



**30TH ANNIVERSARY REPORT  
1967-1997**

**ENVIRONMENTAL**

**DEFENSE**

**FUND**

## **Environmental Defense Fund at a Glance**

### **Incorporated:**

October 6, 1967

### **Offices:**

New York, NY

Washington, DC

Oakland, CA

Boulder, CO

Raleigh, NC

Austin, TX

Boston, MA

*Addresses on inside back cover*

### **Staff:**

160

### **Members:**

More than 300,000

### **On the Cover**

The magnificent osprey, like the bald eagle and other birds of prey, declined sharply due to widespread spraying of DDT. Rachel Carson alerted the public to the perils of such pesticides in her landmark 1962 book, *Silent Spring*. The Environmental Defense Fund's battle against DDT led to a nationwide ban in 1972. Since then, the number of ospreys, bald eagles, brown pelicans, and peregrine falcons in the United States has increased dramatically.

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# THE POWER OF POSITIVE SOLUTIONS

At the Environmental Defense Fund, teams of scientists, economists, and attorneys develop innovative and practical solutions to some of today's most serious environmental problems. EDF's four main goals are to:



**Stabilize the Earth's climate by reducing emissions of greenhouse gases. (p.4)**



**Protect human health from exposure to toxic chemicals and pollution. (p.6)**



**Defend and restore biodiversity, with concentration on rivers and watersheds. (p.8)**



**Safeguard the world's oceans from pollution and overfishing. (p.10)**

# FOCUSING ON RESULTS



As the Environmental Defense Fund approached its 30th anniversary, we stepped back to look at the state of the environment—and at EDF itself. We wanted to evaluate the most pressing environmental threats and how we could best deal with them.

Environmental problems today affect the entire Earth: its climate, oceans, land, and the lives of its inhabitants. With so much at stake, we knew EDF could not do everything. So we decided to concentrate on four goals, as described in this report: stabilizing climate, protecting human health, defending biodiversity, and safeguarding the oceans.

In each of these areas we achieved important successes this year. For example:

- *Climate*: EDF helped develop a White House plan to begin reducing greenhouse gas emissions now, and worked with British Petroleum—the first oil company to express concern about global warming—on methods to reduce its own emissions.

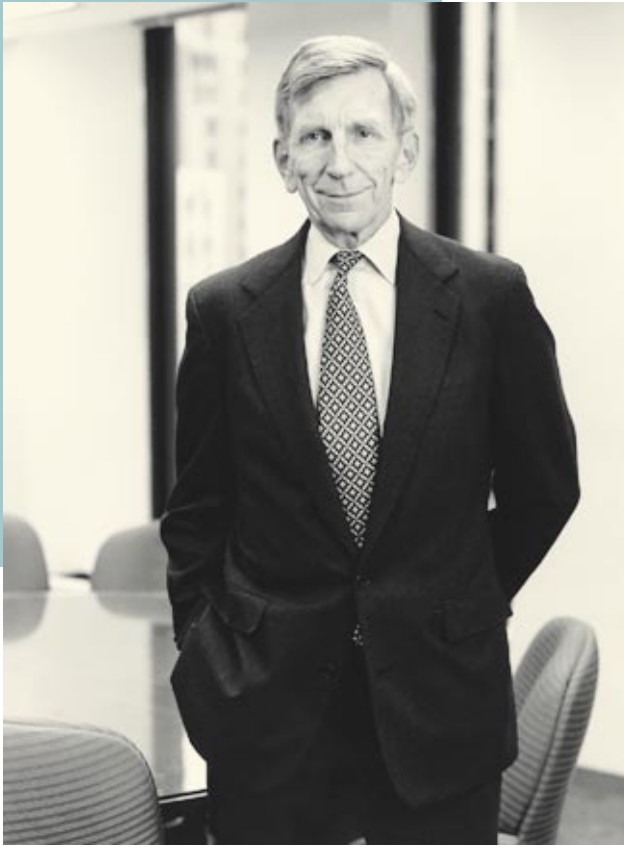
- *Health*: EDF showed that basic information on health effects is not publicly available for two-thirds of the top-selling industrial chemicals, and called on CEO's of major chemical companies to complete the needed tests and disclose results.

- *Biodiversity*: EDF developed a project with the state of Maryland to restore 100,000 acres of wildlife habitat alongside streams that enter Chesapeake Bay, creating buffer zones to protect the bay from agricultural pollution.

- *Oceans*: EDF staff were appointed as the only environmental representatives to the New England Fishery Management Council and to two National Academy of Sciences panels charged with improving the nation's fisheries.

In recognizing this year's achievements, my thanks go to the entire staff, whose skills, resourcefulness, and good judgment distinguish EDF as a powerful force for change.

**Fred Krupp**  
*Executive Director*



For 35 years, I've worked in business. When I heard about an environmental group that went beyond identifying problems to constructing practical solutions, I had to get involved.

The Environmental Defense Fund has learned how to harness the power of the marketplace to protect the environment. For example, in drafting the acid rain section of the 1990 Clean Air Act, EDF deliberately let power-plant owners choose how to cut sulfur pollution in half. As a result, new ways of reducing the pollution were developed, driving down costs to less than one-tenth of what industry had predicted. Because government officials knew that the reductions would get cheaper, they were able to set more ambitious environmental goals.

EDF also works directly with businesses. EDF pays its own way and accepts no contributions from the companies involved. In the early 90's, EDF helped McDonald's dramatically increase its use of recycled packaging, and spurred other companies to follow suit. Building on this approach, EDF and The Pew Charitable Trusts created the Alliance for Environmental Innovation to help companies integrate environmental considerations into their business decisions. Today the Alliance is working with S.C. Johnson Wax to consider environmental factors when developing new products, and with Starbucks Coffee Company to increase the use of reusable cups and design better take-out cups.

I want to thank my predecessor, George Montgomery, for his hard work on behalf of EDF. And I want to thank all the members, Benefactors, Trustees, and foundations whose generosity this year has made EDF's work possible. Total support and revenue reached \$25.8 million, a record.

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

# CLIMATE:

## REDUCING

# GREENHOUSE

## GAS

## EMISSIONS



*For the 1990 Clean Air Act, EDF designed a new way to reduce sulfur emissions, one of the main causes of acid rain. President Bush praised EDF “for bringing creativity to the table to end what could have been a hopeless stalemate.” Under the plan, power plants must cut their sulfur emissions in half, but are free to choose how. Plants that cut more than required can sell excess reductions or use them later. President Clinton noted that the acid rain plan has put America “well ahead of the schedule we set for ourselves and well below the projected cost in cleaning the environment.”*

Emissions of carbon dioxide and other greenhouse gases—from fossil fuels, deforestation, and agriculture—are changing the Earth’s atmosphere. The consequences are expected to include record heat, drought, northward migration of tropical diseases, more intense rainstorms and snowstorms, and rising seas. Scientists overwhelmingly concur that the evidence for global warming is strong and the price of inaction high.

EDF is working for effective international agreements, national programs, and private-sector initiatives to reduce these emissions. To educate policymakers and the public, EDF analyzed the potential impacts of global warming for several parts of the country and presented a major exhibition at the Smithsonian. EDF scientists also served on international panels studying population growth and its impact on climate change.

As countries prepared for the December 1997 climate summit in Kyoto, Japan, all eyes were on the United States, the world’s largest emitter of greenhouse gases. EDF helped develop the U.S. proposal for an international emissions-trading system that could maximize reductions in emissions while minimizing costs. We joined with other environmental groups in pressing the Administration to commit to larger and earlier reductions. We also helped persuade President Clinton to offer American companies credit for making early reductions, without waiting for an

“THE ENVIRONMENTAL DEFENSE FUND HAS BECOME ONE OF THE MOST CONCEPTUALLY INNOVATIVE, SOPHISTICATED, AND EFFECTIVE CONSERVATION ORGANIZATIONS IN THE UNITED STATES.”  
*William K. Reilly, Former Administrator, U.S. Environmental Protection Agency*



**Carbon dioxide and other invisible heat-trapping gases are building up in the Earth's atmosphere as a result of human activities such as the burning of fossil fuels.**

international agreement. This will stimulate cost-reducing innovations.

British Petroleum, the world's third largest oil company, announced that it will monitor and disclose its worldwide greenhouse gas emissions and take steps to limit them. Working with EDF, the company will first set targets for some of its operating units and then establish a company-wide emissions limit, years ahead of any government requirement.

Two-thirds of America's electricity comes from fossil fuels. Restructuring of the electric utility industry will bring more competition, giving many people the chance to choose power from cleaner sources, such as wind, biomass, geothermal, and solar energy. Strong customer demand could make these options

more widely available at increasingly competitive prices. To promote such choices, EDF helped enact a California law that requires electric companies to disclose the source of their electricity to customers. In developing countries, EDF is working to redirect private and public investments, including World Bank loans, toward environmentally sound energy projects.

Transportation is another major source of greenhouse gases. In the past 25 years, the number of vehicles in the United States has grown six times faster than the human population. EDF is advocating greater efficiency and equity in transportation. A new natural-gas van service was launched with EDF's help in Los Angeles County, increasing the mobility of low-income commuters while

cutting air pollution. EDF promoted variable-toll plans in California and New York that would reduce congestion and thereby reduce pollution. We also helped win new transportation policies in Maryland that will discourage urban sprawl.

# HEALTH:

## PROTECTING PEOPLE FROM TOXIC CHEMICALS

AND

## POLLUTION



*The Ethyl Corporation introduced tetraethyl lead as a gasoline additive in 1923, without adequate health testing. Over the next 70 years, more than five million tons of lead went into gas. Most was dispersed from tailpipes into the air, contaminating the environment and endangering public health. EDF helped spearhead the fight against this health hazard, and lead was eliminated from gas in 1995. In 1997, another Ethyl metal-based additive, MMT, was banned in Canada and largely shunned in the United States, after EDF demanded that it not be used before health tests show it to be safe.*

Toxic chemicals and pollution can weaken people's resistance to disease and also directly cause illness, including cancer, damage to the nervous system, and lead poisoning. But it is not always clear which substances pose a threat. Each year manufacturers sell billions of pounds of chemicals for which the public lacks basic data on health effects. In essence, we and our children and grandchildren are the subjects of a large-scale health experiment.

A new EDF study, *Toxic Ignorance*, shows that even basic health tests are not publicly available for two-thirds of the 3,000 top-selling industrial chemicals. EDF has called on the 100 largest U.S. chemical companies to test the products they make and sell and to disclose the results.

The mere act of publicizing the extent of a company's toxic emissions can spur dramatic reductions. With the support of EDF and other environmental groups, the Environmental Protection Agency expanded its Community Right to Know program this year, requiring seven additional industries to report their releases of more than 600 toxic chemicals. These industries include coal and metal mining, electric utilities, and bulk petroleum terminals.

The Pollution Prevention Alliance, EDF's "office without walls" in the Great Lakes region, is working with grassroots groups in Cleveland to help them access, understand, and use information about the chemicals that are released in their communities. The



"EDF'S CHEMICAL SAFETY INITIATIVE HAS ALREADY FOCUSED SIGNIFICANTLY MORE ATTENTION ON THESE ISSUES ... AND WILL IMPROVE THE AVAILABILITY OF INFORMATION TO THE PUBLIC."

*Donald W. Griffin, Chairman, President, and CEO, Olin Corporation*



**Children deserve to grow up in a safe and healthful environment, free from exposure to toxic chemicals and pollution that can cause many kinds of illnesses.**

goal is to give workers and neighbors a strong voice in companies' environmental decisions, making pollution prevention a standard business practice. EDF plans to make similar health information available to communities nationwide using the World Wide Web.

Millions of Americans still breathe unhealthful air, but this year an important victory was won when the Environmental Protection Agency adopted stricter clean air standards and directed 22 Eastern, Midwestern, and Southern states to curb the nitrogen emissions that contribute to urban smog. Because much of this pollution travels long distances and crosses state lines, the agency embraced EDF's plan for a broad regional approach. The plan has a rigid limit on harmful emissions

but allows flexibility in how and where cuts will be made, thereby producing guaranteed reductions while ensuring the lowest cost.

EDF helped establish a similar regional approach to air quality problems in the Paso del Norte region around El Paso, Texas, and neighboring Ciudad Juarez, Chihuahua. Because the two cities share a common airshed, El Paso businesses are now allowed to meet some of their Clean Air Act obligations by investing in measures to reduce pollution in Juarez, where many more cost-effective opportunities are available.

Worldwide, most environmentally caused diseases come from contaminated water. In developing countries, EDF is striving to increase public and private investment in

drinking water, sanitation, and sewage treatment. This year a low-cost wastewater treatment plant in Tijuana, Mexico, designed and built by EDF and El Colegio de Frontera Norte, was certified by the Border Environmental Cooperation Commission. The plant reduces the amount of untreated sewage flowing into the Tijuana River and a neighboring wildlife reserve.

# BIODIVERSITY: PROTECTING WILDLIFE

AND

## HABITAT



*EDF's founding chairman, Dennis Puleston, now 91, remembers visiting the Suffolk County Mosquito Control Commission more than 30 years ago. He told them that spraying DDT was weakening ospreys' eggshells, reducing the number of chicks hatched by more than 95%. "They refused to listen," he recalls. "They said that DDT was killing mosquitoes, and that was their job, and it was cheap and easy to apply—and they were not concerned with any other organisms that were being affected by DDT." That prompted Puleston and his colleagues to bring the first in a series of legal actions that ended DDT spraying on Long Island and, within five years, nationwide.*

Protecting the variety and abundance of species has always been a primary concern for EDF. The rate at which species are going extinct today is at least 100 times higher than before the industrial era. Increasing population growth, resource consumption, and land development worldwide are encroaching on wildlife habitat, threatening many species with extinction.

More than half of the endangered species in America depend on privately owned land, and EDF has developed two major initiatives to preserve such habitat. One program, under the Farm Bill that EDF helped shape last year, combines state and Federal funds to help farmers restore wetlands and forests along rivers and streams. EDF worked with the state of Maryland to design and gain Federal approval for a 100,000-acre program along streams entering Chesapeake Bay. These restored wetlands and forests will provide wildlife habitat and help prevent agricultural chemicals from running into the streams and polluting the bay. Illinois and Minnesota worked with EDF to prepare similar plans that are awaiting approval, and officials in New York, North Carolina, Oregon, and Washington State have asked for EDF's help to develop plans as well.

The second program, called Safe Harbor, encourages landowners to manage their property to attract and nurture endangered species. It protects participating owners from incurring any added legal liability for endangered

“EDF’S WORK IN BRINGING ABOUT THE BANNING OF DDT WAS ONE OF THE MOST IMPORTANT LEGAL VICTORIES EVER WON FOR WILDLIFE.”

*Russell E. Train, Chairman Emeritus, World Wildlife Fund U.S.*



**Much of the Rocky Mountain Elk’s habitat is well protected on Federal land, such as here in Yellowstone. Many species whose habitats are found on private land, however, face the threat of extinction.**

species that move onto their land, thereby removing a disincentive that had kept many landowners from restoring wildlife habitats. The first Safe Harbor plan has enrolled more than 23,000 acres in the Sandhills region of North Carolina to benefit the endangered red-cockaded woodpecker. EDF’s model is being adopted around the country to save other species, and the U.S. Fish and Wildlife Service has embraced this approach.

EDF is also working with major forest-products companies to restore habitat. Westvaco worked with EDF to develop a statewide Safe Harbor program in South Carolina for the red-cockaded woodpecker, and Weyerhaeuser will protect the last remnant of North Carolina’s biologically rich East Dismal Swamp.

In Colorado, EDF led a coalition of environmental, recreational, and sportsmen’s groups to thwart the legislature’s attacks on the environment. The coalition used electronic mail and other means to mobilize citizens quickly against several bills that would have increased pollution and threatened wilderness. This grassroots opposition led the governor to veto the bills.

EDF particularly emphasizes the biodiversity of rivers and watersheds. In an EDF-designed plan in the Pacific Northwest, an electric utility bought water rights from farmers, leaving the water in the Snake River—where it benefits endangered salmon and generates electricity—instead of using it for marginal irrigation. In Oregon, the Confederated Tribes of Warm Springs worked with EDF and

others to secure passage of a Federal law that will facilitate ecological restoration in the Deschutes River Basin, which has important steelhead and salmon populations.

EDF and a Brazilian environmental group convened an international panel of experts to evaluate a navigation project that threatens the world’s largest wetland, South America’s Pantanal. The panel concluded that plans for the project were fundamentally flawed, which has prompted Brazil, Paraguay, and international lenders to rethink the project’s future. EDF also helped convince the Overseas Private Investment Corporation to abandon support for a gold mine near the Volcanoes of Kamchatka World Heritage Nature Site in Russia’s Far East.

# OCEANS:

## REDUCING POLLUTION

AND

## OVERFISHING



*In 1970, after decades of exploitation, the United States listed the humpback whale and the seven other species of great whales as endangered, thanks in part to EDF's efforts to document their plight. At that time, the U.S. had been buying about 20% of the world's whale oil, and the listing ended the importation of whale products and halted all remaining U.S. whaling activity. It also obliged the government to take a stand in favor of curtailing whaling at meetings of the International Whaling Commission. Today, most of the great whales are still in jeopardy, although with continued protection their populations are slowly recovering.*

Pollution and overfishing have damaged ocean ecosystems, including coastal wetlands and coral reefs, and depleted many fish stocks. Pollution from the Mississippi River, for example, has created a 7000-square-mile dead zone in the Gulf of Mexico. In the last 30 years, overfishing has driven down the average weight of swordfish caught at sea from 260 pounds to 90 pounds, a size at which swordfish are two years short of reproducing. The underlying problems include poor fisheries management, coastal development, aquaculture (fish farming), and bycatch (the inadvertent capture of one species while fishing for another).

Most ocean pollution begins on land, particularly with farms and sewage treatment plants that contaminate coastal waters. EDF's North Carolina office has focused national attention on pollution caused by the hog industry. North Carolina alone has more than eight million hogs, whose untreated waste is sprayed onto fields and runs into nearby streams and coastal estuaries. EDF helped win a two-year moratorium on new and expanded hog farms in the state, as well as limits on discharges from sewage treatment plants. This could serve as a national model.

EDF staff are addressing the root causes of collapsing fish stocks by serving as the only environmental representatives to the New England Fishery Management Council and two National Academy of Sciences advisory panels. The panels will study

“THERE HAS LONG BEEN A BELIEF THAT THE SEA, AT LEAST, WAS INVIOATE, BEYOND MAN’S ABILITY TO CHANGE AND TO DESPOIL. BUT THIS BELIEF, UNFORTUNATELY, HAS PROVED TO BE NAIVE.”

*Rachel Carson*



**Throughout human history, the oceans have been a plentiful source of food, but today 13 of the world’s 17 major fishing grounds are fished out or in serious decline.**

Individual Transferable Quotas, a tool advocated by EDF to prevent fish harvests from exceeding the level that would cause stocks to decline. With such quotas, each fisherman is given a percentage share of the total allowable catch and has a direct stake in the fishery’s future. In North Carolina, EDF helped win a sweeping new law to limit fish catches to sustainable levels and to protect critical marine habitats.

EDF also worked to reduce the problem of bycatch, where fishing gear or methods cause unintended harm to other species. EDF helped win new regulations to protect albatrosses and other seabirds from drowning on longline fishing hooks in the North Pacific, and helped enact U.S. legislation that will underpin an enforceable international agreement to limit the

number of dolphins killed in tuna nets.

In a new effort, EDF is helping to establish a network of Marine Protected Areas, where fishing is banned or significantly restricted. This year EDF worked with local groups to designate part of the Florida Keys National Marine Sanctuary as a reserve in which harvesting of fish and other wildlife is prohibited. EDF is working to establish other protected areas in various coastal waters.

In California, EDF continued its longstanding efforts to restore the ecological integrity of the San Francisco Bay and Delta. To assist in Bay-Delta restoration, EDF scientists recommended a system of key indicators of ecosystem health and developed measures to put needed freshwater into the bay.

Aquaculture now produces one-quarter of the seafood consumed worldwide. A new EDF report, *Murky Waters*, shows that improperly managed fish and shrimp farms can contaminate coastal ecosystems with chemicals and untreated sewage. In addition, escaped fish and shrimp can spread disease and compete with native species. Along the Texas Gulf Coast, the leading site of U.S. shrimp farms, EDF is fighting to extend state wastewater discharge regulations to all coastal shrimp farms. At an international meeting of the aquaculture industry, EDF organized environmental and other groups from around the world to advocate alternative, environmentally responsible fish-farming practices.

### PROGRAM STAFF

#### CALIFORNIA

- Computer specialist **CHRISTO ARTUSIO** (B.A., Univ. of Calif., Berkeley) works to create incentives for widespread use of renewable energy.
- Economist **MICHAEL W. CAMERON** (M.P.P., Harvard Univ.) designs transportation reforms to reduce pollution in California and nationally.
- Computer specialist **FRANCIS CHAPMAN** (B.A., Univ. of Calif., San Diego) works to lessen environmental effects of electricity production.
- Marine ecologist **RODNEY M. FUJITA** (Ph.D., Boston Univ., Marine Biological Laboratory) works to protect marine ecosystems and fisheries.
- Attorney **ROBERT GARCÍA** (J.D., Stanford Univ.) advances water and transportation measures that enhance the environment and civil rights.
- Attorney **THOMAS J. GRAFF** (LL.M., London Univ.; LL.B., Harvard Univ.) focuses on reforming Western water and transportation systems.
- Computer specialist **DANIEL A. KIRSHNER** (B.A., Univ. of Calif., Santa Cruz) advances utility competition and renewable energy development.
- Policy analyst **MEG KREHBIEL** (B.A., Dartmouth College) advocates Bay Area transportation reforms.
- Engineer **KEN LEISERSON** (M.S., Univ. of Calif., Berkeley) develops information technology-based tools to reduce emissions of toxic chemicals.
- Resource specialist **DEBORAH MOORE** (M.S., Univ. of Calif., Berkeley) works to protect rivers, public health, and water quality internationally.
- Toxicologist **BILL PEASE** (Ph.D., Univ. of Calif., Berkeley) identifies risks to human health caused by exposure to toxic chemicals.
- Attorney **DAVID ROE** (J.D., Yale Univ.) develops innovative strategies for reducing human exposures to toxic chemicals.
- Computer specialist **SPRECK ROSEKRANS** (B.A., Univ. of Calif., San Diego) works on energy and water management alternatives.
- Resource analyst **KATRINA SCHNEIDER** (B.A., Univ. of Calif., Berkeley) constructs water policy and flood management solutions for California.

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

#### MASSACHUSETTS

- Research associate **TRACY DYKE** (B.A., Oberlin College) works on corporate partnership projects.
- Management specialist **RALPH EARLE** (M.P.P.M., Yale Univ.) leads EDF's corporate partnership efforts.
- Engineer **DEBORAH A. FALCONE** (M.S., Stanford Univ.) develops products and programs to reduce environmental impacts of businesses.
- Marketing analyst **VICTORIA MILLS** (M.A., Johns Hopkins Univ.) advances partnerships with consumer products companies.
- Policy analyst **ELIZABETH STURCKEN** (M.P.P., Harvard Univ.) works with major corporations to reduce packaging waste.
- Research associate **LINDA TSANG** (B.S., M.I.T.) advances corporate environmentalism.

#### NEW YORK

- Deputy Director for Programs **MARCIA ARONOFF** (B.A., Oberlin College) leads EDF's program staff.
- Ecologist **JANINE BLOOMFIELD** (Ph.D., Yale Univ.) advances knowledge of how global warming might affect natural and human resources.
- Economist **DANIEL J. DUDEK** (Ph.D., Univ. of Calif., Davis) develops markets to empower entrepreneurial solution of pollution problems.
- Atmospheric scientist **STUART R. GAFFIN** (Ph.D., N.Y.U.) quantifies the impact of population and consumption on global climate projections.
- 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.
- Project manager **AZUR MOULAERT** (M.S., North Carolina State Univ.) coordinates EDF's Member Action Network.

- Earth systems scientist **BRIAN C. O'NEILL** (Ph.D., N.Y.U.) advances public education on climate change and population growth.

- Atmospheric physicist **MICHAEL OPPENHEIMER** (Ph.D., Univ. of Chicago) is EDF's chief scientist and leads efforts to avert global warming.

- Attorney **WILLIAM J. ROBERTS** (J.D., Univ. of Chicago; M.A., Yale Univ.) directs EDF's strategic communications and legislative efforts.

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

- Scientist **DEBORAH SALON** (B.A., Carleton College) analyzes opportunities to reduce emissions from automobiles and trucks.

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

#### NORTH CAROLINA

- Marine biologist **MICHELLE DUVAL** (Ph.D., Duke Univ.) is working on water quality and marine fisheries.

- Office director **JANE PREYER** (M.P.A., Univ. of North Carolina) works on water quality and conservation issues.

- 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.

- Attorney **DAN WHITTLE** (J.D., Univ. of Colorado) works to improve North Carolina 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.

#### ROCKY MOUNTAIN

- Resource analyst **CHELSEA CONGDON** (M.A., Univ. of Calif., Berkeley) protects aquatic ecosystems and other resources in the West and Mexico.

- Outreach coordinator **SCOTT INGOLDSTAD** (B.A., Colorado College) builds coalitions with other environmental and grassroots groups.

- 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.



EDF's mission is being carried out today by 160 dedicated staff members, many of whom are profiled on these pages.

## 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.
- Economist PETER M. EMERSON (Ph.D., Purdue Univ.) works with communities to design low-cost strategies to cut pollution.
- Attorney JIM MARSTON (J.D., N.Y.U.) develops programs on energy efficiency and works to clean up the U.S.-Mexico border.
- Attorney KARL R. RÁBAGO (J.D., Univ. of Texas; LL.M., Pace Univ.) advances renewable energy and energy efficiency.
- Scientist CARLOS A. RINCON (Ph.D., Instituto Tecnológico de Monterrey) works to improve air quality on the Texas-Mexico border.
- Attorney MELINDA E. TAYLOR (J.D., Univ. of Texas) leads EDF's efforts to restore ecosystems.

## WASHINGTON, DC

- Economic analyst CAROL ANDRESS (B.A., Duke Univ.) works to improve the environmental condition of Great Lakes urban communities.
- Attorney MICHAEL J. BEAN (J.D., Yale Univ.) heads EDF's 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.
- Research associate KEVIN T. BRYAN (B.S.C.E., Howard Univ.) works on corporate partnerships.

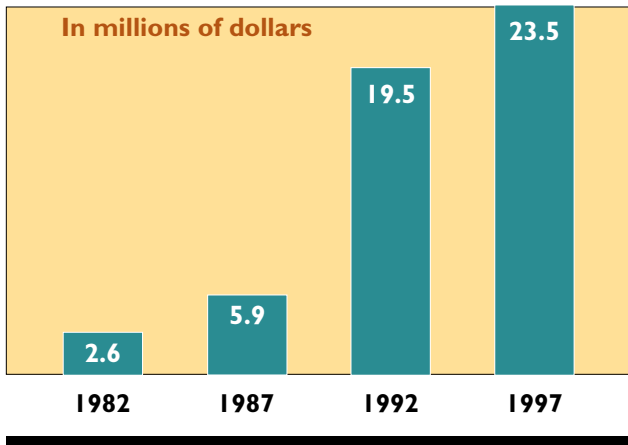
- Legislative Director STEVE COCHRAN (B.S., Louisiana State Univ.) coordinates EDF's efforts in Congress and before administrative agencies.
- Biochemist RICHARD A. DENISON (Ph.D., Yale Univ.) designs ways to include environmental considerations in product concept and design.
- Engineer LOIS N. EPSTEIN (M.S., Stanford Univ.) partners with grassroots groups to promote pollution prevention.
- Attorney KAREN L. FLORINI (J.D., Harvard Univ.) advances environmental health by promoting access to data and control of hazards.
- Sociologist and agronomist STEPHANIE FRIED (Ph.D., Cornell Univ.) focuses on sustainable tropical resource management.
- Attorney JOSEPH GOFFMAN (J.D., Yale Univ.) advocates economic incentives to cut pollution from cars, power plants, and factories.
- Economist KORINNA HORTA (M.A., Johns Hopkins Univ.) protects forests and watersheds affected by international investments.
- Attorney KEVIN MILLS (J.D., Univ. of Michigan) directs EDF's 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 transportation and land use reforms to reduce motor vehicle dependence.

- Attorney BRUCE RICH (J.D., Univ. of Penn.) leads EDF's efforts to reform international financial institutions such as the World Bank.
- Engineer JACKIE PRINCE ROBERTS (M.E.S., M.P.P.M., Yale Univ.) advances EDF's joint work with consumer products companies.
- 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 lead and dioxin.
- Outreach coordinator BENJAMIN SMITH (M.A., George Washington Univ.) advances EDF's pollution prevention work in Cleveland.
- Economic analyst SARAH M. WADE (M.P.P.M., M.E.S., Yale Univ.) develops emission reduction markets to solve atmospheric pollution problems.
- Ecologist DAVID S. WILCOVE (Ph.D., Princeton Univ.) develops strategies to protect endangered species in the United States.

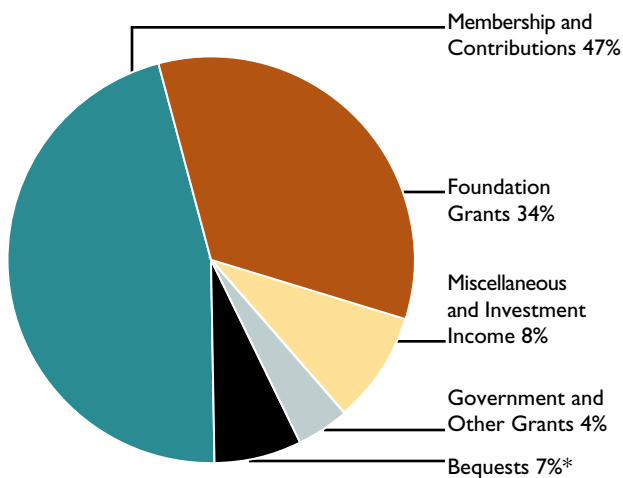
## WISCONSIN

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

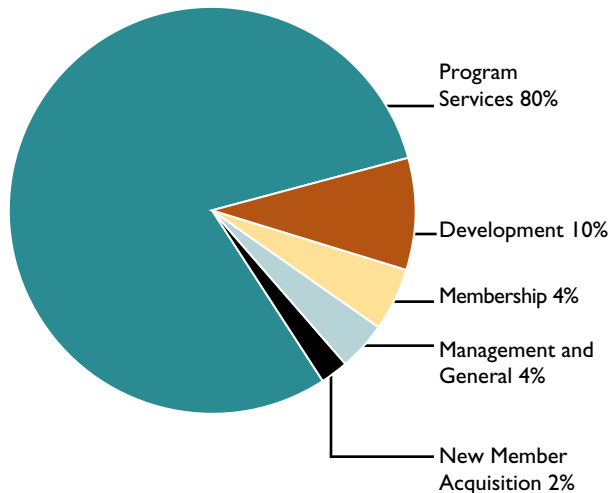
**TOTAL PROGRAM AND SUPPORTING SERVICES**



**SOURCES OF OPERATING SUPPORT AND REVENUE**



**EXPENSES**



\*Of this amount, 90% was transferred to long-term investment and not used for operations.

Thanks to the generosity of our members, Benefactors, foundations, and other contributors, the Environmental Defense Fund's total program and supporting services for fiscal year 1997 reached \$23.5 million. EDF received a record amount of financial support this year, including \$25.8 million in operating support and revenue, an 11% increase over the previous year. In addition, non-operating funds of \$1.7 million in bequests and \$2.8 million in investment and other income were provided directly for EDF's endowment and long-term investment.

EDF's *21st Century Campaign* to raise \$25 million in program and endowment funds reached its goal this year and met the deadline for the "all-or-nothing" Kresge Foundation challenge. This resulted in an additional \$1 million gift from Kresge toward the purchase of new computer equipment and networks. These improvements have enhanced communication among EDF's 160 employees and its many constituencies around the world.

Support from membership and contributions in fiscal 1997 totaled \$12 million, representing 47% of operating support and revenue. EDF has more than 300,000 active members. Major support also came from more than 160 foundations, with grants totaling \$8.7 million, or 34% of the total.

Eighty percent of EDF's expenses in fiscal 1997 went directly to program services. Program objectives were achieved with no growth in expenses from 1996, thanks to a year-long strategic planning process that produced a sharper focus of programmatic efforts and significant operating efficiencies. Four percent of the total expenses were for management and administration, and 14% for the fundraising needed to generate both

current income and support for future years. Two percent was spent on the acquisition of new members.

In accordance with the policies of EDF's Board of Trustees for building the organization's capital reserves, \$1.4 million of the change in net assets from operations was transferred to EDF's endowment and long-term investment. Together with bequests and investment and other income, this increased EDF's net assets by 46% to more than \$21.7 million at September 30, 1997. Prudent management and successful fundraising has set the stage for future growth and has positioned EDF to address the problems of climate, health, biodiversity, and oceans on the larger scale outlined in its strategic plan.

Note: Under policies established by EDF's Board of Trustees, the amount of bequests to be reflected in operating support and revenue is determined by the average of the most recent five years, and 90% of the bequests received are to be transferred to long-term investment. Accordingly, in fiscal year 1997, EDF realized an increase in net assets from unrestricted operations of \$1,465,339 and was required to transfer \$1,450,093 to long-term investment.

Copies of the complete, audited financial statement from which this information is reported may be obtained by writing to Environmental Defense Fund, 257 Park Avenue South, New York, NY 10010.



## STATEMENT OF ACTIVITIES

Year ended September 30

15

Operating Support and Revenue	Unrestricted	Temporarily Restricted	Permanently Restricted	Total 1997	Total 1996
<b>Support:</b>					
Membership and contributions	\$10,975,793	\$ 1,026,544		\$12,002,337	\$12,137,035
Foundation grants	1,312,500	7,397,160		8,709,660	6,614,131
Government and other grants		1,098,234		1,098,234	1,261,608
Bequests*	1,700,943	99,497		1,800,440	1,105,668
<b>Total support</b>	<b>13,989,236</b>	<b>9,621,435</b>	-	<b>23,610,671</b>	<b>21,118,442</b>
<b>Revenue:</b>					
Investment income	457,892	139,198		597,090	444,932
Awarded attorneys' fees	329,479			329,479	231,529
Fees, royalties, and other income	1,268,256			1,268,256	1,501,303
<b>Total revenue</b>	<b>2,055,627</b>	<b>139,198</b>	-	<b>2,194,825</b>	<b>2,177,764</b>
Net assets released from restrictions	8,885,873	(8,885,873)		-	-
<b>Total support and revenue</b>	<b>24,930,736</b>	<b>874,760</b>	-	<b>25,805,496</b>	<b>23,296,206</b>
<b>Expenses</b>					
<b>Program services:</b>					
Climate	5,644,877			5,644,877	6,090,701
Health	3,757,904			3,757,904	3,568,132
Biodiversity	2,842,317			2,842,317	2,569,157
Oceans	820,937			820,937	603,308
Education	4,607,862			4,607,862	4,779,390
Legislative action	584,739			584,739	506,629
Membership activities	436,449			436,449	560,022
<b>Total program services</b>	<b>18,695,085</b>	-	-	<b>18,695,085</b>	<b>18,677,339</b>
<b>Supporting services:</b>					
Management and general	890,311			890,311	891,485
New member acquisition	519,253			519,253	428,824
<b>Fundraising:</b>					
Membership	1,072,540			1,072,540	1,313,877
Development	2,288,208			2,288,208	2,163,723
<b>Total supporting services</b>	<b>4,770,312</b>	-	-	<b>4,770,312</b>	<b>4,797,909</b>
<b>Total operating expenses</b>	<b>23,465,397</b>	-	-	<b>\$23,465,397</b>	<b>\$23,475,248</b>
<b>Changes in Net Assets</b>					
From unrestricted operations	1,465,339			1,465,339	34,525
From restricted operations		874,760		874,760	(213,567)
Transfer to long-term investment	(1,450,093)			(1,450,093)	-
<b>Non-operating changes:</b>					
Transfer from operating activities	1,450,093			1,450,093	
Bequests	1,703,030			1,703,030	2,340,931
Investment and other income	1,579,872	742,924	457,160	2,779,956	780,173
Net assets released from restrictions	335,777	(335,777)		-	-
<b>Total change in net assets</b>	<b>5,084,018</b>	<b>1,281,907</b>	<b>457,160</b>	<b>6,823,085</b>	<b>2,942,062</b>
<b>Net assets, beginning of year</b>	<b>7,420,438</b>	<b>4,621,155</b>	<b>2,861,648</b>	<b>14,903,241</b>	<b>11,961,179</b>
<b>Net assets, end of year</b>	<b>\$12,504,456</b>	<b>\$ 5,903,062</b>	<b>\$ 3,318,808</b>	<b>\$21,726,326</b>	<b>\$14,903,241</b>

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When your attorney draws up your will, we suggest using the following language:

“I hereby give and bequeath \_\_\_\_\_ to the Environmental Defense Fund, a not-for-profit membership organization incorporated by the laws of the State of New York, having as its principal address 257 Park Avenue South, New York, New York 10010, for EDF’s general purposes.”

If you wish to discuss the language of your bequest with a member of the EDF staff, or if you would like additional information on planned giving opportunities, including real estate gifts, please contact Anne B. Doyle at EDF’s New York headquarters, telephone (212) 505-2100.

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