



ENVIRONMENTAL DEFENSE

finding the ways that work

**2005 ANNUAL REPORT**



## AT A GLANCE

### **Environmental Defense**

Originally incorporated as Environmental Defense Fund on October 6, 1967

### **Headquarters**

New York City

### **Members**

More than 400,000

### **Staff**

266 full-time staff

### **Offices**

New York, NY · Washington, DC · Oakland, CA

Boulder, CO · Raleigh, NC · Austin, TX · Boston, MA

*Project offices:* Los Angeles, CA · Beijing, China

(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 economic and social support because they are nonpartisan, cost-effective and fair.

### **On the cover**

Coastal wetlands and barrier islands, like Assateague Island off the Maryland and Virginia coasts, help protect communities from the onslaught of hurricanes. In Louisiana, more than one million acres of coastal wetlands have been lost since the 1930s, leaving the city of New Orleans more vulnerable.

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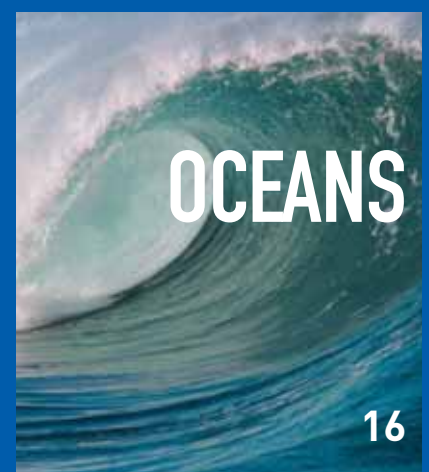
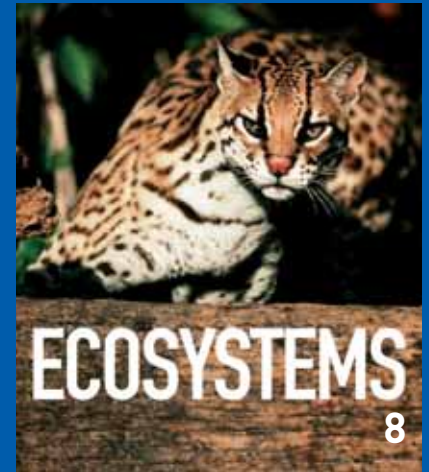
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**Applying a unique approach...  
...to the most serious environmental issues**

*Environmental Defense takes an uncommon approach: showing how economic growth and a healthy planet can go hand in hand.*

*With more Ph.D. scientists and economists than any similar group, we don't just point out problems; we create lasting solutions.*

*We work directly with businesses, government and communities in a nonpartisan manner, developing constructive alternatives that make sense for all.*



# Winning results

## Message from the chairman

In 1991, when I was president of Time Warner, I was asked to join the President's Commission on Environmental Quality. There were 25 of us, but it was the message Fred Krupp brought from Environmental Defense that resonated with me. He spoke of a commitment to rigorous science and the use of market incentives, and he convinced me of his group's willingness to work with landowners, businesses and communities. Here were committed environmentalists who had replaced an adversarial framework with pragmatism. That doesn't mean they settle for less; they raise the bar high and are very persistent. But the solutions they propose are always fair and inclusive.

Since joining the board in 1998, I've particularly appreciated this constructive tone. The people out there building this country don't want high-decibel confrontation; they want to make things happen, to create opportunities for solutions that are durable.

Environmental Defense creates fundamental innovations like market incentives to cut sulfur dioxide pollution and revolving loan programs to rebuild fisheries. I believe in leveraging great ideas. When we figure out how to clean the air in Los Angeles, a similar approach often works in Beijing. That answer, that piece of intellectual property, may take \$2 million to develop but will have billions of dollars' worth of impacts globally.

There are win-wins in life. To those who say, "You can't have environmental progress and economic growth at the same time," I show them how we find ways to make substantial progress in both. By the end, they tell me, "Environmental Defense must be the best-kept secret out there." I've heard that a hundred times.

Thank you for making this work possible.



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



Chairman N.J. Nicholas, Jr., president Fred Krupp and executive vice president David Yarnold at the Environmental Defense headquarters in Manhattan.

## A few of our historic results



**1967**

**A small group of scientists forms our organization** to win a nationwide ban on DDT, which harmed wildlife and tainted human mother's milk. As a result of the ban, bald eagles and other magnificent birds rebound across the country.



**1970**

**Environmental Defense efforts bring all hunted whales** onto the U.S. endangered species list.



**1974**

**Our study of Mississippi River water helps pass the Safe Drinking Water Act**, establishing the first comprehensive health standards for water nationwide.



**1985**

**We help convince federal regulators to phase out lead** from gasoline, leading to a dramatic decline in childhood lead poisoning.



**1987**

**We play a key role** in the treaty to phase out the use of CFCs, chemicals that damage the Earth's ozone layer.

# The power of new alliances

## Message from the president

When we come calling, government officials don't expect us to bring along doctors, farmers, fishermen or business executives. Yet those are just the sort of unlikely allies who found common cause with Environmental Defense this year.

People who care about human health and the natural world come from all walks of life. The expertise that our partners bring to the table helps us design solutions that protect the environment while taking into account the need for growth and jobs. As you page through this report, which covers just a sampling of our work this year, you will find many examples of the power of alliances, including corporate partnerships built on the model we pioneered with McDonald's over a decade ago. (We accept no funding from our corporate partners.)

This past year has been marked by great advances and significant challenges. In Congress, for the first time, a majority of senators voted to support enactment of a national cap on the emissions that cause global warming. Although the resolution is nonbinding, it could signal a historic turning point. Meanwhile, major companies like GE and Xerox pledged to cut their emissions, as did the mayors of more than 180 cities.

Yet this also was the year Congress passed an energy bill that worsens our dependence on fossil fuels, the House of Representatives voted to dismantle core protections of the Endangered Species Act and the Environmental Protection Agency announced a woefully inadequate plan to address toxic mercury pollution from power plants.

Clearly we have our work cut out for us. We must build on the new opportunities while keeping one step ahead of opponents who would turn back decades of environmental progress. To help guide our expanded efforts, I am pleased to welcome David Yarnold as executive vice president. In his 27 years at the *San Jose Mercury News*, David managed a fast-growing organization. He brings a wealth of expertise to our cause.

This year's results happened because of your generous support. Thank you.



Fred Krupp  
President

*“Environmental Defense has joined with us in preserving a healthy world for our children. Its alliance with the public health community to reduce air pollution has been exemplary.”*

**John L. Kirkwood**

President and Chief Executive Officer  
American Lung Association



**1990**

**The new Clean Air Act incorporates our innovative market-based methods** to cut air pollution and acid rain. The measures reduce sulfur dioxide pollution faster than expected, at a fraction of the predicted cost.



**1991**

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



**1995**

**Our Safe Harbor plan is launched, giving landowners new incentives** to help endangered species on their property.



**2003**

**Deep cuts in unhealthy diesel pollution** from farm and construction equipment are spurred by our national and local work.



**2004**

**We help broker an agreement** between Russia and the European Union, bringing into force the world's first treaty limiting global warming pollution.

# CLIMATE

No challenge is more serious than global warming.  
We are working against a ticking clock.

# Building momentum for U.S. action on global warming

*“Environmental Defense has been a consistently positive force, finding ways to bridge gaps between industry and the environmental side.”*

**Franz Litz**

New York State coordinator of climate change policy

## STRONGER STORMS AHEAD



*Hurricane Katrina in the Gulf of Mexico. Global warming is raising the temperature of surface waters and has fueled an increase in the number of Category 4 and 5 storms.*

For many Americans, Hurricane Katrina’s devastating blow to New Orleans in August 2005 put an end to complacency about global warming. Climate change can’t be blamed for every hurricane or heat wave, but scientists say a hotter world will make the weather more extreme—and dangerous.

Washington has been slow to confront this threat but much of America is moving forward. Governors, mayors, faith leaders, investors and some of the country’s mightiest corporations are not only calling for action but also taking bold steps themselves. In the space of one week last spring, General Electric, Xerox and the electric utility Exelon all pledged to cap their emissions of carbon dioxide, the gas produced by burning fossil fuels that is chiefly responsible for global warming.

Environmental Defense helped build this momentum through new alliances. “One of the best ways to galvanize the federal government is to bring industry and powerful states into play,” says attorney Jim Marston, who coordinates our state efforts.

In the Northeast, nine states are developing a regional plan to reduce carbon dioxide emissions. We served on New York Governor George Pataki’s task force that initiated the process. Power plants from Maine to Delaware—an area with emissions as high as Germany’s—would be required to cut carbon dioxide 10% by 2020. Under the plan, electric utilities could decide among themselves who would make the largest cuts, creating an emissions-trading market to achieve the required reduction at lowest cost.

“Environmental Defense has been a consistently positive force, finding ways

## CLIMATE

► to bridge gaps between industry and the environmental side,” notes Franz Litz, New York State coordinator of climate change policy.

In California, Governor Arnold Schwarzenegger took an even bolder step. He issued an executive order for a state plan to reduce carbon emissions 80% by 2050. California also became the first state to adopt standards to cut carbon pollution from cars, beginning with 2009 models. Our staff provided legal and technical advice to the state and helped advance similar vehicle measures in Connecticut and New Jersey. Meanwhile, North Carolina will set a target to reduce emissions statewide, thanks to a new law we helped design and pass.

“The states alone can’t solve global warming, but they are putting the pressure on Washington,” says Marston. “Now instead of debating whether to address global warming Congress is talking about how to rein in emissions in a way that boosts the American economy.” In June 2005, a bipartisan majority of U.S. senators called for enacting “mandatory, market-based limits on emissions of greenhouse gases.” Now Congress must follow those words with action.

“Global warming is here,” says our chief scientist Dr. William Chameides. “Let’s hope it won’t take another disaster to persuade Congress to take initiative. The sooner we act, the better our chances to avert dangerous climate disruption.”

## Protecting the Amazon rainforest will reduce global warming



In Brazil, we collaborated with the government, nonprofit organizations and grassroots groups to create a mosaic of reserves in the Terra do Meio, the last large tract of unprotected forest in the southeastern Amazon. The new reserves will complete an 85,000-square-mile corridor of exceptional biodiversity, slowing deforestation and sheltering endangered species such as spider monkeys and giant river otters.

The clearing and burning of rainforests worsens global warming by releasing vast amounts of carbon dioxide into the atmosphere. Tropical deforestation accounts for some 20% of global warming pollution—nearly as much as total U.S. emissions.

The indigenous peoples who inhabit the frontier have proven to be its

best source of protection. Inside the reserves, deforestation has been reduced by 90%. Our project helps local and national groups improve the monitoring of reserve boundaries, mobilizes law enforcement and supports indigenous communities. “Forests are safer,” says our scientist Dr. Stephan Schwartzman, “with a local constituency for sustainability.”



## LOOKING FORWARD



### FedEx hybrid trucks shift into high gear

Low-emission hybrid-electric delivery trucks now travel the roads in New York, Sacramento, Tampa and Washington, DC, the result of our partnership with FedEx to transform truck technology. The trucks emit far less global warming pollution and go 57% farther on a gallon of fuel. FedEx will place more such trucks in other cities in 2006, and DHL, Frito-Lay, the U.S. Postal Service and other fleets also are ordering hybrids.



### Global warming pioneers: Sowing the seeds for a better future

We are working with farmers and foresters across the country to show how they can help slow global warming. By not tilling their soil, for example, some Kansas corn growers are keeping tons of carbon in the ground and out of the atmosphere. Farmers even could be paid to offset carbon dioxide emissions from power plants and other polluters. To ensure carbon is measured accurately, we are developing a field guide for use in such projects.

## Clean energy for the poor

*A global perspective comes naturally to the former chairman and CEO of the International Herald Tribune. Previously, as long-time president of the Rockefeller Foundation, Peter Goldmark encouraged the foundation to get involved in global environmental issues. He joined Environmental Defense in 2003.*



*"We can't solve the problem of global warming without reducing air pollution in developing countries. We're looking for ways to bring clean energy to the world's poor and to help get China, India and other emerging economies involved in reducing greenhouse gas emissions."*

**Peter Goldmark**  
Climate program director



# ECOSYSTEMS

Innovative programs enlist landowners as allies rather than adversaries of endangered species.

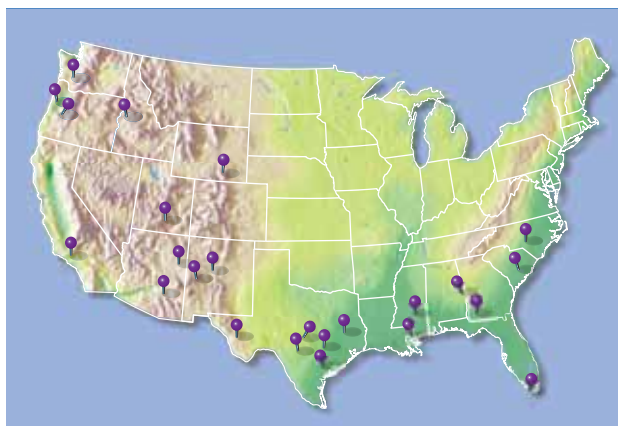
## Building a corridor of hope for the ocelot

*“Environmental Defense secured the trust of landowners, and that was key to Safe Harbor’s initial success.”*

**Ralph Costa**

Recovery coordinator  
U.S. Fish and Wildlife Service

*MORE THAN 3.6 MILLION ACRES AND GROWING*



*To help endangered species, landowners have enrolled millions of acres in Safe Harbor programs around the country, including four in Hawai‘i. Our proven approach is ripe for expansion to other regions.*

As the sun’s final rays filter through the thorn scrub at Laguna Atascosa National Wildlife Refuge, another world awakens. This is when the refuge’s most famous resident, the ocelot, begins to prowl.

Once common across southern Texas, ocelots have almost vanished in the United States. First hunted for their pelts, then displaced by development, these sleek cats have been reduced to between 50 and 100 survivors. Roughly half of them are holding out in patches of thorn scrub around the refuge near the U.S.-Mexico border.

The ocelots are safe while in the scrub. But hemmed in by farms, highways and the encroaching suburbs of Brownsville, they are in danger of inbreeding and face a high risk of being hit by cars. The nearest ocelots, in Mexico, are 150 miles away. “If we don’t do something to help them, this population will not be sustainable,” says our biologist Linda Laack, who in 20 years of researching ocelots has survived encounters with killer bees and rattlesnakes.

Since the portion of the refuge suitable for ocelots is already at capacity, Environmental Defense is working with Texas landowners to expand habitat on neighboring lands. We also are collaborating with Pronatura Noreste, a Mexican conservation group, to map out prime habitat across the border and provide incentives for protection on private lands there as well. Our long-term goal is to create a cross-border corridor where ocelots and their kittens can flourish.

Before our innovative Safe Harbor program, many ranchers and farmers were reluctant to improve wildlife habitat on their land. Some even destroyed habitat, fearing new restrictions if endangered

### ECOSYSTEMS

▶ species moved in. But Safe Harbor, adopted as official policy by the U.S. Fish and Wildlife Service, assures landowners that their efforts to restore habitat will not lead to new constraints on their property.

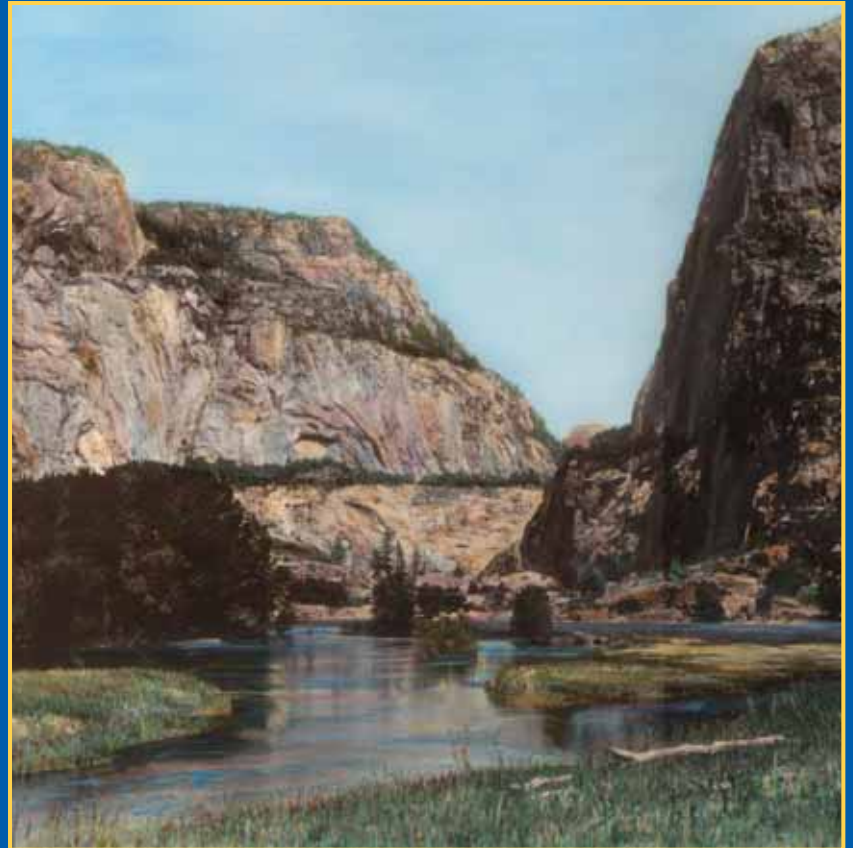
Private landowners are the ocelot's best hope for recovery. "By planting thorn scrub, I can help ocelots—and attract other wildlife as well," says landowner Michael Scaief, who has a Safe Harbor agreement pending. "These improvements add value to my land."

This year marks the tenth anniversary of Safe Harbor. More than 45 species have come under its protective umbrella, including not just birds and mammals but also amphibians, fish, mussels, insects and plants. All told, more than 3.6 million acres have been enrolled in Safe Harbor nationwide, according to the Fish and Wildlife Service.

As the Endangered Species Act faces a renewed attack on Capitol Hill, our landowner allies provide compelling testimony to support the act: "With Safe Harbor, the argument that landowners and endangered species are at odds is no longer valid," notes our wildlife specialist Karen Chapman.

Partners like Michael Scaief offer proof. As more landowners sign on, the ocelot may someday join the northern aplomado falcon and brown pelican as an endangered species brought back from the brink of extinction.

## Discover Hetch Hetchy, Yosemite's magnificent twin valley



Ever since Hetch Hetchy Valley in Yosemite National Park was dammed and flooded to make a reservoir for San Francisco in the 1920s, advocates of national parks have dreamed of its resurrection. Now, thanks to Environmental Defense, that dream is one step closer to reality. Our groundbreaking study *Paradise Regained* has inspired broad public support and led to a series of Pulitzer Prize-winning editorials in the *Sacramento Bee*.

As San Francisco upgrades its water system, our study proposes cost-effective ways to supply the area with the same high-quality Tuolumne River water while returning Hetch Hetchy's stunning waterfalls and glaciated rock faces to the American people. Prompted by Environmental Defense, Governor

Schwarzenegger's administration is weighing restoration studies, and the idea of resurrecting Hetch Hetchy Valley has quickly garnered bipartisan legislative backing. Restoration, says Assemblyman Tim Leslie (R-Tahoe City), "would be a priceless gift to future generations, not only for Californians but for all Americans."

## LOOKING FORWARD



### Reforming America's farm policy to benefit the environment

We helped secure \$3.4 billion in 2005 for farmers who restore wildlife habitat or create buffers along sensitive waterways. With the Farm Bill up for reauthorization in 2007, we have built a left-right alliance of fiscal conservatives, farmers, international development groups, environmental organizations and Latino groups. We will advocate reforms such as cutting trade-distorting subsidies to save tax dollars and boost support for conservation.



### Protecting critical wetlands on the Colorado River

In Arizona, we helped convince federal and state agencies to consider protecting wetlands when dealing with Colorado River water shortages. Together we identified options to safeguard the Cienega de Santa Clara, the area's largest wetland and home to the endangered Yuma clapper rail and desert pupfish. Our analysis showed that money could be saved and wetlands preserved through conservation and water transfers, which free up water from agricultural uses.

## Defusing the water wars

*First as a chemical engineer and then as an environmental attorney, Mary Kelly has dedicated herself to harmonizing economic development and environmental protection in the American West. After serving for a decade as executive director of the Texas Center for Policy Studies, Kelly joined Environmental Defense in 2002 to take her work to the national level.*



*"Some see a future of scarcity and water conflicts in the arid West. We have a different vision. Right now agricultural irrigation accounts for the bulk of water use in western states. If we give farmers economic incentives to use water more efficiently, they can benefit by transferring saved water to cities and ecosystems that need it."*

**Mary Kelly**  
Ecosystems program director

# HEALTH

A young child with dark hair, wearing a bright pink long-sleeved shirt and dark pants, stands on a concrete sidewalk. The child's arms are outstretched horizontally to the sides. The sidewalk is scattered with fallen brown leaves. In the background, a residential street is visible with houses, green lawns, and an American flag flying from a porch. The sky is a clear, pale blue.

**Everyone has a right to breathe healthy air. We're helping make that a reality.**

## Seizing an opportunity to clean up America's dirtiest power plants

*The new clean air program will deliver “the largest pollution reductions and health benefits of any air rule in more than a decade.”*

**Stephen Johnson**  
Administrator  
U.S. Environmental Protection Agency

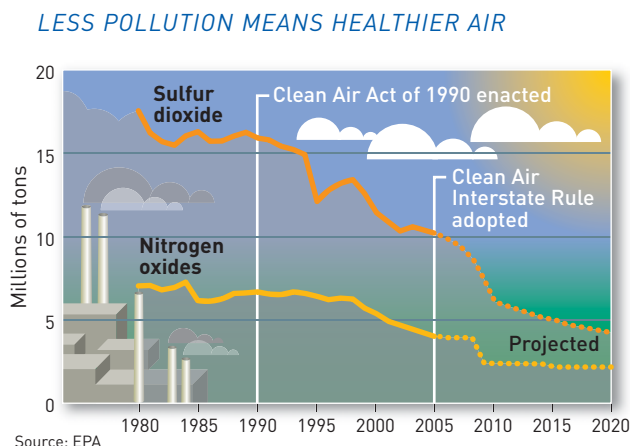
Towering above the Monongahela River in southwestern Pennsylvania, a 700-foot-tall smokestack belches a plume of toxic gases. The smokestack is the most visible sign of the Hatfield's Ferry power plant, one of the nation's dirtiest. This 35-year-old facility emits more than 135,000 tons of sulfur dioxide into the air each year.

Why do half of all Americans breathe unhealthy air? Older coal-fired power plants are a big part of the problem. All told, power plants emit two-thirds of the nation's sulfur dioxide and one-fifth of the nitrogen oxides, contributing to health problems ranging from heart attacks to asthma and other respiratory diseases. Pollution from these behemoths travels hundreds of miles.

Hatfield's Ferry and other dirty plants in the eastern half of the country should soon be cleaned up, thanks to strict new limits on pollution that Environmental Defense helped bring into effect. The U.S. Environmental Protection Agency's new Clean Air Interstate Rule (CAIR) will deliver “the largest pollution reductions and health benefits of any air rule in more than a decade,” said EPA administrator Stephen Johnson.

Our attorney Vickie Patton, a former EPA lawyer, was the first to make the case for the agency to adopt new standards for power plant pollution under the existing Clean Air Act, using a cap-and-trade system similar to the successful program we pioneered in 1990 to curb acid rain. The new rule, announced in March 2005, helped stall legislation that would have dismantled the Act.

CAIR requires eastern states to cut sulfur dioxide 70% and nitrogen oxides 65%. By 2015, EPA estimates it will prevent 17,000 premature deaths a year and



*Environmental Defense helped develop the U.S. cap-and-trade programs that are cutting power plant pollution dramatically.*

### HEALTH

- ▶ provide \$80 billion in health benefits annually. Using market-based incentives to spur innovation and lower costs, the program will yield benefits that exceed compliance costs by 25 to 1.

Environmental Defense laid the groundwork for CAIR in 2002, when we won a settlement that required EPA to enforce strict smog standards in hundreds of counties across the country with unhealthy air. We also secured a model statewide program to clean up power plants in North Carolina and took legal action against smokestack pollution from upwind states.

Last summer, we used our non-partisan approach to clean up diesel exhaust, another major source of air pollution. Teaming up with Senators George Voinovich (R-OH) and Thomas Carper (D-DE), we helped pass the Diesel Emissions Reduction Act. The new law tackles diesel pollution nationally and authorizes \$1 billion in incentives to clean up existing fleets, including trucks, ships, locomotives, school buses and tractors.

"These smokestack and tailpipe initiatives will help restore healthy air to communities across the country," says Patton. "Millions of Americans will breathe easier."

## Plagued by air pollution, China looks to the market to clean up



The Chinese media call it "the environmental storm." With 16 of the world's 20 most polluted cities, China has embarked on a mission to clean up its environment. A primary target is sulfur dioxide, which is a major contributor to acid rain and fine-particle pollution.

Working with Environmental Defense, Beijing set a goal to cut sulfur dioxide emissions 10% below 2000 levels and has embraced market-based emissions trading as a way to do it.

We began with pilot projects to cut power-plant pollution in several cities and provinces, eventually taking on one-third of China's total sulfur dioxide emissions. Building on that success, we helped develop national regulations this year. Now we have been asked by the country's environmental agency to be its

partner in designing enforcement mechanisms.

China's dizzying growth rate has made it hard for the government to meet its environmental goals. "Market-based environmental policies like emissions trading offer China a way to keep pace," says our chief economist Dr. Daniel Dudek, who introduced emissions trading to the country. In recognition of his work, Dudek was given the Friendship Award, China's highest honor bestowed on a foreigner.

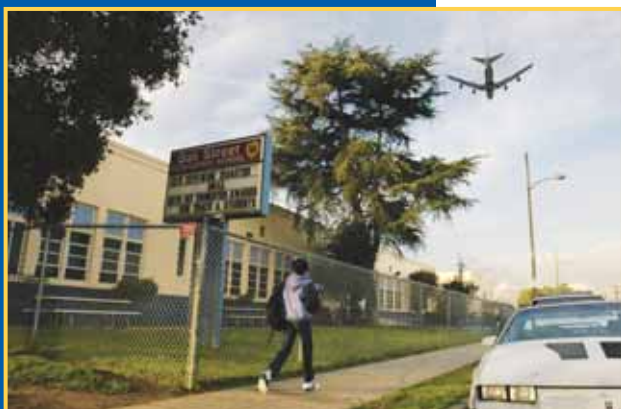


## LOOKING FORWARD



### A pair of victories will help keep antibiotics effective

The rampant overuse of antibiotics on farms endangers the effectiveness of these wonder drugs for people. Now, after years of pressure from Environmental Defense and our partners, the U.S. Food and Drug Administration has banned Cipro-like antibiotics for poultry. In another advance, the Compass Group, America's second-largest food service company, partnered with us on a new purchasing policy that will curtail the use of antibiotics to promote growth in pigs.



### Friendlier skies over L.A.

We led negotiations with Los Angeles International Airport, resulting in \$500 million in environmental and job benefits—the largest such agreement ever made—for communities affected by the airport's expansion plan. Improvements include home and school soundproofing and pollution controls. Now the mayor has appointed our attorney Jerilyn Lopez Mendoza as a harbor commissioner overseeing the greening of L.A.'s port.

## Getting nanotech right

*Dr. John Balbus came to Environmental Defense in 2002 after seven years as a practicing physician at George Washington University, where he founded the Center for Risk Science and Public Health. He works with a broad range of allies in the medical community to reduce environmental risks to human health.*



*"Imagine being able to predict and avoid the catastrophic downside of modern 'miracles' like PCBs, asbestos and leaded gasoline. For nanotechnology, our pacesetting work with leading companies gives us the chance to get out in front of a promising new technology and get it right the first time."*

**John Balbus**  
Health program director



# OCEANS

**Environmental Defense finds common ground with fishermen to preserve a sea of life.**

## A landmark ocean conservation plan will protect a paradise off California's coast

*“We never would have been able to help enact these protections without Environmental Defense.”*

**Captain Chris Kubiak**  
Fisherman, Morro Bay

### SAVING AN UNDERSEA TREASURE



*Nearly 6,000 square miles of prime habitat, including undersea canyons and coral gardens, will be protected from trawling.*

Only a handful of people knew of the undersea treasure lying off one of California's most traveled coastlines until marine biologists compared notes with fishermen and unveiled a secret: In the waters off Big Sur, just south of Monterey, lay coral gardens seven feet tall. Here some of the world's biggest rockfish roamed alongside a multitude of other rare species.

Extending 200 miles offshore, this zone is one of just four places on Earth where an upwelling of water from the ocean floor distributes huge amounts of nutrients. It needs protection if future generations are to enjoy wild-caught fish from the region. But trawlers, dragging weighted nets along the ocean floor, were doing heavy damage.

"This is one of the world's most productive ecosystems," said Jay Elder, harbormaster of Port San Luis. "Yet it wasn't being adequately protected." Insufficient scientific study and decades of disputes between fishermen and regulators had led to an economic and environmental collapse. In 2002, the government finally closed some areas to bottom trawling, but even this didn't stop the persistent decline of fish stocks.

The only hope was to ban trawling across a much larger area. But some fishermen were barely making a profit and vehemently objected to further restrictions. To break the logjam Environmental Defense marine ecologist Dr. Rod Fujita and our partners at The Nature Conservancy found a way to gain fishermen's support.

If the fishermen would honor large no-trawl zones, our partnership would buy out vessels and permits from willing sellers—and help the remaining fisher-

### OCEANS

► men market their sustainably caught fish at a premium price.

“Environmental Defense is assisting us in building new markets that will revive fisheries and fishing communities,” said Elder. “Without this help in keeping us in business, we would not have come to the table. We don’t want to depend solely on tourism here.”

Once trust was established, fishermen began disclosing highly confidential information on where they fished. “This was revolutionary,” noted Elder. “Fishermen never tell you their secrets.”

Together, we mapped out no-trawl zones that achieved our ecological goals while still allowing fishermen to make a living by fishing in less critical areas. We then spearheaded the advocacy that won federal and state support for the plan. In the end, our prescription for safeguarding essential habitat prevailed over less protective proposals.

The dramatic result is that nearly 6,000 square miles of undersea habitat (an area larger than Connecticut) will be protected, including underwater canyons, seamounts and corals that harbor a spectacular diversity of ocean life. Now California’s legendary rockfish fishery has a chance to survive, and historic fishing villages from Point Conception to Point Sur can remain vibrant—all thanks to a new consensus among habitually embattled stakeholders.

“This solution allows us to be the ones doing the protecting,” said Captain Chris Kubiak, a trawl fisherman out of Morro Bay. “We never would have been able to help enact these protections without Environmental Defense.”

## Casting a lifeline to fishermen



Until recently, traditional Cape Cod fishermen worried they would be forced out of business, spelling the end for some of America’s best-loved fishing towns. Generations of overfishing and flawed government regulations had nearly eradicated the historic cod fishery. To help replenish these stocks Environmental Defense teamed up with the Cape Cod Commercial Hook Fishermen’s Association, reinventing the way these small-boat fishermen work as a community.

Together, we formed a co-op whose members are granted a percentage share of the allowable catch, thereby ending overfishing. Since the co-op holds a permanent interest in the fishery, it has an economic incentive to help the fish stocks recover. Profits are up, too, as fishermen are free to fish when market conditions are favorable.

Now, other northeastern fishermen want our help developing such “catch share” systems.

## Fish farms, a growth industry, could see a healthier future



A leading retailer, Wegmans Food Markets, joined with Environmental Defense to promote environmentally sound seafood. In our partnership, we’re helping the supermarket chain develop purchasing standards and market top-quality farmed seafood that does not deplete the oceans. The project will demonstrate how sustainable seafood can improve both business and the environment.

## LOOKING FORWARD



### Protecting a spectacular Hawaiian ecosystem

Working with a coalition of fishermen and Native Hawaiian leaders—and with more than 20,000 Environmental Defense members submitting public comments—we convinced the state of Hawai`i to establish a marine refuge encompassing 1,000 square miles of state waters around the fragile Northwestern Hawaiian Islands. Now, precious coral reefs and endangered species such as the monk seal will be safer because of the scientific, economic and policy assistance we provided.



### Sport fishermen join with us to save a vital species

Though lacking in glamour, menhaden are a key link in the East Coast food chain. These tiny fish are food for striped bass, osprey and loons. With menhaden numbers dwindling, we formed an alliance with the Coastal Conservation Association, representing 95,000 recreational fishermen. Together we won the first limits on the menhaden catch, so there will be enough for wildlife—and for commercial processors who rely on menhaden to make omega-3 nutritional supplements.

## Creating a plan to revive the seas

*In a 20-year career before joining Environmental Defense in 2003, David Festa worked in business and government, applying economic solutions to environmental problems. At the U.S. Department of Commerce, he directed the office of policy and strategic planning and helped win national fishery management reforms.*



*“By using economic incentives in a new way, we can protect the oceans and also help fishermen and coastal communities. What we’re working toward is abundance: of safe seafood, clean beaches, vibrant communities and profitable, sustainable fisheries.”*

### David Festa

Oceans program director

# Who's who on the program staff

The work of **Environmental Defense** is carried out today by more than 260 dedicated staff, many of whom are profiled on these pages.

## CALIFORNIA

**Spreck Rosekrans**

Water analyst

**Elizabeth Sturcken**

Project manager

**Thomas Graff**

Regional director

**Rodney Fujita**

Marine ecologist



## CALIFORNIA

Policy analyst **Rafael Aguilera** (M.P.P.A., California State Univ. at Sacramento)

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

Marine policy analyst **Kate Bonzon** (M.S., Stanford Univ.)

California global warming project director **Karen Douglas** (J.D., Univ. of Colorado)

Research assistant **James Fordyce** (B.A., Harvard Univ.)

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

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

High Meadows scientist **Jeffery Greenblatt** (Ph.D., Univ. of Calif., Berkeley)

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

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

Program associate **Jenny Perich** (B.A., Univ. of Colorado, Boulder)

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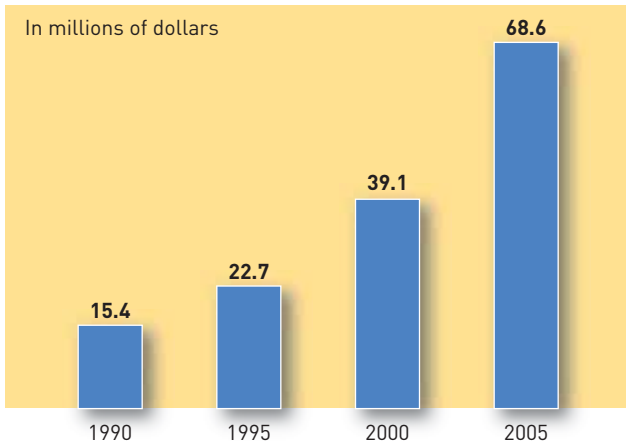
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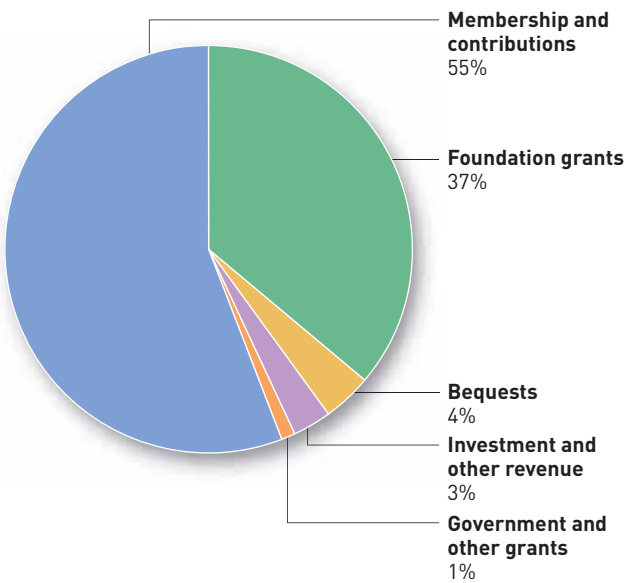
▫ Program and regional directors and managers

## FINANCIAL COMMENTARY

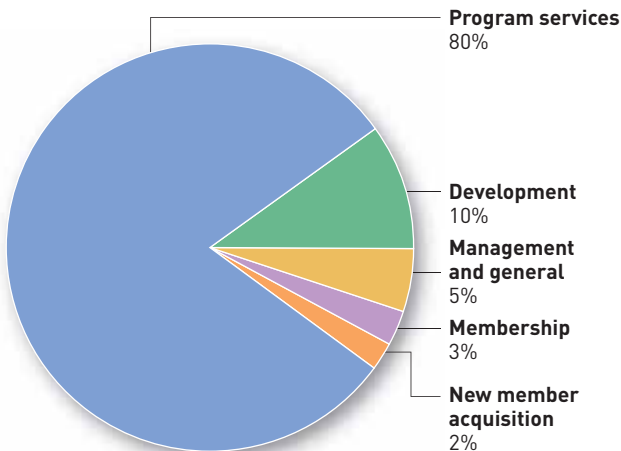
### Operating support and revenue raised for current and future years



### Sources of operating support and revenue



### Expenses



Environmental Defense continued to maintain a strong financial position in the fiscal year ended September 30, 2005, thanks to the remarkable generosity and support of our members, trustees, major donors, foundations and other contributors.

**Revenue for current and future years.** Total operating support and revenue contributed during fiscal 2005 for use in that year and in future years reached a record level of \$68.6 million, a 36% increase over the previous year. More than 400,000 members contributed \$37.8 million, representing 55% of the total. Foundation grants totaled \$25.5 million, or 37% of the total. Bequests of \$2.5 million from members of our Osprey Society accounted for 4% of the total, government and other grants provided 1% and investment income and other revenue accounted for the remaining 3%.

Multiyear grants and pledges are playing an increasing role in enabling us to expand our work. More than \$14 million in fiscal 2005 gifts was designated for use in future years, while past multiyear grants continued to provide support for our work this year.

**Expenses.** Expenditures on program and supporting services totaled \$52.0 million in fiscal 2005. Program services expenditures of \$41.5 million accounted for 80% of total operating expenses, with almost all devoted to our four priority areas—climate, ecosystems, health and oceans. Five percent of the total was for management and administration, while 13% went toward the fundraising needed to generate current income and support for future years. Two percent was spent on the acquisition of new members.

**Net assets.** Total net assets grew to \$72.9 million, of which \$39.0 million is restricted to future years' program activities and \$28.8 million is designated for long-term investment.

*Note: Under policies established by the Board of Trustees, the amount of unrestricted bequests to be reflected in operating support and revenue is determined by the average of the most recent five years, and up to 90% of total bequests received are to be designated for long-term investment. Accordingly, in fiscal year 2005 Environmental Defense transferred \$2,117,971 to long-term investment.*

# STATEMENT OF ACTIVITIES

Year ended September 30

	Unrestricted	Restricted	Total 2005	Total 2004
<b>Operating support and revenue</b>				
Support:				
Membership and contributions	\$13,069,525	\$24,723,201	\$37,792,726	\$29,513,490
Foundation grants	-	25,462,353	25,462,353	16,165,328
Government and other grants	-	1,021,698	1,021,698	411,667
Bequests	2,474,113	-	2,474,113	2,228,836
Total support	15,543,638	51,207,252	66,750,890	48,319,321
Revenue:				
Interest and allocated investment income	1,035,043	238,007	1,273,050	1,582,060
Fees, royalties and other income	583,033	-	583,033	549,109
Total revenue	1,618,076	238,007	1,856,083	2,131,169
Net assets released from restrictions	37,035,126	(37,035,126)	-	-
Total support and revenue	54,196,840	14,410,133	68,606,973	50,450,490
<b>Expenses</b>				
Program services:				
Climate	14,093,594	-	14,093,594	12,204,361
Ecosystems	12,355,400	-	12,355,400	10,900,587
Health	5,290,331	-	5,290,331	5,649,265
Oceans	6,431,728	-	6,431,728	5,881,035
Education	2,834,254	-	2,834,254	2,821,601
Membership activities	448,339	-	448,339	488,049
Total program services	41,453,646	-	41,453,646	37,944,898
Supporting services:				
Management and general	2,405,402	-	2,405,402	2,573,014
New member acquisition	1,309,934	-	1,309,934	776,297
Fundraising:				
Membership	1,670,753	-	1,670,753	1,539,209
Development	5,180,864	-	5,180,864	4,853,977
Total supporting services	10,566,953	-	10,566,953	9,742,497
Total operating expenses	52,020,599	-	52,020,599	47,687,395
<b>Change in net assets from current operations</b>	2,176,241	-	2,176,241	1,079,049
Transfer to long-term investment	(2,117,971)	-	(2,117,971)	(1,078,836)
Change in restricted net assets	-	14,410,133	14,410,133	1,684,046
Change in net assets from non-operating activities:				
Transfer from operations	2,117,971	-	2,117,971	1,078,836
Bequests, contributions and other income	1,273,642	5,000	1,278,642	985,645
Investment income, net of allocation to operations	693,531	94,003	787,534	1,303,980
Total change in net assets	4,143,414	14,509,136	18,652,550	5,052,720
<b>Net assets, beginning of year</b>	26,015,760	28,196,926	54,212,686	49,159,966
<b>Net assets, end of year</b>	\$30,159,174	\$42,706,062	\$72,865,236	\$54,212,686

This statement represents the consolidated activities of Environmental Defense and Environmental Defense Action Fund. Copies of the complete, audited financial statements from which this information is reported are available upon request.

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