



NATIONAL FISH AND WILDLIFE FOUNDATION

# Annual Report 2006

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piping plovers

## Our Mission }

National Fish and Wildlife Foundation (NFWF) sustains, restores and enhances the nation's fish, wildlife, plants and habitats. Through leadership conservation investments with public and private partners, the Foundation is dedicated to achieving maximum conservation impact by developing and applying best practices and innovative methods for measurable outcomes.



**NATIONAL FISH and WILDLIFE FOUNDATION**

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We take great pride in the fact that we are one of the largest—and most efficient financial contributors to conservation work. Out of every dollar, on average nearly ninety-four cents goes directly toward vital conservation activities, while only three cents goes to fundraising. Based on the strength of our efficiency and effectiveness, Charity Navigator gives the Foundation its highest 4-star rating.

Since our founding in 1984, the National Fish and Wildlife Foundation has supported over 8,865 conservation grants and has leveraged \$374 million in federal funds into more than \$1.2 billion for on-the-ground conservation in all 50 states and over 50 other countries.

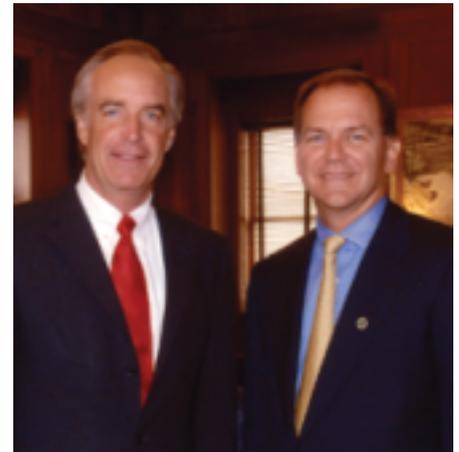
In order to ensure we stay focused on achieving maximum conservation impact from everything we do, the Board of Directors adopted a new Strategic Plan in late 2006. Above all, we are committed to achieving measurable outcomes. The bottom line is this: we intend to put ourselves at the forefront of a movement to drive accountability for sustainable conservation results. We will use the best science available to focus our efforts and to define, evaluate and reevaluate where and how we make our conservation investments.

Going forward, the Foundation will operate three lines of business: Charter, Keystone and Venture. In particular, our new Keystone Initiatives represent a core portfolio of issue-specific initiatives with clear long-term goals, well-articulated strategies and defined budgets to reach desired outcomes.

Without question, we are dedicated to “moving the needle” in conservation, taking a global outlook to sustainable conservation and setting the standard in conservation for a better future and a better world.

A handwritten signature in cursive script that reads "Paul".

**Paul Tudor Jones II**  
 CHAIRMAN, NATIONAL FISH AND WILDLIFE FOUNDATION



SECRETARY DIRK KEMPTHORNE, DEPARTMENT OF INTERIOR, AND NFWF CHAIRMAN, PAUL TUDOR JONES II

# 2006 Highlights }

In two short years, Wal-Mart's Acres for America program has already permanently conserved over 360,000 acres...

Now in just its second year of operation, Acres for America has already ensured the perpetual protection of over 360,000 acres of U.S. land, helping to consolidate conservation landscapes totalling nearly 4 million acres.

Begun in 2005, Acres for America is a 10-year, \$35 million groundbreaking partnership between the National Fish

and Wildlife Foundation (NFWF) and Wal-Mart Stores, Inc. The program was created to permanently conserve at least one acre of priority wildlife habitat for every developed acre of Wal-Mart Stores' current footprint, as well as the company's future development throughout the 10-year commitment.

During our third annual "Celebrating the Great Outdoors" fundraising event held in New York City's Central Park in September, NFWF recognized Wal-Mart for its exceptional environmental leadership, as embodied by this program. Rob Walton, Chairman of the Board of Directors for Wal-Mart Stores, Inc., accepted the Foundation's Chairman's Award, which is the highest accolade bestowed by the Foundation, on behalf of the company. As it has for the previous two years, ESPN Outdoors co-hosted the event.



Roosevelt elk



WAL-MART CHAIRMAN OF THE BOARD, ROB WALTON, AND VICE CHAIRMAN OF THE NFWF BOARD, KIRK DUPPS

Accountability } Driving performance through measurable outcomes

## Ted Turner, pioneer in developing market-based conservation solutions, receives Chairman's Award...

We presented Ted Turner with our Chairman's Award at an Earth Day gala held at the Georgia Aquarium in Atlanta in April. Mr. Turner was given this award for his extraordinary commitment to conservation.

As Paul Tudor Jones II, chairman of the Foundation, remarked, "Whether it's bison or bees, Turner is concerned about restoring and conserving all the species that are part of landscape-scale ecosystems. He's also a pioneer

in developing market-based solutions to conservation. His land-use practices and business acumen serve as a model for other landowners that seek to conserve and restore land for wildlife while sustaining their livelihoods."

Also, during the Atlanta Earth Day Gala, NFWF announced the launch of More Fish, a major five-year campaign to fund the restoration and conservation of fisheries and their habitat across America. Bass Pro Shops signed on as the first



FROM LEFT TO RIGHT: TIM KEENEY, TRAVIS TRITT, TED TURNER, DALE HALL, PAUL TUDOR JONES II

corporate sponsor of More Fish with a \$5 million partnership agreement of the campaign, which complements and supports the National Fish Habitat Action Plan, a multi-agency plan to coordinate efforts to protect, conserve and enhance fish habitat nationwide.

## Strategic Plan Sets Bold Direction for NFWF

In late 2006, the Board of Directors adopted a new Strategic Plan, which lays a bold, focused path for us to follow as we shape the future of the National Fish and Wildlife Foundation.

### Our Core Values Are Key to Achieving Our Mission

The new Strategic Plan reaffirms our core values, which include excelling in the conservation grant-making process, fostering public and private partnerships, leveraging the best science, and demonstrating financial leadership and accountability. Adhering to our core values will better position NFWF to achieve our mission of sustaining, restoring and enhancing the Nation's fish, wildlife, plants and habitats through leadership conservation investments.

### Keystone, Charter and Venture Initiatives Take Operational Center Stage

The Strategic Plan also clearly identifies three key areas of operational focus for NFWF going forward: Keystone, Charter and Venture Initiatives.

Keystone Initiatives (Birds, Fish, Wildlife and Habitat, Marine and Coastal) represent a core portfolio of issue-specific initiatives, which are designed to drive the conservation agenda, lead by example, set goals and strategies and achieve measurable impact.

Charter Initiatives, such as the Save the Tiger campaign and the Pulling Together Initiative, have a well-defined, narrow scope and are typically partner-driven. These initiatives give us an opportunity to engage in community or regional conservation issues and to be

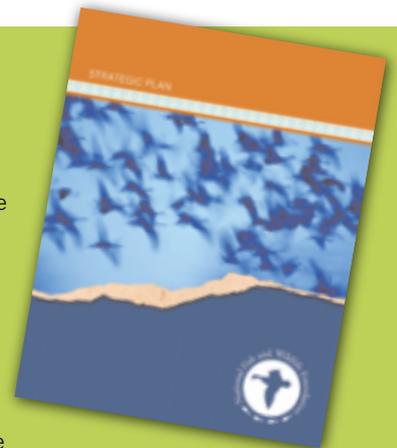
responsive to a federal agency, corporate partner or other sponsors seeking our expertise and assistance in achieving specific conservation goals.

Venture Initiatives provide a structured approach to identifying new and less-traditional approaches to investing in conservation. These initiatives are treated in a similar fashion to venture capital portfolios, where numerous ideas are explored and some ventures are approved to move forward while others are terminated based on clear go/no-go criteria.

For example, NFWF is exploring opportunities to leverage carbon sequestration and carbon credits to help offset some of the effects of global warming. By reforesting lands and preserving threatened forest habitat, we can help reduce the total amount of carbon added to the atmosphere.

### We Continue Our Unwavering Commitment to Measurable Outcomes

Finally, the new Strategic Plan redoubles our efforts to deliver measurable outcomes on all NFWF conservation investments. We have set a high bar for ourselves for outcome-driven conservation investing: We aspire to be highly effective at investing for maximum conservation benefit and to be recognized as a thought leader in how and where to invest.





FROM LEFT TO RIGHT: MIMI ZOCH, HELEN K. GROVES, TIM HIXON, FRED BRYANT, LEROY DENMAN, AND JANELL KLEBERG

### NFWF honors south Texas 'Father of Conservation'...

The late Caesar Kleberg, fondly remembered as the father of conservation in south Texas, was honored at a gala event in May in San Antonio, Texas. NFWF honored Caesar Kleberg, the Caesar Kleberg Foundation for Wildlife Conservation and the Caesar Kleberg Wildlife Research Institute with the 2006 Texas Legends Award. Karen and Tim Hixon, Renee and Mark Rockefeller and Mimi Zoch co-chaired the event.

### Congress reauthorizes NFWF for another five years...

In the National Fish and Wildlife Foundation Reauthorization Act of 2006, Congress once again extended our charter through 2010.

## Achieving Measurable Conservation Outcomes

### We're Focused on Generating the Greatest Impact from all NFWF Investments

The National Fish and Wildlife Foundation uses a science-based, collaborative approach to selecting projects for investment, based on our ability to generate the greatest impact to important fish, wildlife and plant resources.

NFWF brings together a combination of external and internal capabilities to develop strategies, set conservation outcome targets, and evaluate the ultimate impact of our conservation investments.

We begin by identifying conservation needs, then review proposed projects, look for opportunities to foster cooperative partnerships and then commit a mixture of federal and non-federal funds to specific initiatives.

### We Know How to Maximize Every Dollar of Conservation Investment

Funds are provided in the form of matching grants to ensure they will be leveraged. Awarding matching grants multiplies the investment in conservation and enables grantees to use NFWF's funds to challenge others to join the partnership.

Our matching grants are partially supported by congressionally appropriated dollars, which must be matched by a ratio of 1-to-1. However, we strive to maximize dollars invested in conservation. Currently, we average close to a 3-to-1 return on funds entrusted to us. For every dollar that Congress provides to NFWF, we are able to generate up to four dollars in on-the-ground conservation.

### Our Record of Performance Speaks for Itself

Over the course of our history, the National Fish and Wildlife Foundation has awarded over 8,865 grants and leveraged \$374 million in federal funds into more than \$1.2 billion in on-the-ground conservation initiatives. Outreach and student programs have impacted millions of people, and to date, over 17 million acres have been protected, restored and managed for bird, fish and wildlife habitat.

In 2006 alone, NFWF supported 676 grants and leveraged \$34 million in federal funds into nearly \$132 million in on-the-ground conservation.

Keystone Initiatives represent a core portfolio of issue-specific programs with clear long-term goals and well-articulated strategies to reach desired outcomes. These initiatives will drive the Foundation's conservation agenda in the future. Through Keystone Initiatives, NFWF will proactively identify grantees, evaluate best practices and innovative solutions, and enter into strategic alliances with partners to help "move the needle" on important conservation issues.

## KEYSTONE INITIATIVE Bird Conservation }

Here in North America, we enjoy an abundance of bird life. More than 900 species of birds either live here year-'round or fly across our borders.

Through our Bird Conservation Initiative, NFWF seeks to stabilize and increase declining but still common populations of select bird species or suites of species. We also seek to accelerate the recovery of imperiled species, while protecting and rejuvenating essential bird habitats.

For example, since 2002, we have worked in partnership with the Southern Company to deliver **The Power of Flight** grant program in Georgia, Florida, Alabama, and Mississippi.

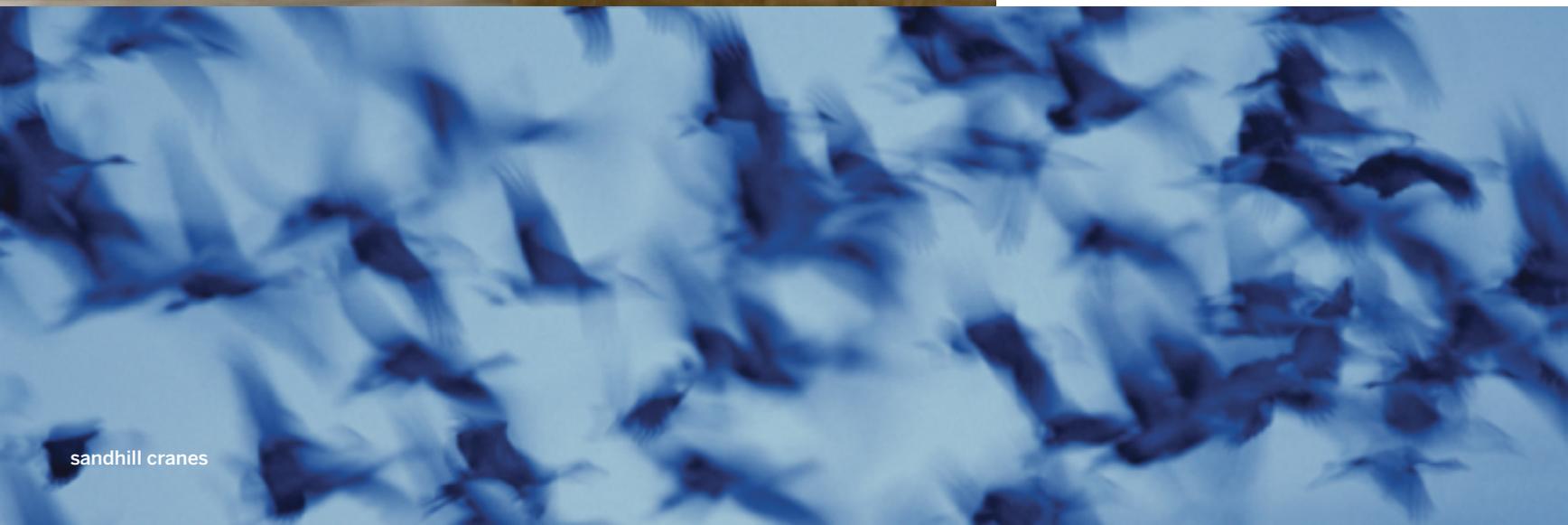


Designed to conserve bird populations through habitat restoration and environmental education, The Power of Flight program has invested more than \$4 million and helped enroll more than 113,000 acres of private lands in bird habitat conservation.

We intend to significantly impact bird conservation by determining which species conservation plans are succeeding, and why; building international capacity for conservation along migratory paths; and accelerating the recovery of imperiled species, particularly those designated as candidate, threatened or endangered at the federal level; conserving and restoring habitats that benefit the largest



great egret



sandhill cranes

number of species; and tracking bird population responses to on-the-ground conservation activities.

The Power of Flight program, for instance, is helping restore the endangered red-cockaded woodpecker and the declining bobwhite quail. This program works hand in glove with another Southern Company partnership, the **Longleaf Legacy Program**, which is dedicated to restoring a uniquely Southern ecosystem. To date, more than 12.5 million longleaf seedlings have been planted to help restore more than 12,500 acres of habitat.

Another corporate partner, ConocoPhillips, is making life easier for migratory birds across the Hemisphere and beyond. Thanks to ConocoPhillips, there are newly restored bottomland hardwood forests in Louisiana, replanted chenier woodlands along the hurricane damaged Gulf coast, and rejuvenated Texas prairies.



This good news for birds—and for America’s 50 million birders—is courtesy of the ConocoPhillips **SPIRIT of Conservation Migratory Bird Program**. Launched in 2005, this program provides \$600,000 annually to benefit birds and their habitats.

Through the U.S. Golf Association’s **Wildlife Links Program**, funds are being directed to help improve golf courses as important habitats for migratory and resident birds. And, to help ensure that we can enjoy the fruits of our conservation labors, the Wild Birds Unlimited, Inc., **Pathways To Nature Program** is supporting birding and wildlife watching facilities and education projects around the nation.



**SAMPLING OF SPECIES:**

- black-capped vireo
- golden cheeked warbler
- Northern bobwhite quail
- California condor
- red-cockaded woodpecker
- cerulean warbler
- greater sage-grouse
- Gunnison sage-grouse
- golden winged warbler
- shorebirds
- lesser prairie-chicken
- whooping crane

The Power of Flight program has invested more than \$4 million and helped enroll 113,600 acres of private lands in bird habitat conservation.

The newly minted Bird Conservation Initiative builds on the Foundation’s 20-year plus history of leading bird and bird-habitat conservation efforts. By building enduring partnerships with leading conservation groups, we plan on ensuring that birds remain an integral part of our environment, economy, and culture.

Impact } Moving the needle in conservation

KEYSTONE INITIATIVE

# Freshwater Fish Conservation

The United States has long been a center of biodiversity for fresh water species. In the Mississippi River basin alone there are more fish species than are found in all of Europe. The effects of population growth, development, changing land-use patterns, alteration and loss of habitat have taken a terrific toll. Fifty percent of the nation's waterways are impaired in some way and over 40 percent of the fish and aquatic species are in dramatic decline or even threatened with extinction.

Through our Freshwater Fish Conservation Initiative, NFWF works with our partners to increase populations of flagship freshwater and diadromous (migrating between fresh and salt waters) fish species and other aquatic species, while helping to preserve and reclaim critical habitat.

We expect to generate significant conservation impact by focusing on protecting and restoring spawning and rearing habitat in the upper reaches of targeted watersheds, removing barriers to fish passage (such as small dams and culverts) and increasing low streamflows during critical periods of fish migration.

In 2006, we launched the **More Fish** campaign as an integral part of this Keystone Initiative. More Fish is a five-year, multi-million dollar campaign designed to raise awareness and funds, to restore, protect and enhance the nation's fish populations and fish habitat.



striped bass



brook trout

Already, we have approved \$11 million in grants in conjunction with the More Fish campaign, which will be leveraged into a \$24 million on-the-ground investment.

In addition, our More Fish campaign complements and builds on the National Fish Habitat Action Plan, a bold new multi-agency initiative to conserve America's aquatic habitats. The hundreds of partners signed on in support of the plan include small local watershed groups and fishing clubs, conservation organizations, angling industries, academia, and federal entities, including the U.S. Fish and Wildlife Service and NOAA.

In 2006, Bass Pro Shops and NFWF announced a new \$10 million, five-year agreement to conserve fish habitat throughout the nation as a part of our More Fish campaign. Much of Bass Pro Shops' nearly \$5 million commitment will be used to improve the fish habitat of famed Table Rock Lake and the White River watershed in Missouri and Arkansas.



"Table Rock Lake in the 60's and 70's was one of the best places in the world for fishing," remembers John L. Morris, founder of Bass Pro Shops. "There wouldn't be a Bass Pro Shops if there wasn't a Table Rock Lake. Today, the fishing is good, but we can make it better. Five million dollars is a significant amount for a company, but we are proud to make this commitment with the Foundation because it will make a difference."

## Already, the Foundation has made \$11 million in grants under the More Fish campaign, which will be leveraged into a \$24 million investment to conserve our nation's rivers, lakes and coastal waters.

In Washington State, more than 100 local organizations engaged in restoring wild salmon habitat and passage to upstream spawning grounds through the **Community Salmon Fund**. In partnership with King and Pierce Counties, NFWF and the Salmon Recovery Board, these groups are reversing the declines of wild salmon and steelhead species throughout the state.



populations; number of miles of spawning and rearing habitat protected, restored or opened; and the increased capacity of regional partnerships and local angler organizations to address on-the-ground conservation needs.

Through this Keystone Initiative, NFWF is committed to working closely and elaborately with our partners to increase populations of flagship fish and other aquatic populations, while conserving our nation's rivers, lakes and coastal waters.

All investments made under this Keystone Initiative will be tracked and analyzed. We will carefully measure outcomes, including changes in flagship species

### SAMPLING OF SPECIES:

Eastern brook trout

bull trout

small mouth bass

cutthroat trout

rainbow trout

redband trout

steelhead trout

chinook salmon

chum salmon

coho salmon

pink salmon

sockeye salmon

sturgeon

grayling

spotted frog



RESTORING NATIVE OYSTERS TO PUGET SOUND PROVIDES FOOD FOR WILD SALMON.



Connecting private and public partners for scalable results

KEYSTONE INITIATIVE

# Wildlife and Habitat Conservation }



black-footed ferret

In order to conserve wildlife species and habitats for future generations, innovative solutions must be found to today's conservation challenges.

In particular, we must provide new hope for countless species threatened by loss of habitat or population disturbances.

Our Wildlife and Habitat Keystone Initiative is focused on helping increase populations of imperiled wildlife and plant species, while restoring priority wildlife habitats on a landscape scale.

Specifically, we intend to conserve targeted landscape-scale habitats by protecting key private lands adjacent to public or other conserved lands, and by enhancing stewardship on both public and private lands. We will also work under this Keystone Initiative to accelerate the recovery of imperiled wildlife and plant species, particularly those designated as candidate, threatened or endangered at the federal level.

In 2006, NFWF and Wal-Mart Stores, Inc. announced \$2 million in grants under the **Acres for America** program. These monies were used to protect nearly 40,000 acres in California, Idaho, and Michigan.



**WAL-MART**  
ACRES for AMERICA

In California, a \$1 million grant will be used to help purchase easements on more than 9,000 acres of private land within view of Mt. Shasta. These McCloud forestlands are located within the Klamath Cascade eco-region, considered to have the highest biological diversity of any coniferous forest in the world.



bats

In Idaho, a \$500,000 grant was given to help preserve more than 28,000 acres of working forest lands within the St. Joe River basin. This capstone grant conserves nationally significant forest habitat on a scale that will sustain healthy fish and wildlife populations for at least the next 100 years.

The river's upper reaches flow from the St. Joe National Forest and are federally protected as a Wild and Scenic River. The lower river weaves through privately owned working forest and ranchland into Lake Coeur d'Alene and the Spokane River, which provide drinking water to 400,000 people.

The area also provides vital habitat for many big-game species such as deer, elk, moose, black bear, and mountain lions and supports recovering populations of animals such as gray wolf, lynx, and bald eagles.

In Michigan, Acres for America provided \$500,000 to complete the acquisition of two miles of Lake Michigan shoreline, featuring spectacular sand dunes, rare plants and a host of wildlife. This pristine habitat serves as a resting area for bald eagles and also supports peregrine falcons, ruffed grouse, woodcock, Eastern meadowlark, barred owl, and broad-winged hawk and is part of the migratory route for Monarch butterflies.

Understanding that breakthrough results will take follow through and a commitment to multiple-year initiatives, NFWF is committed to providing support for national and local grassroots-driven efforts to identify root causes of declines in local habitats and species populations, identify and implement strategic corrective actions, and measure and communicate progress.



Mt. Shasta

- SAMPLING OF SPECIES:**
- black-footed ferret
  - swift fox
  - Indiana bat
  - grizzly bear
  - black-tailed prairie dogs
  - gopher tortoise
  - bog turtle
  - desert big-horned sheep
  - Monarch butterfly
  - elk
  - moose
  - Caspian tern
  - merlin
  - grasshopper sparrow
  - Pacific forests
  - Michigan sand dunes

We will work with our partners and grantees to measure all on-the-ground results generated by our investments. Specific outcomes to be tracked for this Keystone Initiative include changes in species populations relative to recovery objectives; resulting habitat utilization and/or population fitness of targeted wildlife; and percentage of targeted habitat that is conserved.

In keeping with our commitment to fund broader initiatives that provide the greatest good, we seek partnering opportunities with public and private organizations that will enable us to conserve targeted landscape-scale habitats and protect imperiled wildlife and plant species for generations to come.

“At Wal-Mart, we know that being an efficient business and being a good steward of the environment are goals that can work together.”

— David Carmon, Regional General Manager, Wal-Mart Stores, Inc.

Visionary } Solving tomorrow's conservation challenges

KEYSTONE INITIATIVE

# Marine and Coastal Ecosystems Conservation }



crab caught in marine debris  
CREDIT: SUSIE HOLST / NOAA PISSC

The National Fish and Wildlife Foundation is dedicated to sustaining, restoring and enhancing marine and coastal habitats and increasing populations of imperiled marine species.

Through our Marine and Coastal Keystone Initiative, we focus on meeting the conservation needs of at-risk species by providing habitat enhancement, coastal restoration, threat abatement, environmental education and community-based stewardship.

We pride ourselves on our creative and entrepreneurial mindset, and strive to always push the envelope towards greater innovation and higher qualitative and quantitative returns on our conservation investments.

For example, through the **Shell Marine Habitat Program (SMHP)** sponsored by the Shell Oil Company, more than \$32 million has been invested in marine habitat restoration and conservation projects in the Gulf states and the Mississippi River Valley since 1998. The SMHP supports projects that address areas of key environmental concern, such as wetland restoration, sediment and nutrient loading, and rare-species recovery.



We seek to achieve three primary objectives through this Keystone Initiative: 1) increase and sustain the productivity of key spawning grounds and unique marine habitats by reducing unintended human impacts; 2) increase populations of imperiled



Jewel Fairy Basslet fish and Tubastrea coral  
CREDIT: SUSIE HOLST

marine species; and 3) improve and sustain the health of the nation's major estuaries and the Great Lakes by restoring and protecting critical coastal habitat, improving water quality in tributaries, and enhancing populations of keystone species.

We look for ways to help reduce unintended human impacts to marine and coastal habitats and species. We intend to accomplish this goal by supporting the effective management of additional Marine Protected Areas, working with the fishing, shipping and recreational boating communities to decrease negative impacts from human use of the ocean and coastal areas, and striving to decrease the negative impacts of land-based activities such as sedimentation and polluted run-off.

We partner with managing agencies like the National Oceanic and Atmospheric Administration (NOAA) on a number of special grant programs, which are directed to specific species or habitats and are administered to facilitate contributions from other agencies and the specific strategic focus area and rally private donations. Examples of these programs include: the Marine Debris Prevention and Removal Program, Coral Reef Conservation Fund, and the International Sea Turtle Conservation Fund.

Specific outcomes to be measured and tracked under this Keystone Initiative include the number, size and effectiveness of Marine Protected Areas, changes in at-risk species populations, and resulting reductions in key stressors of marine and coastal systems (e.g., sediment and nutrient levels in the Chesapeake Bay).

## Through the Shell Marine Habitat Program, more than \$32 million has been invested in marine habitat restoration and conservation projects in the Gulf states and the Mississippi River Valley since 1998.

The National Fish and Wildlife Foundation is committed to generating synergistic results from our conservation investments by structuring smart programs with the best partners for the greatest impact. Through this Keystone Initiative, we are dedicated to conserving marine and coastal habitats, while helping restore populations of at-risk species who depend on these unique environments.



Collaboration } Linking smart program design with measurable outcomes

# Federal Partners }

In order to generate the greatest possible impact from our conservation investments, the National Fish and Wildlife Foundation looks for collaborative opportunities within both the federal government and the private sector—serving as an effective bridge between the two, thereby turning every \$1 of investment into nearly \$4 of on-the-ground conservation.

Accordingly, NFWF partnered with 13 federal agencies during fiscal year 2006 to leverage over \$39 million in federal funds into \$140 million of on-the-ground conservation. The following provides highlights of these government partnerships.



## U.S. Fish and Wildlife Service

Since 1984, when the National Fish and Wildlife Foundation was first created by an act of Congress, the U.S. Fish and Wildlife Service (FWS) has been NFWF's leading federal agency partner.

Throughout this long and fruitful relationship, the FWS has greatly increased our ability to leverage significant private-sector funds. From 1986 to 2006, NFWF leveraged \$146 million FWS funds into \$462 million for conservation projects in all 50 states, U.S. Territories, and internationally. In 2006, we received \$10.6 million in FWS-appropriated funds, which were leveraged into \$42 million for on-the-ground conservation.

Funds from the FWS supported general conservation efforts focusing on at-risk species, habitat enhancement, community-based stewardship and education. In addition, targeted initiatives focused on watersheds such as the Delaware Bay and St. Joe River Basin, species such as the whooping crane, Eastern brook trout and grizzly bear, as well as habitats such as tallgrass prairie and longleaf pine forests, as well as the implementation of conservation plans such as the National Fish Habitat Action Plan.



## National Oceanic and Atmospheric Administration

In 2006, the National Oceanic and Atmospheric Administration (NOAA) and the National Fish and Wildlife Foundation continued a long-running partnership to sustain, restore and enhance marine and coastal habitats as well as increase populations of imperiled marine species.

The partnership has been solidified through our statutory authority that names NFWF as NOAA's official foundation. Over the years, more than \$47 million in NOAA funds have been leveraged to produce over \$142 million for on-the-ground and in-the-water conservation.

We received \$1.4 million in 2006 NOAA-appropriated funds and matched it with over \$8.4 million in other federal and non-federal funds for more than \$9.8 million for coastal and marine conservation. Funded projects included a number of special grant programs, focusing on the Great Lakes, the Chesapeake Bay, Tampa Bay, coral reefs, sea turtles and marine debris removal.



### Bonneville Power Administration

The Bonneville Power Administration (BPA), in collaboration with the Foundation and 6 nonprofit organizations and 3 state water agencies across Oregon, Washington, Idaho and Montana, completed the fourth year of the Columbia Basin Water Transactions Program. The program seeks to balance the water needs of agriculture and fish in the Pacific Northwest through the use of creative market-based strategies. Program partners work cooperatively with landowners, primarily farmers and ranchers, to keep water in streams when and where it's needed for fish. The CBWTP has become a national model for collaborative, cost-effective water management. A total of 44 completed water right transactions restored nearly 300 cubic-feet-per-second of flow into critical fish-bearing streams. Combined with ongoing transactions completed in previous years, these transactions resulted in approximately 100,000 acre-feet of water being left instream in 2006. Nearly half of this annual water volume will be left instream for the long-term or in perpetuity.



### Bureau of Land Management

We began our collaborative relationship with the U.S. Department of the Interior's Bureau of Land Management (BLM) in 1991. During that time, NFWF has received \$3 million in BLM-appropriated funds that have been leveraged into \$19.4 million. These funds have been used to support conservation projects on BLM lands or on other lands where a direct benefit to BLM resources could be demonstrated, and to conserve critical large-scale Western habitats.



### USDA Forest Service

Ever since the National Fish and Wildlife Foundation began its relationship with the U.S. Department of Agriculture's Forest Service (FS) in 1988, the partnership opportunities in the forests were immediately apparent. To date, we have undertaken over 750 projects in partnership with the Forest Service and have grown roughly \$22.2 million in FS funds into more than \$95 million for on-the-ground conservation.

We received \$2.6 million in 2006 funds to support forest conservation projects and then leveraged these funds into \$18 million for local conservation. Projects benefited forest stewardship and the restoration of watersheds to enhance habitats for fish, wildlife and plants.



### USDA Natural Resources Conservation Service

The Natural Resources Conservation Service (NRCS) and NFWF work closely together to help support agricultural conservation on private lands. Over the past seven years, \$21 million in NRCS-appropriated funds has been leveraged into \$85 million to support over 470 projects in 49 states and several U.S. territories.

In 2006, NFWF received \$3 million which was leveraged in \$13 million to engage private landowners—primarily farmers and ranchers—in the conservation of fish, wildlife, and natural resources on their lands.



### U.S. Environmental Protection Agency

The partnership between the U.S. Environmental Protection Agency (EPA) and NFWF continued to grow in its ninth year. During that time, we supported more than 1,067 projects using \$25.68 million in EPA funds that were matched with \$99,276,447 in nonfederal funds for a total of \$124,956,447 in watershed-based grants.

The EPA and NFWF have continued our 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 Chesapeake Bay Targeted Watershed Grants Program; Long Island through the Long Island Sound Future Fund; and the nation's wetlands through the Five-Star Restoration Program.

Leveraging } Turning \$39M in Federal Funds into \$140M on-the-ground

# Corporate and Foundation Partners

Corporations and foundations continue to invest in conservation of migratory birds, elk and moose, tigers, marine life and other wildlife in the U.S. and around the globe.



## Anheuser-Busch / Budweiser

Now in its 13th year of supporting the National Fish and Wildlife Foundation's grant-giving work, Anheuser-Busch has helped deliver more than \$6.7 million to projects that support wildlife habitat restoration, improve public access, educate future leaders in conservation and conserve the nation's outdoor heritage.



## Bass Pro Shops

Bass Pro Shops and Johnny Morris Foundation have committed up to \$5 million to launch the More Fish Campaign that will help support fish habitat protection, enhancement and restoration projects nationally, with particular emphasis on engaging agencies, anglers and other conservation groups at Table Rock Lake and the White River watershed in Arkansas and Missouri.



## BP

For more than five years, BP Alaska has partnered with the Foundation and provided \$500,000 to establish the Polar Bear Conservation Fund that supports vital research on Beaufort Sea polar bear populations in Alaska and Canada to determine their distribution, use of sea ice, and numbers. BP has also helped to establish the Alaska Sea Duck Fund to monitor imperiled sea duck populations, and in Delaware, to provide support to the Foundation's Delaware Bay programs



## ConocoPhillips

ConocoPhillips and NFWF have worked together for more than 15 years. Launched in 2005, the ConocoPhillips SPIRIT of Conservation Migratory Bird Program is a focused and strategic initiative to conserve threatened birds and their habitats around the world. The SPIRIT of Conservation provides \$600,000 annually to benefit birds and their habitats. ConocoPhillips also has partnered with the Foundation for the past five years to support the Alaska Polar Bear Conservation Fund and the Cook Inlet Beluga Whale Conservation Fund.



Doris Duke Charitable Foundation

The State Comprehensive Wildlife Conservation Support Program is a partnership between the Doris Duke Charitable Foundation and the National Fish and Wildlife Foundation. The goal of this three-year grant program is to enhance State Wildlife Action Plan effectiveness by targeting resources to groups of states where strategic regional or national coordination and implementation will improve conservation results across geographical and organizational boundaries. To date, 17 projects have been funded, committing over \$1.3 million in combined Doris Duke Charitable Foundation and National Fish and Wildlife Foundation funds. The State Wildlife Action Plans are an unprecedented effort to create comprehensive strategies for conserving biological diversity in all 50 states.



ESPN

The National Fish and Wildlife Foundation and ESPN have been working together to Celebrate the Great Outdoors since 2004. By joining forces, the two organizations have raised more than \$5 million over three years to support NFWF's mission to sustain, restore and enhance the nation's fish, wildlife, plants and habitats.



ExxonMobil Foundation

For more than a decade, ExxonMobil has invested in the Save The Tiger Fund's vision for tiger conservation. It is one of the largest corporate commitments ever to save an endangered species. The company has invested more than \$12 million in support of over 250 projects.



Harold K.L. Castle Foundation

The Harold K.L. Castle Foundation and the National Fish and Wildlife Foundation have formed a three-year partnership under the Foundation's Coral Reef Conservation Program to support projects benefiting Hawaiian coral reefs. This partnership is a three-year, \$300,000 commitment aimed to protect and restore coral reef resources in Hawaiian waters by encouraging local Hawaiian applicants to conserve the fragile reefs that surround and protect their island homes. In 2006, we entered into the second year of this partnership, and with support from Castle, the Foundation was able to strengthen grantee capacity-building efforts across the Hawaiian Islands which generated an increase in the number of Hawaiian applicants to the Coral Reef Conservation Fund by threefold for the 2007 grant cycle.

Transparency } Open book approach with all stakeholders



#### Jackson Hole One Fly Capital Foundation

The Jackson Hole One Fly Foundation (One Fly) and NFWF established a partnership in 2003 to leverage both organizations' funding and interest in native cold water fisheries conservation, particularly in the Upper Snake River and Yellowstone basins. Each year, the One Fly raises and contributes up to \$150,000 in privately raised funds to leverage the Foundation's federal funds and applicant match. To date, 40 grants have been awarded for a total of \$3,286,000 invested in native fish conservation projects. The One Fly was created to generate, manage, and grant funds for projects that benefit trout and fly-fishing environments.



#### King and Pierce Counties / Salmon Recovery Funding Board

In 2000, NFWF launched a major program to support local efforts in protecting, enhancing and restoring salmon habitat. The Community Salmon Fund has grown to include more than \$3 million in co-funding partnerships with King County, Pierce County and the Washington State Salmon Recovery Funding Board, along with many others. In the past 6 years, CSF has invested \$47 million from NFWF and our partners, awarding 284 grants for community-based salmon recovery efforts.



#### PG&E Corporation

Through a three-year partnership with PG&E Corporation and its Nature Restoration Trust, nearly \$2 million was given to NFWF. The program strengthens participants' connection to community and conservation of native habitats and species.



#### Shell Oil Company

Through the Shell Marine Habitat Program, more than \$32 million has been invested in marine habitat restoration and conservation projects in the Gulf states and the Mississippi River Valley since 1998. In 2006, support extended to work in the Long Island Sound area.



#### Southern Company

Through programs sponsored by the Southern Company, more than \$4 million has been invested in bird habitat conservation, more than \$2.5 million has been invested in long-leaf pine restoration, and more than \$400,000 has been invested in education, outreach and training to foster local natural resource stewardship.



#### The Orvis Company

Since 1987, Orvis and NFWF have partnered to protect and restore native fish and wildlife habitat by raising public awareness and engaging communities in stewardship activities. The Orvis Partnership Program supports projects dedicated to the acquisition, restoration, enhancement, or long-term, protection of native fish and wildlife habitat.





The William Penn Foundation

Through a four-year partnership, William Penn Foundation has contributed \$670,000 to a grants program that supports innovative, community or locally-based programs or projects that restore important habitats and living resources within the Delaware Estuary.



Turner Foundation, Inc.

The Turner Foundation, founded in 1990 by Ted Turner, seeks to fund grants concerning environmental issues focusing on initiatives that highlight habitat restoration and sustainable living. Their partnership has further amplified the ability of NFWF to carry out our mission of sustaining, restoring and enhancing the nation's fish, wildlife, plants and habitats through leadership and conservation investments.



United States Golf Association

Wildlife Links is a partnership between the United States Golf Association and the National Fish and Wildlife Foundation. Wildlife Links provides grants for cutting-edge research, management, and education projects that improve golf courses as habitat for wildlife, while also enhancing playing conditions for golfers. The Wildlife Links program was launched in 1996. Through 2006, 21 projects have been funded, for which the USGA has committed nearly \$1.4 million. To date, this unique partnership has focused on creating habitats on golf courses for native pollinators, aquatic invertebrates, amphibians, small mammals, and birds. The program's goal is to help make golf courses a meaningful part of the conservation landscape.

W.K. KELLOGG FOUNDATION

W.K. Kellogg Foundation

In 2006, with support from the W.K. Kellogg Foundation, the National Fish and Wildlife Foundation embarked on an ambitious new initiative to support innovative projects that increase wildlife habitat and enhance natural ecosystem functions on agricultural lands. The Kellogg Alternative Agriculture Program supports projects that develop and demonstrate new models of conservation by promoting locally-based agricultural systems that encourages crops and practices to restore healthier and more fully functioning ecosystems.



Wal-Mart

Acres for America was created in 2005 as a novel way for the corporate world and the conservation community to work cooperatively to conserve vital wildlife habitat for future generations. Wal-Mart launched the program with a commitment of \$35 million over 10 years to permanently conserve at least one acre of priority wildlife habitat for every acre developed for the company's facilities.

Best-in-Class } The standard in conservation funding

## How to Invest

### Online

[www.nfwf.org](http://www.nfwf.org)

### Call

(202) 857-0166

### CFC

Federal employees may contribute to NFWF (#0892) through the Combined Federal Campaign.

### Matching

Many employers match gifts, doubling your contribution.

### Legacy

Designating NFWF in a will, trust, IRA, life insurance or other estate plan provides support for fish and wildlife habitat conservation for generations to come.

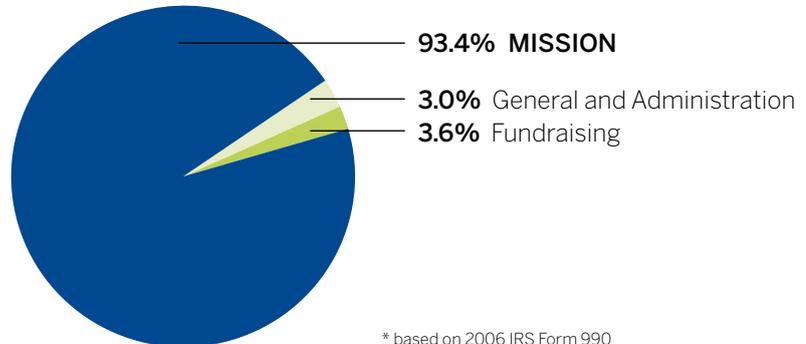
# Why Invest }

The National Fish and Wildlife Foundation is a 501(c)(3) organization dedicated to funding sustainable conservation initiatives. We pride ourselves on setting the bar high—demanding accountability and strong performance from on-the-ground investments. NFWF funds multiple year initiatives in key areas, which will have significant long-term impact. By employing best-in-class grant making processes and leveraging innovative program design from scientific experts, we are able to structure smart conservation programs that consistently achieve measurable outcomes.

Established by Congress in 1984, the National Fish and Wildlife Foundation leverages federal grants and private support to achieve maximum conservation impact. We have been awarded a 4-star Charity Navigator rating for our efficiency and effectiveness, therefore, individuals, corporations and foundations alike can be assured their investment in NFWF is a sound investment. Join the growing list of philanthropic contributors who understand the power of investing to leverage public and private funds for maximum environmental gain.



## USE OF FUNDS\*



\* based on 2006 IRS Form 990

“NFWF recognizes that breakthrough results take follow-through and a multi-year focus. It’s admirable that their persistent dedication to sustainable conservation projects provide the greatest good.”

— Lorie Jackson, ExxonMobil



# Financial Summary

Numbers talk. And at the National Fish and Wildlife Foundation, it's no different. We are committed to generating measurable outcomes throughout every aspect of our organization. Time and time again strong financial performance and steadfast results prove this. Known for our effectiveness and efficiency, NFWF is dedicated to serving all of our stakeholders —from maintaining our responsibilities to Congress, to ensuring wise investment for donors and responsiveness to grantees.

## CONDENSED STATEMENT OF FINANCIAL POSITION\*\*

(in millions of dollars, as of September 30)

Assets	2005	2006
Investments	199.9	199.5
Other Assets	14.0	24.4
<b>Total Assets</b>	<b>213.9</b>	<b>223.9</b>
<b>Liabilities and Net Assets</b>		
Liabilities	179.7	182.5
Net Assets		
Unrestricted	18.9	20.6
Restricted	15.3	20.8
<b>Total Liabilities and Net Assets</b>	<b>213.9</b>	<b>223.9</b>

## CONDENSED STATEMENT OF ACTIVITIES\*\*

(in millions of dollars, year ended September 30, 2006)

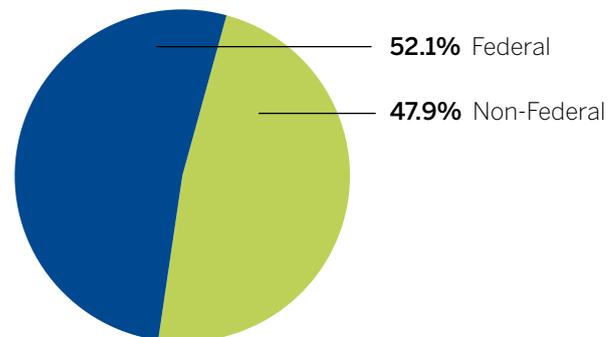
Assets	Unrestricted	Temporarily Restricted	Total
Revenue and Support	50.9	14.4	65.3
Assets Released from Restriction	8.9	(8.9)	0
<b>Total</b>	<b>59.8</b>	<b>5.5</b>	<b>65.3</b>
Expenses	58.1	0	58.1
Changes in Net Assets	1.7	5.5	7.2
Net Assets, beginning of year	18.9	15.3	34.2
Net Assets, end of year	20.6	20.8	41.4

\*\* based on 2006 audit

## FUNDS AWARDED BY THE FOUNDATION

	FY 2006	FY 1984 – 2006
Federal funds awarded	\$ 34,512,356	\$ 373,944,520
Philanthropic funds awarded	\$ 6,581,353	\$ 163,257,583
Matching funds pledged	\$ 90,843,586	\$ 662,888,651
<b>Total funds invested</b>	<b>\$ 131,937,295</b>	<b>\$ 1,200,090,754</b>

## 2006 TOTAL REVENUE



NFWF's independently-audited financial statements and IRS Form 990 are available upon request.

# Restoration and Mitigation Trusts }

NFWF administers a number of funds established with monies collected by natural resource agencies in compensation for damages to wildlife and habitats or otherwise provided to NFWF to administer. In managing these funds, we ensure that funding goes directly to conservation projects that benefit the injured resources.



sea turtle

## The Great Ships Initiative

The Great Ships Initiative (GSI) is an industry-led regional and binational cooperative effort to resolve the problem of ship-mediated invasive species in the Great Lakes-St. Lawrence Seaway System.

GSI draws on expertise and resources from the maritime industry, government agencies and subject experts to accelerate the development, testing, installation and eventual fleet-wide use of effective technologies that prevent the introduction of alien aquatic species.

Approximately \$3 million in funds have been contributed to GSI to date. The National Fish and Wildlife Foundation serves as fiduciary for the Initiative; the Northeast-Midwest Institute and American Great Lakes Ports Association serve as the managing entities and the University of Wisconsin-Superior serves in a research capacity.

Funds will be awarded to incubate treatment alternatives that show promise for halting the spread of ship-mediated invasive species transport as quickly, effectively and economically as possible. A harbor monitoring program will also be launched.

## The Dissolved Oxygen Environmental Benefit Fund for the Western Long Island Sound and Jamaica Bay

This Fund was launched as part of a settlement associated with discharges from Water Pollution Control Plants managed by the City of New York.

Approximately \$4 million will be available for projects and studies that address the impact of low dissolved oxygen, or “hypoxia,” on aquatic life in the region. Hypoxia, a significant problem in these waters, results from a combination of many factors, including discharges, storm-water runoff of fertilizers and pesticides, and air pollution.

The 2006 solicitation yielded 30 proposals offering a range of possible solutions for reducing hypoxia, including water-quality improvement, nitrogen-pollution control, and restoration of degraded coastal habitats.

The National Fish and Wildlife Foundation provides program and administrative support to the Fund Trustees.

# Recognizing } 2006 Contributors

Each year, thousands of corporate, foundation and individual partners help the National Fish and Wildlife Foundation achieve our mission of funding sustainable, impactful conservation. We thank the following partners for their 2006 contributions, which allowed us to award 676 grants and leverage over \$34M in federal funds for a total of more than \$132M in on-the-ground initiatives.

## Corporate Partners

Thanks to the following corporations that generously supported the Foundation's work in 2006:

Access Securities  
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## Foundation and Nonprofit Partners

Thanks to the following generous foundation and nonprofit partners who provided financial support in 2006:

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 Wildlife Conservation Society  
 World Wildlife Fund



young grizzly bear with salmon

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Thanks to the following generous individuals who contributed leadership gifts of \$1,000 or more:

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Thomas P. Zarilli  
Alexander Zecca



Bengal tiger

## Individual Contributors

Thanks to the following generous individuals who contributed \$100 or more:

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 Shai Bandner  
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## Legacy Estate gifts

We remember with appreciation the following generous donors whose gifts, through bequests from their estates, were received in 2006:

Doris B. Fredricks  
 Jan Harken  
 James D. Kiggen

## Memorials and Honoraria

Gifts were given in memory of the following people:

Dominick Amabile  
 Ray and Margaret Ames  
 Frank Blum  
 Doris Guarino  
 Don Henderson  
 Herb Kuhn  
 Andrew Luxem  
 Kirk McManamy  
 James Lowell McMeen  
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 Alison Pae  
 Roberta K. Richardson  
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 Hope Schattenthelm  
 Peter Vandervoort

Gifts were given in honor of the following people:

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