3,725,785
Investment income, net of allocation to operations	(10,656)	(943,208)	7,996	(1,006,524)
Net assets released from restrictions	-	180,198	-	-
Total change in net assets	2,728,059	4,874,279	5,312,974	6,491,926
Net assets, beginning of year	17,378,736	12,504,457	28,218,253	21,726,327
Net assets, end of year	\$ 20,106,795	\$ 17,378,736	\$ 33,531,227	\$ 28,218,253

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

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