



National
Fish and Wildlife
Foundation

2004 Annual Report

20TH ANNIVERSARY 1984-2004

20/20 VISION



*“Thought is the blossom;
language the bud;*

jaguar

Pacific tree frog

Yellowstone cutthroat trout

whooping

tiger

North Atlantic right whale

action the fruit behind it.”

— RALPH WALDO EMERSON

bald eagle

California condor

green sea turtle



crane

black-tailed prairie dog



Letter from the CHAIRMAN AND EXECUTIVE DIRECTOR

Dear Friends of the Foundation,

The theme for our 2004 annual report is “20/20 Vision” — a celebration of our long service in conservation, as well as our view of the conservation world today and tomorrow. More than 20 years have passed since the U.S. Congress created the National Fish and Wildlife Foundation. We continue to work diligently to apply knowledge gained and lessons learned as we wisely invest in conservation that will affect the future of fish, wildlife and the habitat on which they depend. These natural resource treasures are a legacy that will benefit current and future generations.

On the cover and inside of this annual report are a jaguar and a black-tailed prairie dog. They represent the Foundation’s on-going journey to conserve wildlife and their habitats, and how the projects to protect them are all part of the bigger conservation picture.

The first project supported by the Foundation was to determine the status of endangered jaguars in South America, Central America, Mexico and the southwestern United States (see page 10 for more information). Today, we continue to learn more about jaguars and their habitat needs as we work toward the ultimate goal — the removal of the big cat from the endangered species list.

Nearly 20 years later, we celebrate the black-tailed prairie dog as a real success story (see page 9 for more information). Last year, the U.S. Fish and Wildlife Service removed the black-tailed prairie dog as a candidate for listing under the Endangered Species Act. We’re proud to report that the Foundation has supported more than a dozen projects that have helped in its comeback. From jaguars to black-tailed prairie dogs, the Foundation remains the nation’s champion of fish, wildlife and habitat conservation.

In 2004, the Foundation supported more than 700 conservation projects valued at \$72.7 million. With these projects, the Foundation continued to serve as a unique model for conservation programs, bringing together local, state and federal partners. Each partner contributed to the process of leveraging our dollars three times. Following are some totals for 2004 and the past 20 years:

PROJECT ELEMENTS	FISCAL YEAR 2004	FISCAL YEARS 1984-2004
Federal funds leveraged by the Foundation	\$26.9 million	\$305.1 million
Corporate, foundation and individual contributions, and nonfederal and matching funds contributed by partners	\$45.8 million	\$613.7 million
Total investment	\$72.7 million	\$918.8 million
Acres managed, restored or acquired by federal and nonfederal partners	195,843	17.4 million

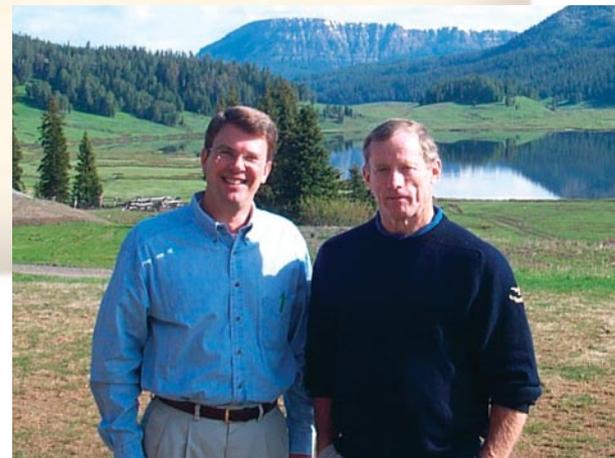
In addition to these successes, we continue to strengthen long-time partnerships with corporate, Federal, state and local agencies and international, national, regional and local nonprofit partners. We formed new ties with corporations, including BP America, MBNA and Nestlé Purina. The Foundation’s accomplishments have been made possible by visionary corporate, foundation and Federal partners, a committed board, the Foundation’s regional councils and committed staff.

Partnerships, leveraging, creativity and accountability are keys to our decades-old organization and will have long-lasting impacts on the fish, wildlife and habitats which we work to conserve. As the National Fish and Wildlife Foundation moves into the next 20 years of conservation, we pledge to protect the vital fish, wildlife and habitats that will ensure sustainable wildlife populations for generations to come. With your continued confidence and support, we will act to address the nation’s most pressing conservation issues of our day — and we thank you.

Max C. Chapman, Jr.
Chairman

John Berry
Executive Director

**The Foundation’s
chairman, right, and
executive director
in Wyoming.**



U.S. FISH AND WILDLIFE SERVICE, NCTC/NEAL AND M.J. MISHNER



Fishing on Island Lake in Montana.

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A young grizzly bear catches a salmon.

U.S. FISH AND WILDLIFE SERVICE, NCTC/E. AND P. BAUER

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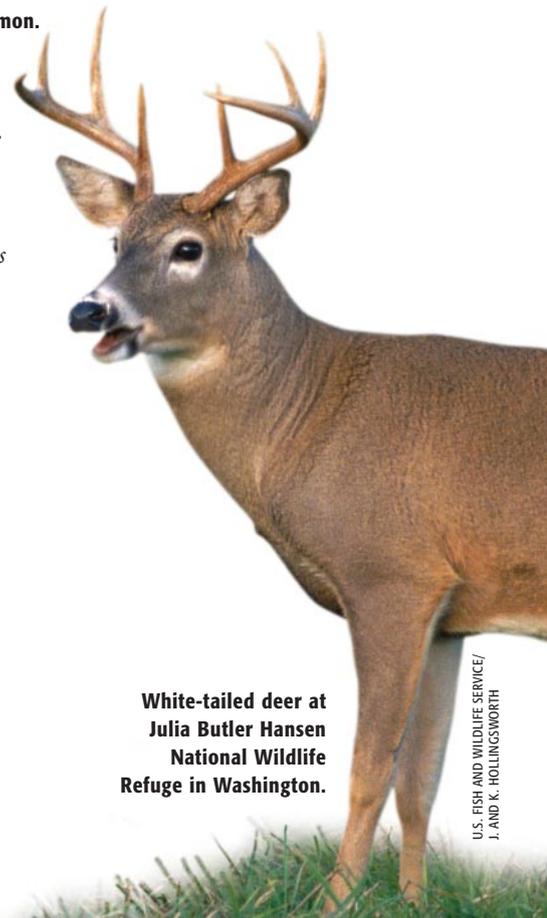
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White-tailed deer at
Julia Butler Hansen
National Wildlife
Refuge in Washington.

U.S. FISH AND WILDLIFE SERVICE/
J. AND K. HOLLINGSWORTH

"It is not what we have that makes us a great nation,

20/20 VISION

Typically, "20/20 vision" refers to a person's clear vision. However, in the case of the National Fish and Wildlife Foundation (Foundation), it refers to the organization's ability to evaluate the past 20 years of its conservation work in order to see clearly into its future. Ultimately, insightful evaluation and planning will help better guide the Foundation's future funding decisions.

HOW IT ALL BEGAN

Twenty years ago — in 1984 — Congress created the Foundation as a nonprofit, 501(c)(3) tax-exempt organization dedicated to the conservation of fish, wildlife and plants, and the habitat on which they depend. The Foundation's vision is for healthy, richer and more abundant populations of fish, wildlife and plants for future generations. The Foundation decided to achieve this vision by creating partnerships between the public and private sectors and by strategically investing in conservation and sustainable use of natural resources. Additionally, to foster cooperation

between a variety of partners, the Foundation does not support lobbying, political advocacy or litigation.

20 YEARS OF ACCOMPLISHMENTS

In the 1980s and early 1990s, the Foundation blazed the trail when it came to funding innovative conservation projects. It served as an important model for conservation, bringing together local, state and federal partners, with each partner contributing to the process of directing national resources into local tangible results.

Within its first five years, the Foundation played a crucial role in launching the North American Waterfowl Management Plan, and Congress created the North American Wet-

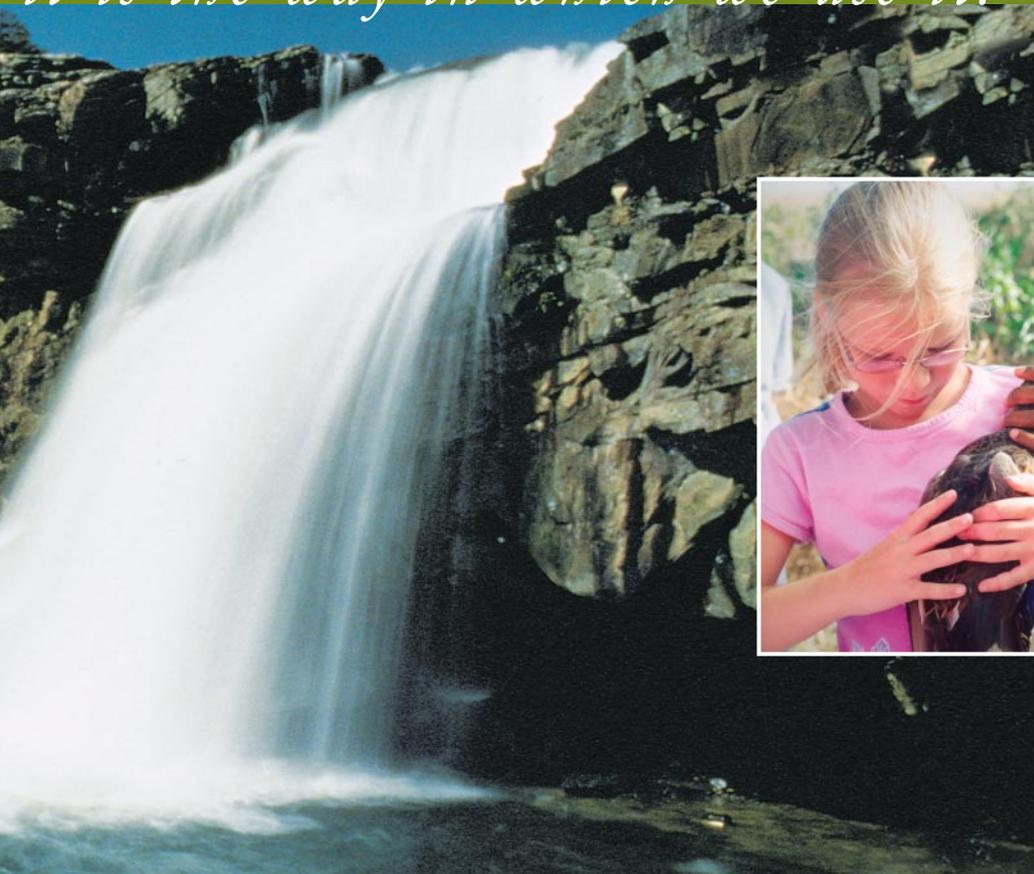
lands Conservation Act. The Foundation followed with a succession of important programs and initiatives, including the Bring Back the Natives initiative, Neotropical Migratory Bird Conservation Program and recovery of the black-tailed prairie dog (which the U.S. Fish and Wildlife Service removed as a candidate species from the Endangered Species List in August 2004). The Foundation also participated in the North American Waterfowl Manage-

School kids engage in hands-on, field-based learning experiences at a prairie wetlands ecosystem.



it is the way in which we use it.”

— THEODORE ROOSEVELT



Left: Nocolulu Falls in Alabama. Inset: Fifth graders meet local wildlife.

U.S. FISH AND WILDLIFE SERVICE

U.S. FISH AND WILDLIFE SERVICE, NCTC/GEORGE GENTRY

ment Plan. These successes are each featured on the following pages.

The Foundation also kick-started a number of key programs with corporations, including the ExxonMobil Save the Tiger Fund, Shell Marine Habitat Program and the Anheuser-Busch Budweiser Conservation Scholarship Program.

Since 1999, the Foundation has stepped up its outreach to forge public/private partnerships, defined by action, strengthened by collaboration and focused on effectiveness. In 2004 alone, the Foundation joined in partnership with a number of corporations that understand what's good for fish and wildlife is good for business.

REACHING A MILESTONE

In 2004, the Foundation reached a milestone by celebrating its 20th year of conservation service, and it remains a leader in conservation through strong partnerships, leveraging and practical solutions.

In addition, effective impacts on fish and wildlife populations may clearly be seen

through projects such as the re-establishment of a wild and free population of California condors in central and southern California, Arizona and Baja, Mexico. Over the past two decades, the Foundation has created on-the-ground conservation opportunities for more than \$918 million in funds (that's more than \$305 million in federal funds and nearly \$614 million in private matching funds) for work on 7,273 conservation projects nationally and internationally.

Last year, the Foundation added several projects to its evaluation process to help quantify the conservation impacts of its grant making. The Foundation's evaluation tool kit will measure dollars invested in terms of conservation and guide new conservation investments. The knowledge gained from the evaluation system will be made public and serve as a resource for the public, private and nonprofit conservation community.

IMPACTING THE FUTURE OF CONSERVATION

An exciting result that will come from the Foundation's evaluation efforts is the creation

of a web-based "conservation library" — a resource that will transform the future of conservation work. This pioneering idea encourages grantees to share knowledge with other conservationists through a self-evaluation process. The vision is that individuals and organizations will learn from others' successes in order to build upon the potential for even more innovative work, while avoiding errors discovered by working on the front lines of conservation.

- Following are the Foundation's goals:
- Engage the broadest possible base of partners for collaborative conservation;
 - Increase resources for conservation;
 - Support innovative sustainable conservation solutions;
 - Respect private property rights, and enhance personal and community livelihoods;
 - Recover and sustain viable and healthy ecosystems;
 - Maintain scientific rigor and integrity;
 - Maximize efficiency, customer service and financial accountability.

FEATURED PROGRAMS

A mallard drake takes off.



NORTH AMERICAN WATERFOWL MANAGEMENT PLAN AND THE NORTH AMERICAN WETLANDS CONSERVATION ACT

ECONOMIC IMPACT

The Foundation's impact on conservation has reached beyond funding individual projects. For example, in the mid-1980s — a time when waterfowl populations had vastly diminished — more than 18 million people spent \$2 billion to view and photograph waterfowl and more than three million people spent nearly

\$1 billion annually to hunt waterfowl in North America.

In 1986, in response to declining waterfowl popula-

tions and significant economic interest, the Foundation stepped forward as a leader to help launch the North American Waterfowl Management Plan. The management plan serves as an international agreement that guides the United States and Canadian governments in developing long-term protection for wetlands and associated upland habitat vital to waterfowl and other North American migratory birds. In 1994, Mexico joined the innovative partnership.

JOINT VENTURES

Strong joint ventures, which develop tactics focusing on areas of concern identified in the management plan, set the stage for success. These partnerships involve federal, state, provincial, tribal and local governments, as well as businesses, conservation organizations and individuals. Although partners may think globally, they act locally, as implementation of the plan is completed on a regional basis. There are approximately a dozen such habitat joint ventures in the United States and three in Canada. One of the habitat joint ventures crosses the United States and Canadian border, while the two countries also support joint ventures that help to protect three species.

In 1989, the management plan spawned the North American Wetlands Conservation Act (NAWCA), which provides matching grants to organizations and individuals who have developed wetlands conservation partnerships in North America. In fiscal year 2004, the U.S. Congress appropriated \$37.5 million for NAWCA grant funds. Some of the first of these projects supported by the Foundation include the acquisition and restoration of wetlands and production of the educational audio-visual materials and programs.

FUNDING PROJECTS

A council, established by NAWCA to review and recommend project proposals to the Migratory Bird Conservation Commission, includes nine members. The leadership also includes the executive director of the National Fish and Wildlife Foundation and the director of the U.S. Fish and Wildlife Service, each holding permanent seats on the council, which meets three times a year.

The total impact of NAWCA since its inception has been tremendous:

- Approximately 22.1 million acres of wetlands and associated uplands conserved and/or restored;
- More than \$605 million invested in effective conservation through its grant program;
- Total partner contributions of more than \$1.7 billion.

Source: U.S. Fish and Wildlife Service

Q&A

QUESTION: How many Americans bird watch and hunt waterfowl?

ANSWER: A 2001 U.S. Fish and Wildlife survey indicates that 46 million people age 16 and older bird watch in the United States, and approximately three million Americans hunt waterfowl and dove. Economic impact: Birders spent an estimated \$32 billion, and hunters spent \$1.4 billion on trips and equipment that year.

A group of bird watchers at J.N. Ding Darling National Wildlife Refuge in Florida.



U.S. FISH AND WILDLIFE SERVICE, NCTC/GEORGE GENTRY

Brook trout.



Q&A

QUESTION: What type of projects does Bring Back the Natives support?

ANSWER: It supports projects that:

- Initiate partnerships with private landowners;
- Demonstrate successful collaborative conservation;
- Address watershed health issues that lead to habitat restoration;
- Are key to restoring native aquatic species and their migration corridors;
- Promote stewardship on private lands;
- Can demonstrate a 2-to-1 nonfederal fund match to federal funds.

BRING BACK THE NATIVES

ATTENDING TO NATIVE AQUATIC SPECIES

In 1991, the Foundation began working in cooperation with a number of conservation organizations to “bring back the natives.” As part of this aptly titled initiative, the Foundation, U.S. Fish and Wildlife Service, Bureau of Land Management, U.S. Department of Agriculture’s Forest Service, Bureau of Reclamation and Trout Unlimited have distributed nearly \$32.9 million in grants to nonprofit organizations, universities, American Indian tribes and local, state and federal agencies interested in restoring native populations of sensitive or listed aquatic species. The initiative has supported 245 projects and benefited more than 120 species, 29 of which are federally listed as threatened or endangered.

ON-THE-GROUND EFFORTS

The initiative funds on-the-ground actions that involve partnerships between communities, agencies, private landowners and organizations which seek to rehabilitate streamside

Newly hatched salmon alevins.



and watershed habitats. Projects focus on the habitat needs of species such as fish, invertebrates and amphibians that originally inhabited the waterways across the country. Special emphasis is placed on cutthroat trout restoration, particularly projects that work to protect or re-establish migration corridors between breeding populations such as Lahontan cutthroat trout and Yellowstone cutthroat trout. Other eligible species include bull trout, red-band trout, Apache trout, steelhead trout, desert pupfish, Pacific tree frog and several species of salamanders and salmon that affect the health of aquatic communities.

The Foundation also gives preference to projects that work to keep sensitive or declining species off the Endangered Species List or address listed species that have a chance for recovery and de-listing within five to 10 years.

FISH TALES

Within five years of the program’s launch, the initiative funded a number of projects nationwide, including:

- 🌿 Development of a management plan for spawning and rearing techniques of duskytail and longnose darters for a captive breeding program in Arkansas;
- 🌿 Construction of a barrier needed

to prevent the migration of invasive species into the pure population of cutthroat trout in Colorado;

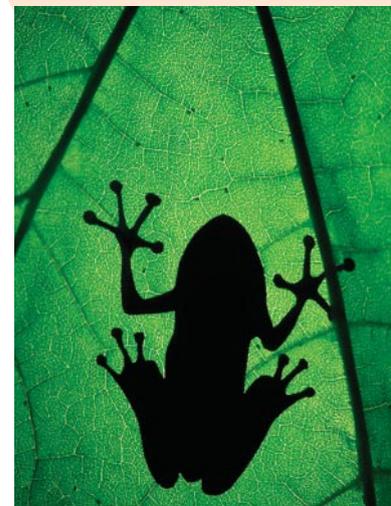
- 🌿 Restoration of Arctic grayling spawning, rearing and wintering habitat in Montana’s Steel Creek.

Today, the Foundation continues to evaluate potential efforts to bring back the natives.

Examples of conservation projects in 2004 included:

- 🌿 Development of a grassroots program that works with the Oregon Department of Fish and Wildlife to establish a volunteer-based monitoring program;
- 🌿 Initiation of coaster brook trout restoration projects on nine streams in the Lake Superior Basin and conducting lake-wide assessment and communication activities.

ART EXPLOSION



FEATURED PROGRAMS

NEOTROPICAL MIGRATORY BIRD CONSERVATION PROGRAM



LEFT: CENTRO DE ESTUDIOS Y ACCIÓN SOCIAL PANAMENO/CHARLOTTE ELTON RIGHT: U.S. FISH AND WILDLIFE SERVICE, NCTC/DAVE MENKE

PARTNERS PREPARE FOR TAKE-OFF

Birds know no boundaries. The Foundation has recognized this fact by managing and supporting international programs and projects that have facilitated the conservation of migratory bird populations. Since 1997, the Neotropical Migratory Bird Conservation Program has helped conservation nonprofits to develop and expand their capacity to conduct successful conservation in Latin America and the

Caribbean, particularly as related to local biodiversity concerns for migratory birds.

As flyways are connected, so are some of the Foundation's programs. The Partners in Flight program is an international partnership of government agencies, nonprofits, universities and industry groups committed to the conservation of birds that migrate between North America, the Caribbean and Latin America. The goal of Partners in Flight is to ensure long-term conservation of migratory birds throughout their range. The Neotropical Migratory Bird Conservation Program supports this objective by providing assistance to Latin American and Caribbean organizations to implement conservation priorities benefiting neotropical migratory birds, while also addressing local human needs.

- Environmental education and management work with communities and municipalities have promoted restoration and conservation of critical migratory bird habitat;
- A grantee has provided training for ornithologists in Nicaragua to conduct monitoring activities to improve bird conservation and management in local protected areas;
- Following a recommendation from a nongovernmental organization, Guatemalan government agencies revised a reforestation program to include a modified ratio of native tree species that improved forest habitat for birds.

The U.S. Agency for International Development has funded the Neotropical Migratory Bird Conservation Program through two cooperative agreements. Funding under the first agreement totaled more than \$2.4 million over a five-year period. Funding for \$4 million under the final agreement began in 1997 and completes in 2005.

Q&A

QUESTION: How many birds migrate from the United States to Latin America and the Caribbean?

ANSWER: Five to six billion birds, according to the U.S. Fish and Wildlife Service. Also, an estimated three to five million birds are killed daily by cats in America.

PROJECTS TAKE FLIGHT

Projects have supported migratory bird conservation in Latin America and the Caribbean through population monitoring, habitat protection, professional training, environmental education for children and small enterprise development, such as ecotourism, to promote local conservation initiatives.

Following are examples of program results:

Western tanager at Deschutes National Forest in Oregon.



Common yellowthroat at Desoto National Wildlife Refuge in Iowa.

Far left: Neotropical forest in Panama.

Left: Indigo bunting at Desoto National Wildlife Refuge in Iowa.

BLACK-TAILED PRAIRIE DOG

THE COMEBACK KID

With support from the Foundation, a number of conservation projects have helped to conserve the black-tailed prairie dog, which was removed as a candidate for listing under the Endangered Species Act in August 2004.

Based on recent estimates of the animal's habitat and new information on the impact of disease, chemical control and other factors, the U.S. Fish and Wildlife Service has determined that the black-tailed prairie dog is now not likely to become an endangered species within the foreseeable future.

THE PATHWAY TO SUCCESS

Since 1990, the Foundation has supported projects with more than \$1 million in federal funds and more than \$2.4 million in nonfederal and matching funds.

The lessons learned from these projects helps conserve sage steppe and sage brush habitat, as well as critical habitat for sage grouse. The black-tailed prairie dog is a keystone species in western states, which means that the health of short- and mixed-grass prairie ecosystems and the wildlife found there — particularly the federally endangered black-footed ferret, mountain plovers and burrowing owls — are dependent on healthy populations of this small mammal.

The following are successfully-funded projects since 2000 that have helped to conserve this species:

Childress Independent School

District – This project brought together community partners to purchase, restore and enhance an 80-acre parcel of land to reintroduce a black-tailed prairie dog ecosystem, while creating an educational project open to the public.

High Plains Resource Conservation and Development

Council – This grantee worked with small-scale agricultural producers in western Oklahoma to restore short- and mixed-grass prairie ecosystems on private lands, and also performed research in black-tailed prairie dog habitat in eastern New Mexico.

Native American Fish and Wildlife

Society – Funding of an intertribal prairie dog coordinator position supported eight American Indian tribes in three states to develop black-tailed prairie dog management plans.

The Nature Conservancy – The Conservancy conducted surveys on the 60,000-acre Matador Ranch in north-central Montana to determine the suitability for the reintroduction of black-tailed prairie dogs.

Northern Cheyenne Tribe – Short-grass prairie conservation efforts on the Northern Cheyenne Indian Reservation in southeast Montana included on-the-ground restoration, reduction in grazing fees and monetary incentives.

Q&A

QUESTION: How many black-tailed prairie dogs were there in 1990, when related conservation projects began, and how many are there today?

ANSWER: According to the U.S. Fish and Wildlife Service, there were 6.7 million black-tailed prairie dogs when conservation projects began. Now, there are more than 18 million.

U.S. FISH AND WILDLIFE SERVICE/CURTIS J. CARLEY



Black-tailed prairie dogs.

U.S. Geological Survey

(USGS), Biological Resources Division – The USGS evaluated vaccination as a potential management tool to prevent plague infections in black-tailed prairie dogs, black-footed ferrets and associated species.

University of Wyoming and the Wyoming Game and Fish Department – Funding of an interstate coordinator position helped ensure effective communication among eleven participating tribes and state and federal agencies.

THE BIGGER PICTURE

FIRST FOUNDATION-FUNDED CONSERVATION PROJECT

The Foundation kick-started its grant making in 1985 by supporting the Welder Wildlife Foundation with \$32,000 in nonfederal funds. The purpose of the project was to produce a report on the status of the jaguar in South America, Central America, Mexico and southwestern United States.

On March 28, 1972, the U.S. Fish and Wildlife Service designated the jaguar as an endangered species. More than a decade later, in the mid-1980s, the Welder Wildlife Foundation reported that jaguars were safe only in the most remote areas and in parks and reserves, and that development and loss of habitat were expected to continue, along with the decline of the jaguar.

Historically, there has been little scientific data available for jaguars, including population dynamics, ecology and habitat needs. Today, jaguars are still listed as endangered. Since the first funded grant project, the Foundation has worked to develop a greater understanding of the big cat’s ecology in order

to foster scientifically-sound conservation. Additionally, the Foundation has supported conservation and education

Jaguar.



ART EXPLOSION

Following is a glance at conservation milestones in the Foundation’s history (noted by rust-colored dates), as well as significant environmental actions.

1984
Congress creates National Fish and Wildlife Foundation

1987
International treaty bans all ocean dumping of wastes

1989
North American Wetlands Conservation Act enacted

1990
Earth Day 2 launches renewed interest in annual celebration

1992
Power of Flight program takes off

RECOVERED SPECIES		
SPECIES	DATE FIRST LISTED	DATE DE-LISTED
Aleutian Canada goose	March 11, 1967	March 20, 2001
American alligator	March 11, 1967	June 4, 1987
Columbian white-tailed Douglas County DPS deer	March 11, 1967	July 24, 2003
American peregrine falcon	June 2, 1970	Aug. 25, 1999
Arctic peregrine falcon	June 2, 1970	Oct. 5, 1994
Brown U.S. Atlantic coast (Florida, Alabama) pelican	June 2, 1970	Feb. 4, 1985
Gray whale (except where listed)	June 2, 1970	June 16, 1994
Palau fantail flycatcher	June 2, 1970	Sept. 12, 1985
Palau ground dove	June 2, 1970	Sept. 12, 1985
Palau owl	June 2, 1970	Sept. 12, 1985
Eastern gray kangaroo	Dec. 30, 1974	March 9, 1995
Red kangaroo	Dec. 30, 1974	March 9, 1995
Western gray kangaroo	Dec. 30, 1974	March 9, 1995
Rydberg milk-vetch	April 26, 1978	Sept. 14, 1989
Hoover’s woolly-star	July 17, 1990	Oct. 7, 2003

Source: U.S. Fish and Wildlife Service

projects in response to the socio-economic challenges within the jaguar’s habitats. To date, the Foundation has supported seven additional projects with more than \$430,000, matched by more than \$800,000. These projects have developed techniques to conduct a more accurate census of populations and understanding of the jaguar’s habitat needs. They help ensure land management practices that serve the big cat’s population needs.

The jaguar also serves as a flagship species for the conservation of an ecology that benefits other species — such as neotropical migratory birds. The Foundation’s support has helped provide the framework for the development of a tri-national conservation strategy for the jaguar in Mexico, Belize and Guatemala.

HONORING CONSERVATIONISTS

2004 AWARD PRESENTATIONS

The National Fish and Wildlife Foundation recognized outstanding conservationists with awards in 2004. At the spring board meeting, the Foundation honored President Ronald Reagan with the Foundation’s highest honor — the Chairman’s Award — for actions taken during his administration. President Reagan’s legacy includes signing into law more wilderness protection measures than any other president — designating one-third of the nation’s wilderness system.

At this event, which celebrated the Foundation’s 20th anniversary, the Foundation also awarded four Trackmaker awards. The Trackmaker Award is given to an individual or an organization whose contribution to the Foundation has made an indelible imprint on conserving the world’s wildlife and wild places. Those honored in 2004 included the Honorable Howard Baker, John Breaux, John Dingell and Don Young — all original co-sponsors of the Congressional Act which created the Foundation.

In May, Foundation staff and board members joined more than 200 people at a dinner in San Antonio, Texas, to honor Tim and Karen Hixon with the Texas Legends Award. The Hixons’ conservation accomplishments have included involvement in numerous conservation groups which have received more than 400 grants from the Foundation over the years.

In the fall, the Foundation capped off the year by presenting a second Chairman’s Award for 2004 at the ESPN/Foundation Celebrating the Great Outdoors fundraising event in New York City. This award went to Clint Eastwood for his outstanding leadership

in the conservation of America’s natural resources for future generations. Eastwood currently sits on the California State Board of Parks and Recreation and has served as a spokesperson for the Take Pride in America volunteer stewardship initiative.



NATIONAL FISH AND WILDLIFE FOUNDATION

On behalf of President Ronald Reagan, Congressman Wayne Gilchrest of Maryland, left, accepts the Foundation’s Chairman’s Award from Chairman of the Board Max C. Chapman and U.S. Secretary of Interior Gale Norton.



Foundation Executive Director John Berry, left, presents a Trackmaker award to Rep. John Dingell.



NATIONAL FISH AND WILDLIFE FOUNDATION/THUY LUU-BEAMS

A large crowd turned out for the ESPN/Foundation Celebrating the Great Outdoors fundraising dinner in New York City.

NATIONAL FISH AND WILDLIFE FOUNDATION/WENDI POOLE



From left, Foundation Executive Director John Berry, board members Helen Alexander and Michael Meadows, far right, joined more than 200 conservation leaders to honor Texas Legends Tim and Karen Hixon.

- 1995** Save the Tiger Fund roars into action
- 1998** Shell Marine Habitat Program begins
- 1999** “Help Budweiser Help the Outdoors” kicks off
- 2000** National Whale Conservation Fund and Coral Reef Conservation Fund launch
- 2003** Longleaf Legacy Program falls into place
- 2004** Foundation celebrates 20th anniversary

“Conservation means the wise use of the earth and its

FEDERAL PARTNERS



U.S. FISH AND WILDLIFE SERVICE

[**PARTNER'S IMPACT:** 20 years, \$129 million, 2,746 projects]

The U.S. Fish and Wildlife Service (Service) is the Foundation's primary federal agency partner. The Foundation's ability to leverage significant private-sector funds by partnering with the Service has grown rapidly since 1984. Over the past 20 years, the Foundation has received more than \$129 million in Service-appropriated funds, which has been leveraged with more than \$412 million in nonfederal funds for 2,746 conservation projects. Additionally, the Foundation also has received more than \$33.9 million from the Service to support more than 30 cooperative agreements.

SUCCESSSES IN 2004:

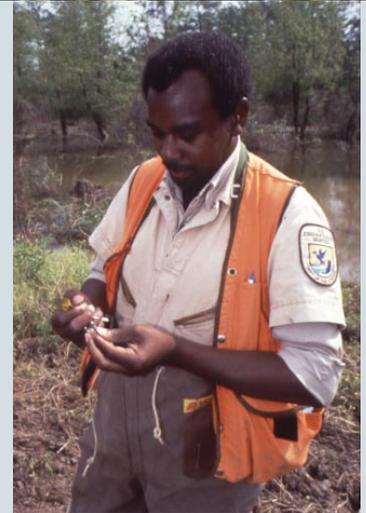
🌿 **Critical wildlife species** – The Service provided \$4.3 million in funds, and leveraged \$8.7 million in nonfederal funds, to support

80 projects that will address the conservation needs of at-risk species. For example, the Foundation continued a five-year partnership with The Peregrine Fund to release as many as 120 northern Aplomado falcons within their historic habitat in south and west Texas. The raptor is the last falcon to remain on the Endangered Species List, and needs only 20 more pairs of falcons living in the wild to be down-listed to “threatened” status.

🌿 **Habitats for imperiled species** – For habitat enhancement projects, the Foundation matched \$2.1 million of Service funds with \$8.6 million in nonfederal funds to support 61 projects. The Tennessee Wildlife Resources Agency received one of those grants to develop a geographic information system-based aquatic habitat plan and hydrologic model for as many as six pilot watersheds in the nation's southeast region.

Development of the plan is vital because the southeast region hosts more aquatic freshwater species than any other U.S. region, and many of the region's watersheds host at least 10 at-risk fish and mussel species.

A U.S. Fish and Wildlife Service employee bands a neotropical migratory bird.



U.S. FISH AND WILDLIFE SERVICE/JOHN AND KAREN HOLLINGSWORTH

🌿 **Community-based stewardship** –

Engaging private landowners, community leaders and other citizens in the conservation of fish and wildlife resources is a high priority for the Foundation and the Service. Thus, the Foundation allocated \$964,000 of Service funds and leveraged \$2.2 million from private partners to cooperatively work on 32 stewardship and education projects. Following are some examples.

Stewardship – The Boone and Crockett Club received one grant to form local working groups with private landowners in Mineral County, Montana, and McArthur Lake, Idaho. Through these working groups, the landowners will identify, map and develop conservation strategies for critical wildlife habitat corridors on private lands, thereby protecting the lands from development and affording wildlife with habitat linkages throughout their range.

Education – Each year since 2002, the Foundation and the Service have partnered with the American Fisheries Society and three other federal agencies to pair at least 33 underserved high school students with a local professional mentor, based on the students' conservation interests. Throughout the summer the student-mentor pairs conduct field and/or laboratory studies.



Pelicans at sunset at J. N. Ding Darling National Wildlife Refuge in Florida.

resources for the lasting good of men.”

— GIFFORD PINCHOT, FIRST DIRECTOR OF THE U.S. FOREST SERVICE



NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

[**PARTNER'S IMPACT:** 13 years, \$28 million, 329 projects]

ART EXPLOSION

For more than a decade, the National Oceanic and Atmospheric Administration (NOAA) and the Foundation have jointly supported projects in marine conservation through public-private partnerships. By late 2004, more than \$28 million in NOAA funds had leveraged more than \$92 million for marine conservation projects.

SUCCESSES IN 2004:

🌿 **Coastal habitat** – NOAA and the Foundation supported 57 projects to restore and protect coastal and marine habitats throughout the United States, including new ecosystem-driven initiatives in Long Island Sound and along the North Coast Gulf region, modeled after the Foundation's successful Chesapeake Bay Small Watershed Grants and Delaware Estuary Grants programs.

🌿 **Marine habitat** – In the marine environment, partners leveraged \$1 million in NOAA dollars to a total of \$2.4 million for 26 projects that helped to conserve coral reefs. Projects ranged from measuring the impacts of the lobster sports fishery on Florida's reefs to restoring Native Hawaiian fish ponds to trap sediment run-off onto reefs in Hawaii. Specifically, the 'Ao'ao O Na Loko I'a O Maui (Association of the Fishponds of Maui) worked to restore the surrounding coral reef area of a Native Hawaiian fish pond in north Kihei and Maui through education and through erosion and sediment

control on approximately 20 acres of ocean and coastline.

🌿 **Marine protected species** – The Foundation supported a variety of marine species projects, with more than \$1.5 million in NOAA funds for 35 projects covering species conservation ranging from large whales to small shellfish abalone. The International Sea Turtle Program, which protects endangered sea turtle populations by protecting nesting habitat and stopping illegal use and trade, used \$125,000 in NOAA funds to support 14 projects throughout the Caribbean and Latin America. Last year, NOAA funds also moved forward conservation initiatives for salmon recovery in the state of Washington. In addition, the Foundation partnered with NOAA through the National Whale Conservation Fund to launch the Large Whale Gear Competition challenging colleges, universities and individuals across the country to develop innovative fishing gear or gear modifications that help decrease the incidence of entanglement of large whales.



🌿 **Education and outreach** – Partnership funds of \$400,000 — more than four times the amount in 2003 — went to projects that supported education outreach and stewardship activities for coastal and marine environments. Projects included the development of an innovative, interactive marine science education program that studies real-life issues in the Gulf of Maine. Another project involved the Mangrove Conservation Initiative in Florida, which educates the public about the importance of mangrove forests and seagrass beds to water quality and the fish and wildlife resources of the western Everglades.

FEDERAL PARTNERS



Greater sage grouse at Clear Lake National Wildlife Refuge in California.



U.S. FISH AND WILDLIFE SERVICE, NCT/DANE MENKE

BUREAU OF LAND MANAGEMENT

[**PARTNER'S IMPACT:** *13 years, \$20 million, 400 projects*]

The Foundation began its relationship with the U.S. Department of the Interior's Bureau of Land Management (BLM) in 1991. During the past 13 years, the Foundation has collaborated with BLM on more than 400 on-the-ground conservation projects to leverage more than \$20 million of BLM funds into more than \$50.5 million on-the-ground. Last year, Congress appropriated nearly

\$3 million to the Foundation through the BLM. Foundation partners matched these funds with \$7.1 million to benefit 70 high-priority natural resource projects, including those that address habitat restoration; grassland, rangeland and sagebrush communities; species of concern; conservation education; and native plant conservation. For example, one project involves the University of Montana expanding

a sage grouse population study. Federal land managers will use maps (developed by researchers) that show priority landscapes for sage grouse conservation to identify sites for coal bed methane development that are least harmful to sensitive sage grouse populations within the Powder River Basin of southeastern Montana and northeastern Wyoming.



ENVIRONMENTAL PROTECTION AGENCY

[**PARTNER'S IMPACT:** *7 years, \$12 million, 500 projects*]

The partnership between the U.S. Environmental Protection Agency (EPA) and the Foundation continued to grow in its seventh

NATIONAL AQUARIUM IN BALTIMORE, INC.



year. During that time, the Foundation has been able to support more than 500 projects using \$12 million in EPA funds that were matched with more than \$34 million in nonfederal funds for a total of \$46 million in small watershed-based grants. In 2004, the partnership continued to grow with the creation of the Long Island Sound

Tidal marsh restoration at Blackwater National Wildlife Refuge in Maryland.

Futures Fund. This new program, which receives the majority of its federal funds from the EPA, supports projects that foster partnerships with local communities to restore and protect critical wildlife habitat within the Long Island Sound. The EPA and the Foundation also have continued their successful community-based partnerships to protect the Great Lakes through the Great Lakes Restoration Grants Program, the Chesapeake Bay through the Chesapeake Bay Small Watershed Grants Program and the nation's wetlands through the Five-Star Restoration Program, which brings five partners together for each wetland restoration project.



Whooping cranes at Aransas National Wildlife Refuge in Texas.



U.S. FISH AND WILDLIFE SERVICE/STEVE HILLEBRAND

NATURAL RESOURCES CONSERVATION SERVICE

[PARTNER'S IMPACT: 5 years, \$15 million, 350 projects]

Over the past five years, the Natural Resources Conservation Service (NRCS) and the Foundation have helped turn \$15 million in NRCS funds into more than \$60 million worth of projects that have engaged private landowners — primarily farmers and ranchers — in the conservation and enhancement of fish, wildlife and natural resources on their lands. In 2004, \$3 million in NRCS funding was obligated to projects, bringing

the total number of projects supported through this partnership to more than 330 in 49 states. For example, the Texas Wildlife Association is working with landowners on 80,000 acres to improve habitat in the Leon River Watershed through the removal of Ashe juniper and the promotion of beneficial grazing practices. There also was a new emphasis last year on agricultural land upstream from or adjacent to coral reefs.

Projects benefited species such as bobwhite quail, sage grouse, southwestern willow flycatchers, whooping cranes, black-capped vireos, golden-cheeked warblers, bald eagles, steelhead trout, coho salmon, Gunnison and white-tailed prairie dogs, Blanding's turtles and gray bats. Numerous additional species of native fish, mussels, migratory birds and grassland birds also have benefited.



USDA FOREST SERVICE

[PARTNER'S IMPACT: 15 years, \$16.8 million, 660 projects]

Over the past 15 years, the Foundation undertook more than 660 projects in partner-

ship with the U.S. Department of Agriculture's Forest Service (Forest Service), and leveraged \$16.8 million in federal funds into more than \$62 million, benefiting national forest and grassland units and supporting the agency's ongoing management programs. Last year, the Foundation leveraged roughly \$2.6 million in Forest Service funds into \$10 million to support 80 projects. Projects include a community-based collaborative approach used by the Watershed Research and Training Center to reduce the

fuel load of old-growth forests in northern California and southern Oregon, which will improve habitat conditions for the endangered northern spotted owl, Coho salmon and threatened steelhead trout. Also, as part of the Bring Back the Natives initiative, the Flathead Basin Commission is helping to restore 220 acres and stabilize 14,500 feet of stream banks through channel modification, revegetation, riparian fencing and grazing management in northwest Montana to benefit the westslope cutthroat trout.

ART EXPLOSION



“One touch of nature”

STRATEGIC PARTNERSHIPS



ExxonMobil

CRITICAL ECOSYSTEM PARTNERSHIP FUND

EXXONMOBIL AND THE CRITICAL ECOSYSTEM PARTNERSHIP FUND

[**PARTNER'S IMPACT:** 10 years, \$12 million, 250 projects]

In 2004, the Save The Tiger Fund (STF) continued its partnership with the ExxonMobil Foundation and began its partnership with the Critical Ecosystem Partnership Fund (CEPF). STF and its partners have made significant and strategic investments in tiger conservation to ensure a future for wild tigers.

Fewer than 7,500 tigers remain in the wild in a patchwork of areas across Asia, from the tropical rain forests of Sumatra to temperate oak forests in the Russian Far East. These tigers continually face a myriad of threats including habitat destruction and fragmentation, depletion of prey species and illegal wildlife traffick-

ing. The STF partnership is vital because isolated actions are not enough to address today's threats to tigers, which include highly organized regional networks that smuggle tiger parts alongside narcotics and weapons. Thanks to support from the ExxonMobil Foundation and CEPF, STF is addressing these issues on a landscape level by supporting programs that protect and link remaining tiger habitats, restore prey species, initiate community-based tiger conservation and work with governments and the international community to stem the demand for tiger-based products. In addition, they provide support to stop illegal poaching. Since

1995, the program has provided more than \$12 million in support of 250 projects that address these issues.

ExxonMobil's pledge to the partnership equates to \$13 million that the corporation has invested in STF's vision for tiger conservation. It is one of the largest corporate commitments ever to save an endangered species. CEPF is focused on providing strategic assistance to more than 110 non-governmental organizations, community groups and other civil society partners in conserving earth's biologically richest yet most threatened places. Together, the partners work where these areas overlap with tiger habitat in southeast Asia. The new partnership between CEPF and ExxonMobil has doubled STF's grant distribution for tiger conservation in these regions.

SUCCESSES IN 2004:

- The partners kicked off the first year of a joint three-year, \$6 million commitment that unifies the work of many conservation organizations to ensure a future for wild tigers and biodiversity in threatened Asian ecosystems.
- Based on Wildlife Conservation Society surveys and action plans supported by STF grants, the government of Myanmar formally declared a sprawling 8,000-square-mile reserve for tigers, making it the largest protected area on earth for these endangered cats.
- STF supported a conference of leading tiger experts in Thimphu, Bhutan, led by WWF-Bhutan (World Wildlife Fund), that led to the formulation of a country-wide tiger action plan.

JOHN SEIDENSTICKER



Bengal tiger in India.

makes the whole world kin."

— JOHN MUIR, CONSERVATIONIST AND FOUNDER, THE SIERRA CLUB



ANHEUSER-BUSCH

[PARTNER'S IMPACT: 12 years, \$6 million, 44 states]

Anheuser-Busch's generosity in the conservation community is far reaching, benefiting elk in Oregon, bobwhite quail in Indiana, ducks in Louisiana bayous and other wildlife and habitat — the company is a corporate leader in providing critical conservation resources to the nation. Matched only by its commitment to brewing excellence, Anheuser-Busch's dedication to preserving and conserving natural resources has long been recognized, having received more than 200 environmental awards over the past decade.

In its 12th year of supporting the Foundation's grant-giving work, Anheuser-Busch has continued to show its force as a conservation-minded corporation, helping to deliver nearly \$6 million and impacting 44 states. Proudly celebrating more than 150 years of brewing excellence across three

centuries, Anheuser-Busch takes great pride in its commitment to wildlife conservation.

SUCCESES IN 2004:

☛ The company agreed to renew its partnership with the Foundation for an additional three years. Budweiser, the "King of Beers," will continue to support the Foundation's conservation initiatives and, in conjunction with the Foundation, will allocate \$65,000 per year to the Budweiser Conservationist of the Year award.

☛ The popular "Help Budweiser Help the Outdoors" promotion entered into its sixth year, with Budweiser wholesalers donating a percentage of their proceeds from cases of Budweiser that were sold during a two-month period. This successful program will deliver more than \$500,000 to on-the-ground projects nationwide.

☛ The annual Budweiser Conservation Scholarship Program recognized 15 students with scholarships of \$10,000 each. Scholarships went to individuals whose innovation and research will help find and apply more effective solutions to conservation problems. The program awarded scholarships based on merit, students' academic achievements and ability and commitment to developing innovative solutions designed to address real and

Key deer at National Key Deer Refuge in Florida.



Bighorn sheep at the National Bison Range in Montana.

pressing issues affecting fish, wildlife and plant conservation. The Foundation received more than 300 applications from college students in environmental and life science programs.

☛ Anheuser-Busch and the Budweiser brand have long recognized the critical role that outdoorsmen and women play in conservation, which is why Eddie Bridges of Greensboro, North Carolina, received the prestigious 2004 Budweiser Conservationist of the Year award. Mr. Bridges plans to use the \$50,000 award to continue wildlife habitat conservation efforts through the North Carolina Wildlife Habitat Foundation's Adopt an Acre program.



U.S. FISH AND WILDLIFE SERVICE/J. AND K. HOLLINGSWORTH

U.S. FISH AND WILDLIFE SERVICE, NCTC/J. AND K. HOLLINGSWORTH

STRATEGIC PARTNERSHIPS



Energy to Serve Your World®

SOUTHERN COMPANY

[PARTNER'S IMPACT: 3 years, nearly \$1 million, 28 projects]

The Foundation's partnership with Southern Company — a super-regional energy company with operating facilities in Georgia, Alabama, Florida and Mississippi — began in 2002, when the Power of Flight program took wing. Devoted to conserving birds and their habitats, the Power of Flight provides \$500,000 annually for on-the-ground results. The priorities for Power of Flight include: implementation of the recovery plan for the endangered red-cockaded woodpecker; support for the Northern Bobwhite Conservation Initiative, a multi-state plan to

help increase populations of this declining game bird; conservation for beach-nesting birds and secretive marsh birds such as rails and bitterns; support for nature-based tourism involving birds; and environmental education for urban youth.

Based on the success of the Power of Flight, Southern Company and the Foundation launched the Longleaf Legacy program in 2004, which provides \$1 million annually for restoration of longleaf pine forests — home to red-cockaded woodpeckers, bobwhite quail, wild turkeys and more than 1,000 species of

plants. The longleaf ecosystem is uniquely southern and in short supply. Longleaf pine once blanketed more than 90 million acres in the South, but only a fraction remains.

These two programs are outstanding examples of how corporate America can team with the Foundation to benefit conservation and the millions of people who enjoy natural areas. The Power of Flight and Longleaf



U.S. FISH AND WILDLIFE SERVICE, INCT/RWAN HAGERTY

Legacy programs intentionally complement each other. Restoring longleaf forests will benefit red-cockaded woodpeckers, bobwhite and a host of other birds. Power of Flight funding is used to accelerate translocation efforts for the red-cockaded woodpecker, whereby birds from large populations are moved to sites where only a few birds are present to help stimulate increases. Similarly, Power of Flight funding helps farmers restore field borders, which provide habitat for bobwhite and dozens of other bird species.

SUCCESSES IN 2004:

- Southern Company funded 12 Power of Flight projects, with a total grant impact of \$1.4 million;
- Southern Company awarded six Longleaf Legacy projects, with a total grant impact of \$1.1 million, which will result in the planting of more than 1.3 million trees on nearly 2,600 acres of land.



Prairie warbler.



SHELL MARINE HABITAT PROGRAM

[PARTNER'S IMPACT: 6 years, \$5 million, 100 projects]

In the first six years of this partnership, begun in 1998, more than 100 grants have helped organizations conserve and restore marine habitat throughout the Gulf of Mexico. The Shell Oil Company invested nearly \$5 million in the first five years of the program, and the National Fish and Wildlife Foundation leveraged these funds with more than \$1 million in federal funds and almost \$12 million in grantee match money, generating nearly \$18 million.

The program's grantees have improved more than 160,000 acres of habitat, protected more than 31,000 acres of conservation land and educated more than 86,000 adults and children in the United States and Mexico — and the program has done so efficiently. For each \$1 invested through the program, an additional \$3.40 in matching funds was generated. The program has thus provided a source of “venture capital” that has catalyzed priority conservation projects throughout the region.

When the California-based consulting firm of Hardner & Gullison evaluated the program in 2003, the firm found it highly effective and recommended a number of ways to improve conservation impact, such as involving more Shell employees in projects. In 2004, the program's sixth year, Shell and the National Fish and Wildlife Foundation chose to focus on projects near Shell facilities. As a result, Shell is adding value to its “fence-line” communities by enabling its staff to become more deeply connected to them.

SUCCESSES IN 2004:

- Shell gave \$75,000 to the Galveston Bay Foundation for the East Bay Marsh Protection project in Galveston Bay, Texas, which involves constructing a breakwater to protect 1,000 acres of wetlands from erosion.
- Jarbou Bayou received \$50,000 to restore 750 feet of shoreline in the city of Clear Lake Shores, Texas.

- Funding of \$75,000 will help restore 20,000 acres of historically low salinity marsh in Jefferson County, Texas, currently being impacted by saltwater intrusion.
- In addition, the Foundation received 16 requests for funding through the program, totaling in excess of \$1 million. Shell and the Foundation are proud of the program's ongoing popularity and the significant additional funds it attracts to conservation programs in the Gulf region.

RICHARD A. BYLES



Tracking endangered Kemp's ridley sea turtles.



The Shell Marine Habitat Program protects coastal wetlands in Texas.

STRATEGIC PARTNERSHIPS



BASS PRO SHOPS

[PARTNER'S IMPACT: 20 years, \$1.3 million]

For 20 years, Bass Pro Shops and the Johnny Morris Foundation have worked closely with the National Fish and Wildlife Foundation (Foundation) to build partnerships with the public, private and nonprofit sectors in support of the Foundation's mission.

Dating back to the inception of the Foundation, this partnership continues to guide its vision and work. Johnny Morris, founder of Bass Pro Shops, continues to serve as an advisor and friend of the Foundation. He also gave generously of his time and energy as a member of its board, serving for more than a decade in the Foundation's formative years.

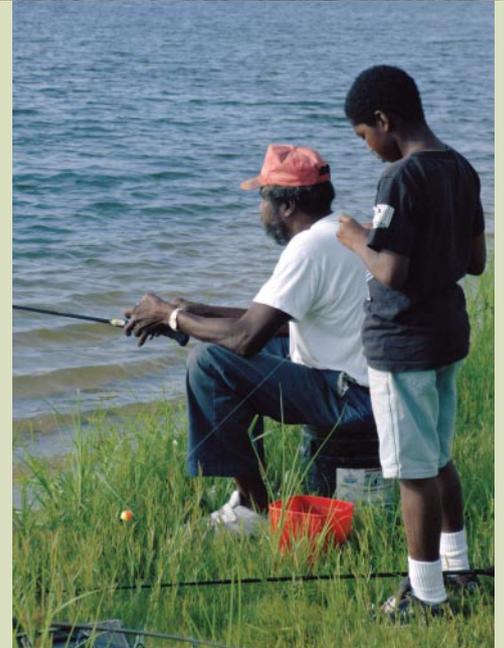
Bass Pro Shops and the Johnny Morris Foundation have directly contributed more

than \$1.3 million for on-the-ground conservation investment of more than \$5 million. These funds support development of new technologies in habitat restoration; groundbreaking research in fisheries focused on reproduction, reintroduction and disease; model restoration and habitat conservation projects; and education initiatives reaching private landowners as well as youth groups.

Since 2000, Bass Pro Shops and the Foundation have hosted an Evening for Conservation with each new store opening. Event proceeds have supported the commitment of thousands of volunteers working with the dedicated staff of public and nonprofit conservation agencies and organizations, benefiting on-the-ground conservation actions. In addition, Bass Pro Shops, the Johnny Morris Foundation and the National Fish and Wildlife Foundation have co-funded a series of fish and wildlife conservation projects as part of the Johnny Morris Conservation Creel. To increase the value of the Creel, Bass Pro Shops invites its customers to participate through the "Outdoor Rewards" credit card program, where customers support conservation with every purchase. This makes possible the conservation of habitat critical to endangered and threatened species, fisheries research and public outreach.

A commitment to the conservation and stewardship of the nation's natural resources and to preserving the heritage of hunting and

Fishing is a family affair.



U.S. FISH AND WILDLIFE SERVICE/PHYLIS COOPER

fishing starts at the top of the Bass Pro Shops family. Johnny Morris has made conservation a core value of the Bass Pro Shops family, which includes the Tracker Marine family of boats, Redhead clothing, more than 25 retail stores and the Wonders of Wildlife Zooquarium, located in Springfield, Missouri, adjacent to Bass Pro Shops headquarters.

Bass Pro Shops and Johnny Morris continue to serve as leaders in advancing the mission, vision and goals of the U.S. Fish and Wildlife Service through their partnership with the Foundation.

SUCCESSES IN 2004:

➤ Bass Pro Shops and the National Fish and Wildlife Foundation joined forces to support the emerging National Fish Habitat Initiative, directed by the International Association of Fish and Wildlife Agencies.

➤ Through the National Fish Habitat Initiative, Bass Pro Shops and the Foundation support pilot projects in the southeast, under the direction of Gary Myers, and provide funding for two national symposiums to define measurements for assessing the dramatic decline in fish populations.



U.S. FISH AND WILDLIFE SERVICE, NCTCF, EUGENE HESTER

Largemouth bass, a favorite of anglers.



ESPN OUTDOORS

[**PARTNER'S IMPACT:** *5 years, \$1.3 million raised at inaugural fundraising event*]

The Foundation and ESPN each do their part to ensure that Americans have the chance to appreciate and experience the outdoors. ESPN Outdoors airs 365 days a year on ESPN2, representing almost 1,000 hours on the network. ESPN also owns BASS, the world's largest fishing organization, with more than 525,000 members worldwide, which focuses on promoting the sport and the conservation of its resources. Test events for the ESPN Outdoors Bassmaster Series were conducted in 2004 and the new tournament series began in January 2005, creating an entry point for thousands of avid anglers who have never tried tournament fishing.

In summer 2005, ESPN will hold the sixth Great Outdoor Games, featuring sporting events such as fishing, log rolling and more. From the beginning, the Foundation has

been the conservation partner for the games, which have drawn more than 230,000 people since 2000. The games are a tribute to America's passion for the outdoors and outdoor recreation.

SUCCESSES IN 2004:

- Last July, the Foundation joined ESPN Outdoors at the Great Outdoor Games V in Wisconsin, where Foundation staff helped present competition awards to a variety of athletes.
- ESPN Outdoors continued its commitment to conservation by hosting a fishing summit of industry leaders at last summer's CITGO Bassmaster Classic presented by Busch Beer.
- Last fall, ESPN Outdoors joined the Foundation as a co-host at its first New York City fundraising event. The event benefited the Foundation, bringing in more than \$1.3 million to support

the Foundation's work to conserve fish, wildlife and habitat. The evening also included a sampling of the Great Outdoor Games, Dan Patrick of SportsCenter as host and a fabulous fireworks show that lit up the sky. The Foundation recognized Clint Eastwood with the Foundation's Chairman's Award.

ESPN, which celebrated its 25th birthday in 2004, continues to show its deep commitment to conservation through messages delivered by its programming and its active involvement in a wide range of conservation activities.



Competitive chainsaw demonstration at the Celebrating the Great Outdoors fundraising event on Randall's Island.



THREE EVENT IMAGES: NATIONAL FISH AND WILDLIFE FOUNDATION/THUY LUU-BEAMS



Guests enjoy dinner under a tent of stars in New York City.

Chairman of the Board Max C. Chapman, Jr., tries his luck in the log roll.

STRATEGIC PARTNERSHIPS

Alcoa*foundation* ALCOA FOUNDATION

The Alcoa Foundation and the National Fish and Wildlife Foundation wrapped up a great three-year program with several high notes. Through the successful “Saving Our Forests” initiative, Alcoa has afforded the Foundation an opportunity to build partnerships that draw more people and organizations into initiatives to conserve natural resources on private forestlands. These partners included conservation groups, agencies and private landowners.

In 2004, support from Alcoa enabled the Foundation to distribute 25 grants to conserve endangered species, fund research to learn more about wildlife habitat needs in private forests and to educate loggers and landowners about conservation. Alcoa’s support of forestry initiatives also permitted the Foundation to grow programs and to help create a network of communities and individuals dedicated to restoring and enhancing America’s private forestlands. Last year, Alcoa’s

valuable support enabled the Foundation to make conservation investments exceeding \$1.6 million and — with grantee match — created a \$5.2 million on-the-ground impact. Over the life of the Saving Our Forests initiative, the National Fish and Wildlife Foundation provided \$3.7 million in grant funds to 71 forest conservation projects across the United States, Mexico and Central America — this was leveraged by \$7.6 million in matching funds.



CONOCOPHILLIPS

Thanks to the Foundation’s partnership with ConocoPhillips, students around the country will soon be Flying Wild — about birds, that is. Through a multi-year commitment to the Council for Environmental Education, a new curriculum on birds and their conservation will soon be offered through Project Wild, one of the programs most widely used by teachers across the country. Flying

Wild and another program supported through this partnership, Operation Rubythroat, introduce youth, their teachers and parents to environmental education and conservation topics through discussion of birds.

In addition to introducing students to the wonder of birds and their conservation needs, ConocoPhillips and the Foundation are helping to restore endangered species, such as the

Whooping Crane, and to protect habitat for declining prairie birds.

These projects are just a small part of the commitment that ConocoPhillips has made to bird conservation through a partnership with the Foundation that extends more than a decade. During this period, we have jointly funded projects totaling more than \$2 million, and have helped conserve some of the nation’s highest-profile species and habitats.

 **MBNA**

In 2004, MBNA America Bank and the Foundation entered into an exciting new partnership that will benefit the National Wildlife Refuge System, a national treasure that provides outdoor opportunities for more than 35 million visitors each year. The cornerstone of this new program is a credit card specially designed for outdoorsmen and women, with royalties supporting education, conservation

and stewardship activities important for the National Wildlife Refuge System.

At a press conference announcing this new partnership, U.S. Secretary of Interior Gale Norton stated that the funds “will help to support the Conservation in Action Summit, an important conference that will bring together U.S. Fish and Wildlife Service employees, state agencies, refuge friends groups, volunteers and

other partners to help establish priorities and measurable goals for the Refuge System.” U.S. Fish and Wildlife Service Director Steve Williams echoed Secretary Norton’s sentiments when he expressed how he was grateful and excited to see the refuge system being ushered into its next century with so much promise and support.



PINELLAS COUNTY ENVIRONMENTAL FUND

This unique partnership between the Pinellas County Board of County Commissioners, the National Oceanic and Atmospheric Administration (NOAA), and the Foundation focuses on conserving, restoring and enhancing the natural resources of the Tampa Bay watershed for its citizens and visitors through education and innovative, sustainable conservation partnerships. Conservation priorities include management

of exotic plants and wildlife, and conservation and restoration of coastal habitats and upland and freshwater habitats.

Successes in 2004 included: awarding 22 grants, committing more than \$1.4 million in NOAA federal funds, more than \$167,000 in Pinellas County funds and more than \$2.6 million in grantee match, for a grant impact of \$4.2 million; restoring more than 200 acres of environmentally sensitive

uplands; and honoring retired Audubon of Florida manager Rich Paul and Tampa Bay Watch with the 2004 annual environmental awards. The Fund also initiated Tampa Bay's first community-wide derelict ghost crab trap removal project and successfully hosted the Spring on the Flats Fishing Tournament and the Florida Birding and Nature Festival to raise awareness about environmental issues in Tampa Bay.



The Foundation joined forces with Purina, part of Nestlé Purina PetCare, in 2004 to create the Purina Conservation Program, an initiative geared toward improving habitat for America's upland game birds and other wildlife species.

Through the partnership — which also includes Pheasants Forever, the Ruffed Grouse Society and Quail Unlimited — Purina will donate to the program initiative one penny

per pound on Purina® Pro Plan® and Purina® HiPro brand dog foods purchased by members of these conservation organizations. The Foundation will match project funds generated by the Purina Conservation Program, and the dollars will go toward conservation projects benefiting these and other species. The program kicked off in January 2005 and is exclusively offered to members of these three conservation groups.

The program's first project involves the Ruffed Grouse Society, and will work to restore habitat for ruffed grouse in Cass County, Minnesota. The Ruffed Grouse Society will use \$75,000 in local, federal and matching grants to purchase temporary bridges that may be used to cross into sensitive wetland areas to allow for effective habitat management efforts. Purina and the Foundation look forward to similar projects with Pheasants Forever and Quail Unlimited.

Over the past decade, the Foundation and its partners Pheasants Forever, the Ruffed Grouse Society and Quail Unlimited have supported a combined total of \$2.3 million in grants for on-the-ground conservation projects, with more than \$6.2 million in matching and nonfederal funds.

U.S. FISH AND WILDLIFE SERVICE



Masked bobwhite quail.

STRATEGIC PARTNERSHIPS



BONNEVILLE POWER ADMINISTRATION

🌿 The Bonneville Power Administration (BPA), in collaboration with the Foundation and 10 nonprofit organizations and state agencies across Oregon, Washington, Idaho and Montana, completed the second year of the Columbia Basin Water Transactions Program. The program seeks to balance the water needs of agriculture and fish through the use of creative market-based strategies and to improve stream flows throughout the Pacific

Northwest by working cooperatively with landowners — primarily farmers and ranchers. 🌿 A total of 25 completed transactions restored more than 323.15 cubic feet per second of flow into critical fish-bearing Columbia Basin streams. These transactions resulted in more than 32,000 acre-feet of water being left instream during 2004. More than 620,000 acre-feet of water will be left instream over the life of the transactions.

🌿 BPA, in cooperation with the Northwest Power and Conservation Council, primarily funded last year's \$4 million program budget, with additional funds from the U.S. Fish and Wildlife Service.



ROBERT C. FIELDS

Migrating trout in Oregon.



CALFED BAY DELTA PROGRAM

🌿 In its ninth year, CALFED — a group of agencies representing the state of California and the federal government — continued to address water-supply reliability and quality and completed funding of projects required by two agreements (below). The program's goals include restoring health to the San

Francisco Bay Delta, an ecosystem formed by the confluence of the Sacramento and San Joaquin rivers.

🌿 The \$37 million Ecosystem Restoration Program agreement began in 1998 and ended in 2004, having funded a total of 45 projects. Projects included habitat restoration, fish

passage improvement, invasive species management, water quality enhancement, scientific research and land acquisition.

🌿 A \$3 million agreement with the Environmental Protection Agency involved the funding of 14 watershed stewardship projects in the CALFED region and concluded in early 2004.



DISNEY

🌿 Disney established its Wildlife Conservation Fund in 1995 to promote the study and protection of the world's wildlife and ecosystems. Since that time, Disney and the Foundation have co-funded more than \$2.6 million for fish and wildlife conservation projects in the United States, Latin America and Asia.

🌿 In 2004, Disney and the Foundation again joined forces to co-fund projects to help conserve the West Indian manatee, a federally endangered species found in Florida. One focus of the manatee work will be to help coordinate conservation and education programs across the state.

🌿 Disney, the U.S. Fish and Wildlife Service and the Foundation launched the National Wildlife Refuge System Centennial Scholarship Program last year. Through the 2004 program, 12 students received scholarships totaling \$100,000 to support conservation research benefiting national wildlife refuges nationwide.

FMC FMC CORPORATION

The Foundation's highly successful three-year partnership with FMC concluded in 2004. Through FMC's generosity, the Foundation created a habitat conservation program focused on prairie grouse and shorebirds, two groups experiencing significant declines and in need of new funding for proactive conservation.

The partnership funded 20 projects in 11 states and Saskatchewan, Canada, as well as two projects with regional implications. A total of more than \$1 million in FMC funds were granted, matched by more than \$4 million from grantees and federal funds, for a total on-the-ground impact of nearly

\$6 million — better than a 5-to-1 return on investment of project dollars.

Grantees estimate that funds helped protect or enhance 52,635 acres of priority bird and wildlife habitat. The partnership permanently protected — through easements or acquisition — 24,855 acres and restored or improved an additional 27,780 acres.



MIGRATORY BIRD CONSERVANCY

Through this unique partnership, more than a dozen birding businesses and their customers help fund habitat projects to benefit birds. Last year, three grants totaling \$161,300 helped improve management on more than 14,000 acres of habitat in

Missouri, Wisconsin and Alberta, Canada.

Special thanks go to major donors, including: **Swarovski Optik, NA; Stokes Nature Company; Aspects, Inc.; Duncraft, Inc.; Droll Yankees; Wild Bird Feeding Industry; Longdown Management Inc.; D&D**

U.S. FISH AND WILDLIFE SERVICE/WYMAN MEINZER



Pintails in flight.

Commodities; ETO Sterilization; Web Spectrum, Inc.; and BigPockets Birding Outfitters.



ConocoPhillips

ExxonMobil

POLAR BEAR CONSERVATION FUND

In 2004, BP, ConocoPhillips, ExxonMobil and the Foundation supported the Polar Bear Conservation Fund for a third year. The full five-year partnership supports applied research on Alaskan and Canadian polar bears and their denning and feeding behavior. Research tools include radio and satellite tracking, aerial census taking, infrared identification of dens

and mark-and-recapture work. Through special training and outreach, the Foundation can share this new knowledge with scientific and public audiences across the United States and Canada.

The Polar Bear Conservation Fund awarded a \$200,000 grant to Polar Bears International, which coordinates work

between the U.S. Geological Survey in Alaska and the Canadian Wildlife Service. This five-year joint study, also in its third year, will identify bear population boundaries, as well as size and trend data to help manage polar bear populations and to evaluate possible risks to them from human activities.

STRATEGIC PARTNERSHIPS

NiSource® NISOURCE INC.

🌿 NiSource and the Foundation completed the first year of an innovative partnership that seeks to manage utility rights-of-way for maximum wildlife habitat while providing for a safe and stable utility transmission system.

The Save the Dunes Conservation Fund — with a grant funded through this program — restored more than 400 acres of sand dune prairie habitat on electrical transmission rights-of-way in northern Indiana. The

project resulted in a restored native plant community and provides habitat for migratory birds and the federally endangered Karner blue butterfly.

ORVIS SPORTING TRADITIONS Since 1856

ORVIS

🌿 For 17 years, Orvis and the Foundation together have supported the conservation of America's rivers, wetlands and other vital habitats. Orvis, its customers and the Foundation have supported more than \$5 million to fish and wildlife conservation and

to conservation partners such as the Oregon Water Trust, the Henry's Fork Foundation and the Ruffed Grouse Society. The Orvis partnership helps publicize the Foundation and its projects, vigorously supporting conservation through its donations.

🌿 In recent years, the partnership has made possible an array of conservation initiatives, from protecting sea turtle habitat in Florida to restoring fish passages in Idaho and game bird habitat in Maine.

Sodexo SODEXHO USA

🌿 Now in its thirteenth year, the Sodexo USA "Reduce, Reuse, Recycle"-themed Refill Mug Program has contributed more than \$250,000 to the conservation of healthy populations of rare, threatened, endangered or declining species. Students and other consumers

who purchase mugs have helped to protect and restore critical habitats and to promote conservation education through integrated, hands-on, science-based learning opportunities.

🌿 As part of the program, Sodexo USA donates 15 cents to the Foundation for each

mug sold at Sodexo USA dining outlets at colleges, universities, hospitals and restaurants nationwide. The partners hope the re-use of mugs will aid in the reduction of disposable cup waste.



SWAROVSKI SWAROVSKI OPTIK, NORTH AMERICA, LTD.

🌿 High-quality optics from Swarovski help outdoor enthusiasts get better views of wildlife. Funding from Swarovski helps the Foundation deliver the best in bird habitat conservation across the hemisphere. As the official optics sponsor of the Foundation's bird conservation program, Swarovski helps

make possible millions of dollars in grants that protect and improve habitat for birds. The company also is a founding sponsor of the Migratory Bird Conservancy and the Florida Birding and Nature Festival.

Bird watching at Bosque del Apache National Wildlife Refuge in New Mexico.





UNITED STATES GOLF ASSOCIATION

Since launching the Wildlife Links program in 1996 to fund research and management projects to benefit wildlife on golf courses, the United States Golf Association has contributed more than \$1 million to fund 18 projects across the country. Highlights in

2004 included publication of the book "Managing Wetlands on Golf Courses" which provides golf course architects and superintendents with the best information on how to turn water features into functioning ecosystems that benefit wildlife.



ART EXPLOSION



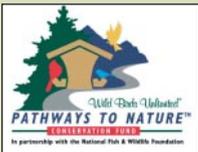
UNOCAL

Unocal Alaska and the Foundation continued to support the Beluga Whale Conservation Fund last year. The partnership — in its third year — has helped to expand beluga whale research and conservation in Cook Inlet near Anchorage, while offering philanthropic giving opportunities to private donors,

corporations and other groups who wish to help better understand whales and their declining populations. The partners worked with researchers and agencies to determine future management strategies that may protect and increase their numbers.

The results of a 2003 project completed

by LGL Alaska Research Associates also influenced 2004/2005 Fund conservation work. The study focused on the abundance, distribution, feeding ecology and life-cycle data of beluga whales in the area. The latest Fund research will help determine the age and sex of beluga whales in Cook Inlet.



WILD BIRDS UNLIMITED, INC.

Through the Pathways to Nature Conservation Fund, more than 320 Wild Birds Unlimited franchises (and their customers) support education and wildlife viewing projects at nature tourism destinations across the country. To date, 23 projects have been funded, committing more than \$1 million in combined Wild Birds Unlimited and Foundation partnership funds. In recognition of the centennial of the National Wildlife Refuge System (which happened in 2003), all new funds benefit projects on refuges. In

2004, this included major grants to three national wildlife refuges: Merritt Island in Florida, Chincoteague in Virginia and

Blackwater in Maryland, each of which will be undertaking projects to improve bird and wildlife-watching opportunities.

Scenic view at Kanuti National Wildlife Refuge in Alaska.



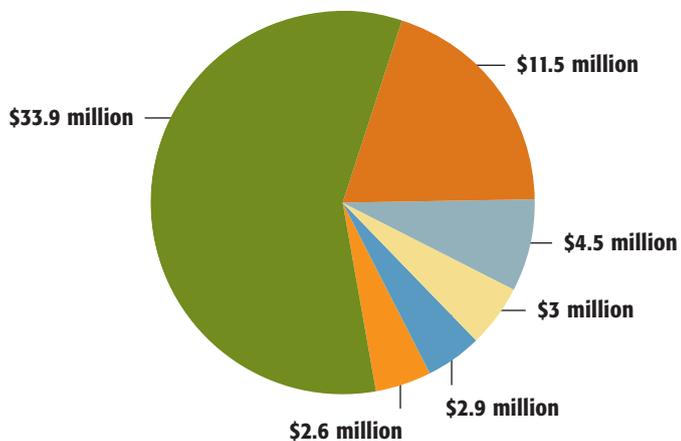
U.S. FISH AND WILDLIFE SERVICE/PHILIP MARTIN

OPERATIONS

SUMMARY

The Foundation's effectiveness and efficiency are still its hallmark, maintaining the Foundation's responsibilities to Congress while remaining responsive to grantees. For every \$1 of federal funds entrusted to the Foundation, nearly \$3 are invested on the ground or in the water. The National Fish and Wildlife Foundation's independently audited financial statements and IRS Form 990 are available upon request.

FY 2004 SOURCES OF FEDERAL SUPPORT*



- U.S. Fish and Wildlife Service
- National Oceanic and Atmospheric Administration
- Natural Resources Conservation Service
- Bureau of Land Management
- U.S.D.A. Forest Service
- Federal Cooperative Agreements

These federal agencies are Animal Plant Health Inspection Service, Bonneville Power Administration, Bureau of Reclamation, Department of Defense, Department of Energy, Department of Interior, Department of State, Department of the Treasury U.S. Mint, National Oceanic and Atmospheric Administration, Natural Resources Conservation Service, Office of Surface Mining, Tennessee Valley Authority, U.S. Army Corps of Engineers, U.S. Environmental Protection Agency, U.S. Fish and Wildlife Service and U.S.D.A. Forest Service.

*Direct appropriation and cooperative agreements

NATIONAL FISH AND WILDLIFE FOUNDATION

CONDENSED STATEMENTS OF FINANCIAL POSITION (in millions)

Assets	SEPTEMBER 30,	
	2003	2004
Investments	\$134.7	\$189.8
Other Assets	15.0	8.1
Total Assets	149.7	197.9

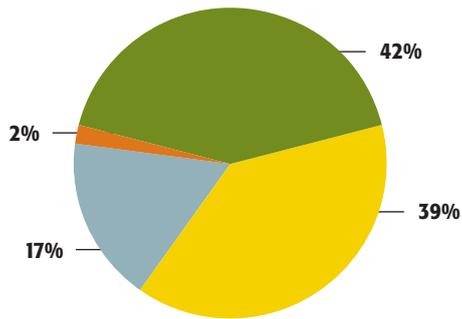
Liabilities and Net Assets

Liabilities	127.4	170.5
Net Assets		
Unrestricted	14.4	17.0
Restricted	7.9	10.4
Total Liabilities and Net Assets	\$149.7	\$197.9

CONDENSED STATEMENT OF ACTIVITIES (in millions)

	YEAR ENDED SEPTEMBER 30, 2004		
	Unrestricted	Temporarily Restricted	Total
Revenues and Support	\$35.3	\$6.6	\$41.9
Assets Released from Restriction	4.1	-4.1	0.0
Total	39.4	2.5	41.9
Expenses	36.8	0.0	36.8
Changes in Net Assets	2.6	2.5	5.1
Net Assets, beginning of year	14.4	7.9	22.3
Net Assets, end of year	\$17.0	\$10.4	\$27.4

FY 2004 OBLIGATED FUNDS BY CONSERVATION THEME



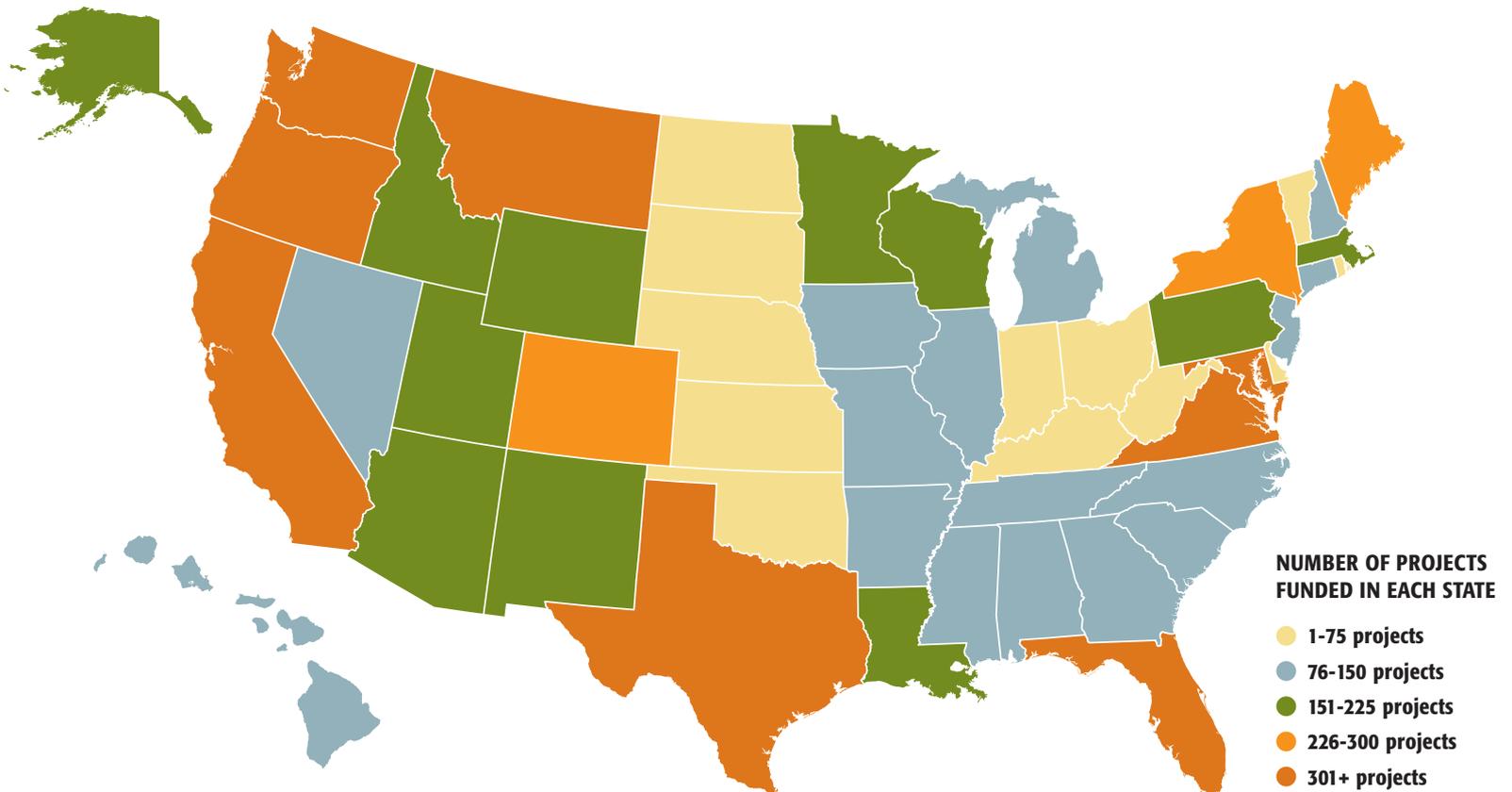
- Working ecosystems and healthy habitats
- Conservation of critical species
- Education and stewardship
- Evaluation and innovation

RESOURCES

PROJECT ELEMENTS	FY 2004	FY 1984-2004
Federal funds obligated by the Foundation	\$26,903,482	\$305,147,104
Nonfederal awards	\$4,700,595	\$130,388,025
Matching funds pledged	\$41,139,260	\$483,308,239
Total funds invested	\$72,743,337	\$918,843,368
Number of awards	709	7,273
Acres managed, restored or acquired by partners	195,843	17,443,717

20 YEARS OF FOUNDATION-SUPPORTED PROJECTS

The Foundation has awarded 7,273 grants that have impacted communities since its inception in 1984.

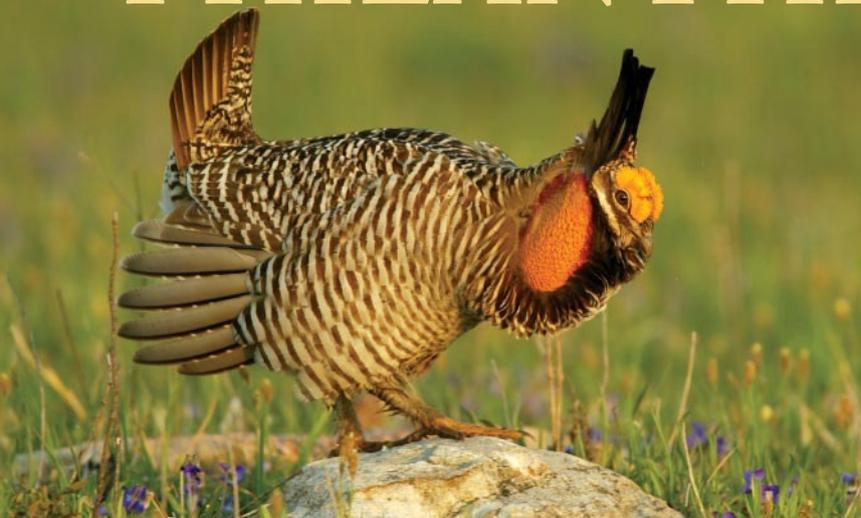


INTERNATIONAL CONSERVATION PROJECTS



49 Countries
741 Grants

PHILANTHROPIC PARTNERS



NOPPADOL PAOTHONG

Golden Prairie Chicken.

Each year, individuals, foundations and corporations partner with the National Fish and Wildlife Foundation to help fulfill its mission to conserve fish, wildlife and plants, and the habitats on which they depend. In 2004, the following partners joined with the Foundation in making grants possible for habitat conservation, stewardship, education, planning, resources and technological innovation:

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Hunting at Horicon National Wildlife Refuge in Wisconsin.

U.S. FISH AND WILDLIFE SERVICE/RYAN HAGERTY

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Gifts were given in memory of the following people:

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ART EXPLOSION

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The Foundation's regional conservation councils are dedicated individuals from the public, private and nonprofit sectors. Their service is indispensable to the Foundation — helping to anticipate trends, seize opportunities, build new partnerships for conservation action and stimulate more investment in conservation by foundations, corporations and individuals across the nation.

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GILLIAN HARRIS



ELLEN LIPPINCOTT

Sunrise at Cheyenne Bottoms Wildlife Management Area in Kansas.

Galapagos sea lion pup naps on Santa Fe Island.

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Foundation staff members celebrated Earth Day 2004 by helping Living Lands and Waters pick up tons of trash and tires along a Maryland shoreline along the Potomac River.



NATIONAL FISH AND WILDLIFE FOUNDATION/THUY LUU-BEAMS

INVEST IN CONSERVATION

HOW TO CONTRIBUTE

The National Fish and Wildlife Foundation, a nonprofit 501(c)(3) conservation organization, welcomes the support of new and renewing individual, corporate and foundation partners. Tax-deductible donations enable the Foundation to identify conservation and educational priorities, undertake new partnerships, develop sustainable solutions and manage grants that invest in on-the-ground projects. Chairman's Council gifts start at \$1,000.

Methods of tax-deductible giving include:

- ✔ Outright gifts of cash, stocks/securities and real estate;
- ✔ Memorial/tribute gifts;
- ✔ Pledges;
- ✔ Endowments;
- ✔ Employee matching gift programs.

ESTABLISHING A CONSERVATION HERITAGE

Many donors find that planned gifts are an effective, satisfying way to achieve their philanthropic goals, while significantly reducing their taxes. When conservation-minded individuals establish conservation legacies in their wills, the Foundation partners guarantee commitment to conserving fish and wildlife and the habitat upon which they depend for the benefit of future generations. Following are several ways to leave a bequest to the National Fish and Wildlife Foundation:

- ✔ A percentage of an estate;
- ✔ A fixed dollar amount;
- ✔ Charitable gift annuities or charitable remainder trusts;
- ✔ Retirement plans, IRAs and life insurance;
- ✔ Specific property such as stocks or real estate;
- ✔ The residual of an estate after other beneficiaries have been provided for.

COMBINED FEDERAL CAMPAIGN

If an employee's workplace participates in the Combined Federal Campaign, the employee may make payroll donations to the Foundation. The Foundation's Combined Federal Campaign number is 0892.

For more information on offering a gift to the National Fish and Wildlife Foundation, contact:

Elizabeth Madison
Director of Development
(202) 857-5677
Liz.Madison@nfwf.org

U.S. FISH AND WILDLIFE SERVICE



Prairie school research.

Polar Bears on pack ice off Alaska.



U.S. FISH AND WILDLIFE SERVICE/STEVE AMSTRUP

Treasuring
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