



Making the law work for people,
places, and the planet.

A Message From the Acting President and Chairman

This 2014 ELI Annual Report highlights the achievements of ELI's lawyers, scientists, and policy professionals in working with communities, government officials, business leaders, and civil society leaders to find lasting solutions to enhance the environment and make law work for people, places, and the planet.

Building Global Sustainable Development

ELI advances sustainable development by building the capacity of governments and citizens to manage and conserve natural resources. Among this year's projects, we worked in Mexico on implementation of that country's new right to water, in India on better enforcement of hazardous waste regulations, and in Haiti on biodiversity conservation.

Armed conflict poses one of the biggest threats to environmental security. During 2014 the global community faced an unprecedented level of armed conflict in Africa and the Middle East. In response to the growing menace of armed conflict ELI has become a global leader of the new field of environmental peacebuilding. This field integrates natural resource management into conflict prevention, mitigation, resolution, and recovery to build resilience in communities affected by conflict. This year, our environmental peacebuilding program expanded dramatically through a new knowledge platform, workshops, and publications.

ELI is the leader in educating the world's judiciary about environmental law. Judges are essential to the fair and effective implementation of environmental law. But many lack knowledge and experience in environmental law and the issues that typically arise in environmental disputes. Our judicial education program has educated more than 2,000 judges in 25 nations. In 2014, we made further strides with our programs in Haiti, Mexico, and Cyprus.

Protecting Precious Freshwater and Ocean Resources and the Livelihoods that Depend on Them

ELI plays a leading role developing better legal systems to govern long-neglected ocean resources. Our Ocean Program provides tools to improve management of complex ocean ecosystems, reduce pollution of coastal areas, and strengthen enforcement of fishery laws.

This year ELI helped Caribbean nations design and implement new ocean management regulations to protect critical ocean resources that support the spectacular array of life that depend on them. And Dr. Kathryn Mengerink, our Ocean Program Director, published a leading article on deep-ocean stewardship in the prestigious *Science* magazine.

ELI continued its critical work in the Gulf of Mexico helping local fishing communities access needed resources and designing policy solutions to ensure long-term benefits from disaster recovery and ecosystem restoration efforts. We brought together over 100 state, tribal, and federal officials for a three-day workshop on strategies for implementing significant changes to the Clean Water Act's vital total maximum daily load program. And we issued a significant report on best practices for managing water in the western United States.

Governance Solutions to Climate and Energy Conundrums

Environmental law, policy, and management play a central role in reducing global climate change and creating a cleaner, sustainable, affordable energy supply. ELI researchers issued a major report on best practices that communities with booming



Scott Schang
Acting President



Edward L. Strohhahn Jr.
Chairman of the Board

energy development can use to avoid the “boom and bust” cycles, including methods to preserve critical local resources and to work with energy companies constructively. We also issued a guidebook for local officials to provide guidance on navigating local energy development law and policy issues.

ELI convened a major workshop in 2014 to address EPA’s draft Clean Power Plan rule. The workshop featured top experts from government, industry, nonprofits, and academia who explored practical and legal implications of this significant regulatory undertaking. The highly interactive event took a “deep dive” into these rules and was captured in a special issue of the *Environmental Law Reporter*.

Advancing the Expertise of Environmental Professionals

No organization is more dedicated to advancing environmental progress through nonpartisan collaboration and solutions. ELI is the place where environmental professionals from business, government, academia, and the nonprofit world come together to discuss and debate creative ideas.

This year, ELI convened or co-sponsored over 100 events for 5,000 professionals both online and in California, Florida, Pennsylvania, Tennessee, New York, and Washington, D.C. We launched a new set of Skills Seminars to teach professionals how to conduct environmental due diligence, manage the environmental impacts and permitting of large infrastructure projects, and work with scientists and economists. We also taught environmental professionals the intricate workings of energy law and regulation to help increase our profession’s literacy in this critical area.

ELI Press advanced the field by publishing seven new titles, including “Next Generation Environmental Compliance and Enforcement,” which explains and explores new enforcement strategies used by regulators around the world to grapple with issues such as new technologies, declining budgets, and increasing environmental challenges. With the American Planning Association, the Press also published John Nolon’s “Protecting the Local Environment through Land Use Law,” a major work that highlights the solutions local governments can bring to environmental challenges.

The *Environmental Law Reporter* published three noteworthy special issues: the December issue focused on EPA’s Clean Power Plan, the February issue was dedicated to Private Environmental Governance, and our August Environmental Law and Policy Annual Review issue showcased the best policy-relevant ideas on the environment from the legal academy. And ELI’s award-winning *The Environmental Forum* continued to provide the best coverage of the environmental profession and environmental policy.

Award Dinner

The 2014 Award Dinner brought together over 700 environmental professionals to recognize outstanding environmental achievement. We honored Mary D. Nichols, chairman of the California Air Resources Board, and the State of California at our 30th Annual Award Dinner on October 21. Representative Henry A. Waxman, who presented the awards, praised Nichols and the State of California for providing a model for the federal protections that have been established in many areas such as regulation of water pollution, hazardous waste, and chemicals in consumer products. A former ELI Director, Nichols was named by *Time* as one of the 100 most influential people in the world in 2013.

Conclusion

ELI’s work is only possible because of the tremendous dedication and skill of our staff, the insightful and creative leadership by our Board of Directors, and the deep support from our Leadership Council and many philanthropic supporters and members. We look forward to 2015 and the years beyond knowing that despite growing challenges in climate, environmental security, land and species protection, ocean health, and water resources, ELI and our profession are more than up to the tasks ahead of us.



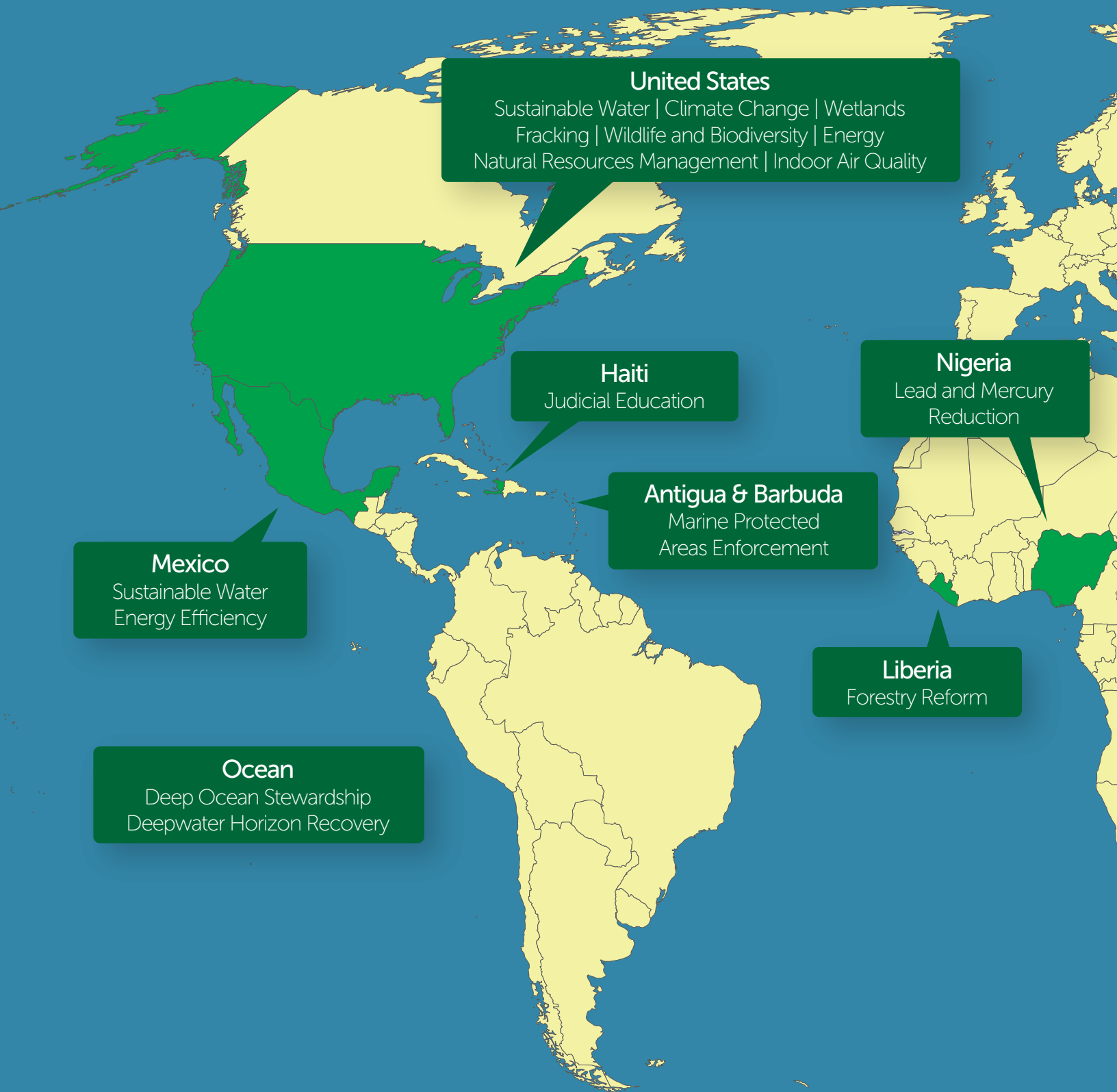
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WHERE WE WORKED IN 2014: HIGHLIGHTS

Antigua & Barbuda | Cyprus | Haiti | India | Japan
Jordan | Liberia | Malawi | Mexico | Myanmar
Nigeria | Ocean | South Africa | United States





Trusted, Objective Data and Analysis

We fill voids in collective understanding and inform the most critical environmental decisions of the day, from U.S. climate policy to water management to the role of corporations in environmental improvement. In order to ensure a better-informed dialogue through common sources of good information, we also make collections of hard-to-find resources accessible to everyone involved in some of the most significant environmental challenges.

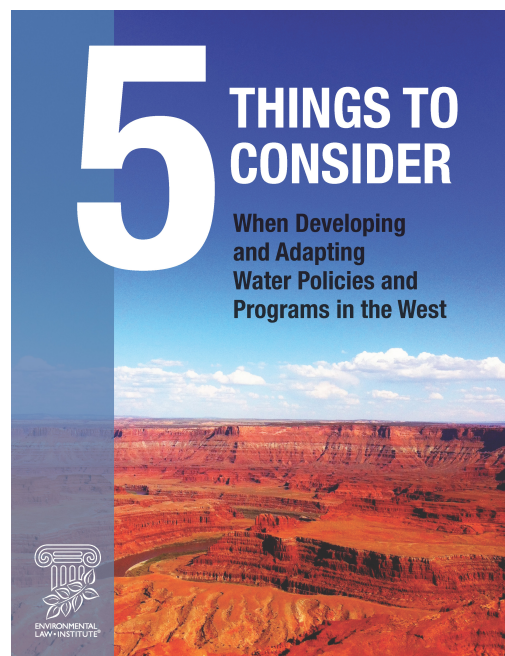
"When environmental leaders across government, the legal profession, business, NGOs, and academia need help with difficult challenges, they can count on the Environmental Law Institute's non-partisan research and education to capably inform them with essential knowledge." —Wayne S. Balta, Vice President, Corporate Environmental Affairs and Product Safety IBM Corporation

Advancing the debate over the Obama administration's proposed Clean Power Plan. ELI co-sponsored a July workshop on the plan hosted by ELI and Duke University's Nicholas Institute for Environmental Policy Solutions and dedicated the November issue of *ELR News & Analysis* to the ongoing dialogue by publishing articles that expand on the major issues explored at the workshop.

Publishing "Five Things to Consider When Developing and Adapting Water Policies and Programs in the West," a new guidebook focusing on key factors that determine the success or failure of water initiatives in the western United States. The guidebook identifies five salient factors: social and political dynamics, physical landscape, economics, law, and administrative capacity.

Releasing "Big Data and Environmental Protection: An Initial Survey of Public and Private Initiatives."

This report provides examples of the many ways government agencies, nongovernment organizations, and private industry increasingly use big data sets and analytics to forward environmental protection.



Effective Law and Policy

From drafting landmark ocean management regulations with Antigua and Barbuda legislators, to helping rebuild the legal framework for forestry in Liberia in the wake of a civil war fueled by conflict timber, we work with our partners to create practical, effective laws and policies, learning from the experiences of others but tailored to the circumstances and needs of the location.

"One reason that ELI is so effective is that it consistently works to involve professionals from all sectors, viewpoints, and communities."—U.S. Senator Tom Udall

Advancing our Environmental Peacebuilding (EP) efforts by expanding the EP Knowledge Platform and growing the EP Community of Practice. The Platform now hosts more than 1,100 publications including books, articles, and teaching curricula from over 120 countries, while the community is comprised of researchers, practitioners, and decision-makers from more than 75 countries.

Leading the legal analysis to help Antigua and Barbuda create landmark ocean management regulations. The Barbuda Council, part of the twin-island nation of Antigua and Barbuda, drafted and signed new ocean management regulations for Barbuda that rezone its coastal waters, strengthen its fisheries management, and establish a network of marine sanctuaries.



ELI International Program Co-Director Carl Bruch led the launch of the book *Water and Post-Conflict Peacebuilding* in March.



Marine Area Patrol boat helps enforce coastal management regulations.

Improving benefits from wetlands, and stream conservation projects. ELI and The Nature Conservancy issued the *Watershed Approach Handbook: Improving Outcomes and Increasing Benefits Associated with Wetland and Stream Restoration Projects*. The handbook demonstrates the ways the watershed approach can help ensure that these projects contribute to goals of improved water quality, increased flood mitigation, improved quality and quantity of habitat, and increases in other services and benefits. Watershed health is more likely to improve with an increased understanding of its needs, better site selection for restoration and protection projects, and an alignment of regulatory and non-regulatory wetland and stream restoration and protection efforts.

Helping to implement Mexico's new constitutional right to water. With partner Centro Mexicano de Derecho Ambiental (CEMDA), ELI published papers to help legislators, agency officials, and nonprofit organizations implement and enforce Mexico's constitutional reform providing a human right to water. The project team also launched a website to serve as a clearinghouse and legislative tracker on legal tools for the implementation on the human right to water.

Educating Professionals and the Public

Across the United States and the globe, we teach people about the law, their rights, and strategies for change. We are educating judges around the world on critical topics in domestic and international environmental law and informing communities dependent on the Gulf of Mexico on how to influence and understand their rights under the restoration and recovery process. The ultimate goal is to help people improve the implementation of environmental and natural resource law for better environmental and sound outcomes.

"As a non-lawyer working in environmental policy, ELI has been a source for background and in-depth discussions on key aspects of environmental law that helps me do my job. ELI does a great job of bringing experts together across so many different topic areas in the field."—Eliza Cava, Policy Analyst, Defenders of Wildlife

Identifying synergies between wetlands, wildlife, and flood hazards managers. ELI Science and Policy Analyst Dr. Rebecca Kihlsinger launched a new project with an initial workshop in Minnesota that explored ways in which hazard and emergency managers, floodplain managers, land use planners, and wetland and wildlife conservation managers can work together to meet multiple environmental and social goals and identify the information and funding needed for joint projects in their state.

Completing a four-year judicial education program on environmental law and conserving biodiversity in Haiti. The long-term goal of the project has been to refine the judicial education program and materials so that they can be used as part of the ongoing education of all judges in Haiti and to replicate the project in other municipalities. The National Judicial School of the Dominican Republic has now made environmental law a regular part of its curriculum.



ELI's Dr. Kihlsinger leads a community workshop on flooding concerns in Minnesota's Root River watershed.

Convening state, territorial, tribal, and federal officials on implementation of the Clean Water Act (CWA) TMDL program. ELI led the 2014 National Training Workshop in Shepherdstown, West Virginia. The event brought together over 100 participants including staff from 45 states, Puerto Rico, the District of Columbia, several tribes, and EPA officials to present and discuss significant changes being made to how the CWA Section 303(d) Program carries out its responsibilities.



Twenty-five participants attended ELI's third workshop on environmental law for judges, enforcement officials, and law professors in Haiti, led by Senior Attorney John Pendergrass.

Convening Diverse Groups to Solve Problems

We bring together the right people with a clear objective, strong preparation, and facilitation by subject matter experts. For example, we convene lawyers, scientists, and journalists to work through the challenges of discussing uncertainty across professions and gather state and local public health officials from across the country to identify solutions to indoor environmental quality problems.

"ELI is where thinking people come together to make progress on complex environmental issues."—Felicia Marcus, Chair, California State Water Resources Control Board

Leading 102 education events, including seminars, courses, and special events for over 5,000 environmental professionals both on-line and in person.

Highlights included eight professional skills seminars on such topics as: environmental due diligence; large infrastructure projects; working with scientists and economists; and making the most of agency requests for comments.

Holding monthly climate change briefings. Top climate experts provided regular conference call updates on developments in climate policy in the United States and around the globe. The briefings covered a range of topics: the U.N. climate meeting in Peru; responses by the states to the EPA Clean Power Plan; implications of the newly elected Congress; and many others.



ELI's John Cruden and Linda Breggin (back row) with corporate event panelists (L-R) Wayne Balta, IBM; Eric Israel, Global Reporting Initiative North America; Bicky Corman, Venable LLP; and Michal Pelzig | Hess Corporation.



Panelists for ELI's "U.S. GHG Leadership for Paris 2015" seminar included (L-R) Ned Helme, Center for Clean Air Policy; Ross Eisenberg, National Association of Manufacturers; Hilary French, UNEP; David Waskow, World Resources Institute; and Robert M. Sussman, Sussman & Associates.

Hosting a half-day corporate forum on the cutting edge of sustainability disclosure. Our growing Corporate Program led this special event where discussions focused on voluntary corporate reporting and rankings of corporate environmental performance, among other topics.

Recognizing Excellence

Award Dinner

Our annual Award Dinner, held October 21 at the Omni Shoreham Hotel in Washington, D.C., was an enormous success, attracting more than 700 members of the environmental profession to gather to renew their commitment to advancing and improving the environment. The 2014 honors were awarded to Mary D. Nichols, Chairman of the California Air Resources Board (CARB), and to the state of California whose national environmental leadership stretches back at least to the 1960s. The Award recognizes their decades



ELI Board Chair Edward L. Strohhahn, Jr., Representative Henry A. Waxman, and former ELI President John Cruden present the ELI Award to Mary D. Nichols.

of remarkable leadership in advancing innovative programs to protect and enhance the environment and our natural resources, combat climate change, and transition California to a new energy economy. This was the 30th Anniversary of the prestigious ELI Award and the first time that a state has been selected. Representative Henry A. Waxman, a longtime champion of environmental and public health protection, presented the award.

Mary D. Nichols was honored as one of the foremost environmental leaders in the nation. As Chairman of CARB, a post she has held since 2007, she is implementing California's landmark greenhouse gas emissions reduction program. In 2013, Ms. Nichols was named one of the "100 Most Influential People in the World" by *TIME Magazine* and described by former EPA Administrator Lisa Jackson as the "Thomas Edison of environmentalism" and "a fierce champion of cutting-edge technology that is changing her state, a nation and the world."

The state of California was honored for its preeminent, pathbreaking leadership in initiating and implementing innovative and effective environmental protection programs beginning with the State Air Quality Program in 1959, the first of its kind in the nation. California's achievements are undertaken on a huge scale since its economy is the 12th largest in the world. Notwithstanding the size and diversity of the state, its environmental achievements are legendary. Over many decades California has been a leader in environmental legislation, natural resource stewardship, community involvement, and environmental innovation.

"ELI's annual award dinner is sort of a 'home coming' for many of us who have been supporting the Institute for years. Like a class reunion, we look forward to it as an opportunity to catch up with long-time friends and colleagues. The environmental bar is a convivial group, and ELI's annual award dinner provides an unparalleled opportunity to gather."

—Tom Mounteer, Partner, Paul Hastings LLP

Segments of the event may be viewed at <http://www.eli.org/award-dinner/2014-award-recipient>



Representatives from the National Association of Clean Water Agencies, one of the 49 Award Dinner Star Sponsors.

National Wetlands Awards

Every year, ELI honors recipients from across the country who have been recognized for their exceptional and innovative contributions to wetlands protection, restoration, and education. The 2014 National Wetlands Award recipients were honored at a ceremony on May 2014 at the U.S. Botanic Garden near the U.S. Capitol. Through coverage in the *National Wetlands Newsletter*, coordinated media outreach, and an awards ceremony on Capitol Hill, awardees receive national recognition and attention for their outstanding efforts.



The U.S. Botanic Gardens were the perfect setting for the NWA ceremony in May. ELI President John Cruden addresses the audience.



The 2014 National Wetlands Awards winners (left to right): Dr. W. Carter Johnson, Ray Norgaard, Esther Lev, Jack Rudloe, and Mark Abramson.

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Members of the ELI Legacy Society have indicated the Environmental Law Institute as a beneficiary in their will, trust, or other estate planning documents. By taking this important step, Legacy Society members help to carry out ELI's vision of a healthy environment, prosperous economies, and vibrant communities founded on the rule of law. Those considering becoming part of the Legacy Society should consult with a tax attorney or accountant to determine the best way to carry out their lifetime and testamentary objectives.

We are grateful to the following individuals for including ELI in their estate plans.

Leslie Carothers
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The Environmental Law Institute is grateful for the generous support it received from the Star Sponsors of the Award Dinner, which was held on Tuesday, October 21, 2014, and which honored Mary Nichols and the state of California. We would like to thank our Star Sponsors and the members of the Corporate, Professional, and Associates Programs who supported the work of the Institute through their participation.

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 Geosyntec Consultants, Inc.
 Gibson, Dunn & Crutcher LLP
 Goodwin Procter LLP
 Greenberg Traurig, LLP
 Hogan Lovells US LLP
 Holland & Knight LLP
 Hunton & Williams LLP
 Husch Blackwell LLP
 Jenner & Block LLP
 Jones Day
 Katten Muchin Rosenman LLP

Keller and Heckman LLP
 Kelley Drye & Warren LLP
 Kilpatrick Townsend & Stockton LLP
 King & Spalding LLP
 Kirkland & Ellis LLP
 K&L Gates LLP
 Latham & Watkins LLP
 Manatt, Phelps & Phillips, LLP
 Morgan, Lewis & Bockius LLP
 Morrison & Foerster LLP
 Norton Rose Fulbright
 Paul Hastings LLP
 Perkins Coie LLP
 Pillsbury Winthrop Shaw Pittman LLP
 Proskauer Rose LLP
 Robinson & Cole LLP
 Schiff Hardin LLP
 Shook, Hardy & Bacon L.L.P.
 Sidley Austin LLP
 Sive, Paget & Riesel, P.C.
 Skadden, Arps, Slate, Meagher & Flom LLP
 Squire Patton Boggs (US) LLP
 Stoel Rives LLP
 Van Ness Feldman, LLP
 Venable LLP
 Vinson & Elkins L.L.P.
 Wilmer Cutler Pickering Hale and Dorr LLP
 Winston & Strawn LLP

Professional Associates

Alston & Bird LLP
 Arent Fox LLP
 Barnes & Thornburg LLP
 Davis Polk & Wardwell LLP
 Dewberry
 Exponent, Inc.

Fox Rothschild LLP
 Goldberg Segalla LLP
 Ramboll Environ
 Saul Ewing LLP
 Verrill Dana LLP
 Willkie Farr & Gallagher LLP

Financial Statements

Statements of Financial Position

<i>Years Ended December 31,</i>	2014	2013
Assets		
Current assets		
Cash and cash equivalents	\$861,694	\$1,320,763
Accounts receivable		
Grants and contracts	504,822	467,336
Royalties	524	2,374
Other	208,911	74,514
Allowance for doubtful accounts	(2,729)	(2,729)
Net accounts receivable	711,528	541,495
Contributions and foundation grants receivable	540,399	278,067
Investments	4,257,820	4,966,739
Prepaid expenses and inventory	178,510	128,469
Total current assets	6,549,951	7,235,533
Property and equipment, at cost		
Furniture, equipment and software	384,525	365,625
Leasehold improvements	32,331	32,331
Total	416,856	397,956
Less: Accumulated depreciation and amortization	(293,603)	(264,357)
Property and equipment, net	123,253	133,599
Other assets		
Security deposit	89,932	25,815
Total assets	\$6,763,136	\$7,394,947
Liabilities and Net Assets		
Current liabilities		
Accounts payable and accrued liabilities	\$314,750	\$295,879
Accrued payroll and vacation	345,393	301,127
Deferred revenue	444,268	497,348
Deferred rent	2,245	15,257
Total current liabilities	1,106,656	\$1,109,611
Net assets		
Unrestricted	4,503,030	4,994,206
Temporarily restricted	1,153,450	1,291,130
Total net asset	5,656,480	6,285,336
Total liabilities and net assets	\$6,763,136	\$7,394,947

Additional financial information can be obtained from www.eli.org.

Statements of Activities and Changes in Net Assets

	Year Ended December 31, 2014					Year Ended December 31, 2013			
	Unrestricted	Unrestricted Board Designated	Total Unrestricted	Temporarily Restricted	Total	Unrestricted	Unrestricted Board Designated	Temporarily Restricted	Total
Operating revenues									
Federal awards and contracts	\$986,577	-	\$986,577	-	\$986,577	\$1,692,136	-	-	\$1,692,136
Contributions and grants	649,819	-	649,819	1,371,185	2,021,004	815,332	-	1,124,895	1,940,227
Publication sales and subscriptions	489,569	-	489,569	-	489,569	507,419	-	-	507,419
Membership revenue	788,916	-	788,916	-	788,916	735,128	-	-	735,128
Award dinner	459,935	-	459,935	-	459,935	378,750	-	-	378,750
Interests and dividends, net	121,238	-	121,238	-	121,238	168,630	-	-	168,630
Other Revenue	231,497	-	231,497	-	231,497	232,391	-	-	232,391
Net assets released from restriction - satisfaction of grant requirements	1,508,865	-	1,508,865	(1,508,865)	-	1,452,461	-	(1,452,461)	-
Total operating revenues	5,236,416	-	5,236,416	(137,680)	5,098,736	5,982,247	-	(327,566)	5,654,681
Operating expenses									
Program services									
Research, policy and training	2,732,775	100,000	2,832,775	-	2,832,775	3,014,566	200,000	-	3,214,566
Publications and educational material	630,245	-	630,245	-	630,245	660,826	-	-	660,826
Membership and outreach	786,334	100,000	886,334	-	886,334	862,151	-	-	862,151
Total program services	4,149,354	200,000	4,349,354	-	4,349,354	4,537,543	200,000	-	4,737,543
Supporting services									
Fundraising	782,945	-	782,945	-	782,945	630,108	-	-	630,108
Management and general	675,896	-	675,896	-	675,896	633,187	-	-	633,187
Total supporting services	1,458,841	-	1,458,841	-	1,458,841	1,263,295	-	-	1,263,295
Total operating expenses	5,608,195	200,000	5,808,195	-	5,808,195	5,800,838	200,000	-	6,000,838
Net operating income (loss)	(371,779)	(200,000)	(571,779)	(137,680)	(709,459)	181,409	(200,000)	(327,566)	(346,157)
Net realized and unrealized gains	80,603	-	80,603	-	80,603	519,781	-	-	519,781
Changes in net assets	(291,176)	(200,000)	(491,176)	(137,680)	(628,856)	701,190	(200,000)	(327,566)	173,624
Transfer between unrestricted accounts	(200,000)	200,000	-	-	-	(200,000)	200,000	-	-
Net assets, beginning of year	4,994,206	-	4,994,206	1,291,130	6,285,336	4,493,016	-	1,618,696	6,111,712
Net assets, end of year	\$4,503,030	-	\$4,503,030	\$1,153,450	\$5,656,480	\$4,994,206	-	\$1,291,130	\$6,285,336

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