



# Shaping the future of the West.

WRA ANNUAL REPORT 2020

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future of the West.





“With our supporters, donors, fellow advocates, and diverse partners across the West, we can and will use our unique skills to set and achieve ambitious goals to protect our land, air, and water.”

**W**ith our supporters, donors, fellow advocates, and diverse partners across the West, we can and will use our unique skills to set and achieve ambitious goals to protect our land, air, and water.

Even before climate change was headline news, WRA was working diligently with governors, state legislators, and commissioners to decarbonize the West. Ten years ago, our region was still so reliant on coal-powered energy that carbon emissions in the power sector were near their peak, the energy storage industry was in relative infancy, and renewables had yet to reach price parity with coal. For many, the idea of a 100% clean energy future was an unachievable ideal.

But WRA saw a different future. With more than 20 years of experience driving clean energy in the West, we used our unique policy and regulatory expertise to develop the Climate Fix—a bold plan to reduce roughly half of our region’s carbon pollution by 2030.

Towards that goal, we are retiring coal plants, one unit at a time. We are developing legislation to set ambitious state policy goals and holding lawmakers accountable to those goals. We are working with utility commissions to incentivize clean energy rebate programs, and much, much more. And these on the ground actions are adding up to major change—39 million tons of carbon emission reductions toward our 105-million-ton goal, to be exact. And with continued hard work, we know we can achieve zero carbon pollution by at least 2050. But we can’t stop there.

Climate change also complicates other conservation challenges. Species loss is at an all-time high, and we are on a destructive path to lose massive amounts of biodiversity worldwide if we don’t act quickly. The Colorado River is diminishing at an unprecedented rate, and flows are predicted to decrease an additional 30% by midcentury. So WRA is again leading with bold action. We are scaling up our work to ensure that it will have measurable and meaningful impact in line with the enormity and urgency of the challenges we face.

The science tells us we need to protect 30% of lands by 2030 and 50% of lands by 2050 to preserve 80% of biodiversity globally. That means more than 100 million acres of land in our region needs to be protected by 2030 and more than 200 million acres of land by 2050.

Our region’s rivers also need to be protected to support ecosystems, recreation, and local communities. Water needs to be conserved, and key river reaches need to be restored and better managed to address water use and climate change.

The world changed over the last year. We have a deeper understanding of how social inequalities threaten both lives and livelihoods. While every person is impacted by climate change, some communities bear a far higher burden due to exposure to toxic co-pollutants, environmental racism, and economic precarity that reduces resiliency to the impacts of climate change. There can be no environmental justice without addressing climate change.

We cannot and will not succeed if we do not work with those most impacted by the complex problems facing the West. We can and will do better. We have no time to waste. And we are focusing all our resources on creating a healthier and equitable future for the West.

Join Us.

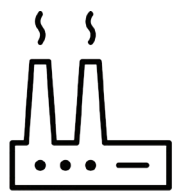
JON GOLDIN-DUBOIS | PRESIDENT



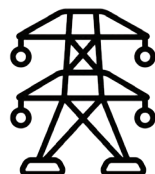
## CLEAN ENERGY

Our goal is to reduce emissions from the power sector in the Interior West at least 51% by 2030, compared to 2016 levels, with the aim of achieving 100% clean energy no later than 2050.

### ACTIONS WE'RE TAKING



Transitioning Energy Sectors

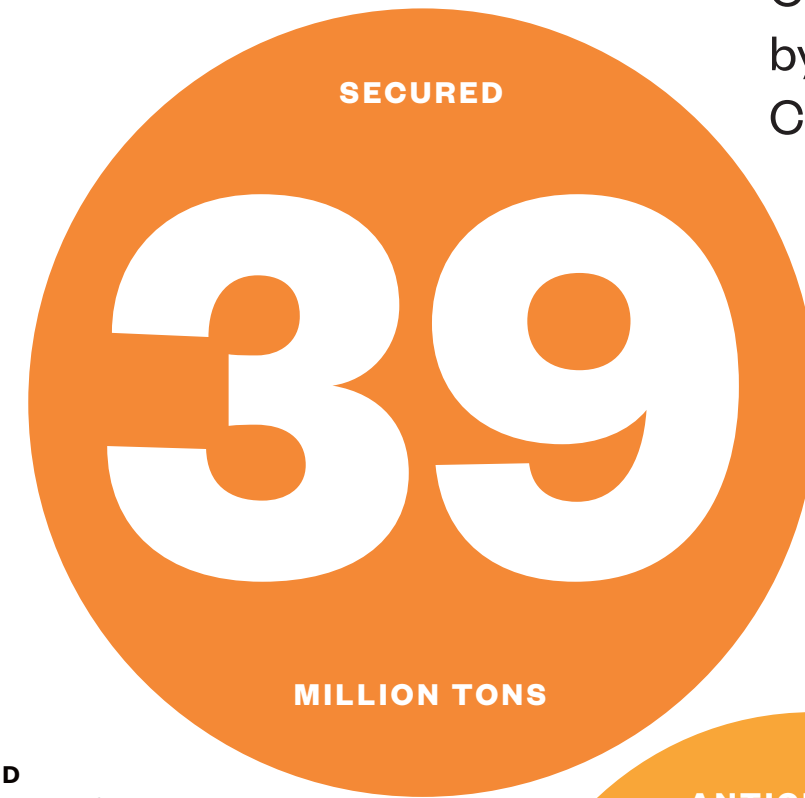


Modernizing the Grid



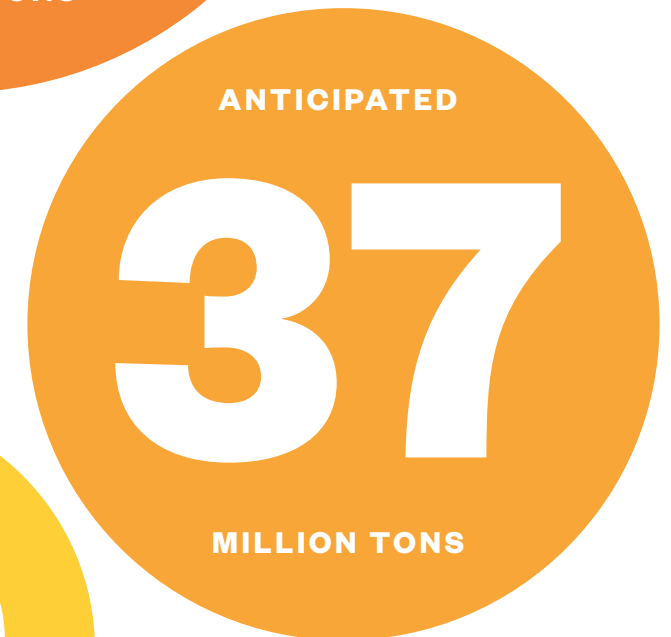
Revitalizing the Economy

Fighting Climate Change by Reducing Carbon Emissions



#### SECURED

We are making significant progress toward that 51% goal by developing and advocating for policies and regulatory approvals for utility coal-plant retirements and renewable energy acquisitions. To date we have locked in 39 million tons of annual carbon-dioxide reductions by 2030, compared with 2016 levels.



#### ANTICIPATED

We expect that another 37 million tons of annual carbon-dioxide reductions will be secured during the next three years through our continued work with decision makers, utilities, and regulators.



#### REMAINING

With your help, we can secure the remaining 29 million tons of emissions reductions required for taking significant action on climate change.

*Electric vehicles lined up  
at a charging station.*

## **Setting the Stage for Transportation Electrification in Colorado**

WRA worked tirelessly in 2020 to ensure that Xcel Energy's \$110 million transportation electrification plan included meaningful actions, such as installing up to 20,000 charging stations, providing rebates for the purchase of electric vehicles, managing new charging load, and creating a budget with a focus on equity. The plan is the largest investment by a utility outside California and New York to support EVs and is a crucial step in reaching Colorado's goal of having 940,000 EVs on the road by 2030.



**ENSURING ARIZONA UTILITIES COMMIT TO STRONG CLEAN ENERGY GOALS**

In 2020, two of Arizona’s largest electric utilities, Tucson Electric Power (TEP) and Arizona Public Service (APS), announced plans to significantly decarbonize their energy portfolios. WRA played an integral role in securing both commitments by attending countless meetings with the utilities and providing comment to inform both utilities’ Integrated Resource Plans (IRPs), which lay out various future energy portfolio models for the Arizona Corporation Commission (ACC) to acknowledge. As a member of the advisory councils for both utilities, WRA suggested various portfolios to model, reviewed the utilities’ modeling, and provided written and oral comments on the IRPs. TEP committed to exit all coal by 2032, be 70% renewable by 2035, and reduce its carbon dioxide emissions 80% from 2005 levels by 2035. APS committed to exit all coal by 2031, be 45% renewable and 65% clean by 2030, and be 100% decarbonized by 2050.

**HELPING PACIFICORP CUSTOMERS TAKE CONTROL OF THEIR ENERGY USE**

In 2020, PacifiCorp started investing in a more advanced and automated distribution grid and replacing some of its older meters with smart meters. Smart meters allow customers more access to information about and control over their electricity

use and can even help electric utilities reduce greenhouse gas emissions. However, PacifiCorp’s proposed grid modernization efforts were incomplete and not well vetted. WRA revealed that customers would not have equal access to more advanced programs and rates unless PacifiCorp made an additional investment in its customer service system. In response, the Utah Public Service Commission ordered a smart grid collaborative process, in which WRA aims to ensure equitable access to smart meters and an advanced grid, as well as the benefits they provide.

**SECURING THE SHUT DOWN OF THE SAN JUAN GENERATING STATION**

Thanks to more than a decade of WRA effort and advocacy, New Mexico’s San Juan generating station is closing. In 2020, WRA worked with a broad coalition of partners to demonstrate that a just transition from coal to renewable energy was economically better for ratepayers and the utility, which ultimately led to approval by the New Mexico Public Regulation Commission of a package for solar energy and battery storage replacement. The regulators unanimously approved a suite of renewable energy investments to replace the energy and jobs the coal-fired plant provides, including major solar energy development on Jicarilla Apache lands. The projects will invest more than \$1 billion in the local school district and create 1,200 multiyear construction jobs in the Four Corners area.

*WRA’s work helped close the San Juan Generating Station in Farmington, NM, preventing tons of greenhouse gas pollution and securing \$1 billion to help coal plant workers transition.*

“From my home in Grand Lake, Colorado, the view is deeply scarred by the East Troublesome Fire, which in the fall of 2020 scorched the western entrance to Rocky Mountain National Park and the entire headwaters area of the Colorado River. It’s a perpetual and sobering reminder of the current and long-term impacts of climate change. WRA, with its deeply scientific approach and passionate commitment to our climate, land, air, and water, gives me much needed reassurance that there is indeed hope for the future.”



**Carla Hamre Donelson**  
WRA Board of Directors

WESTERN LANDS

Our goal is to protect and connect 30% of lands in the West by 2030 and 50% of lands by 2050.

ACTIONS WE'RE TAKING



Connecting Land for Wildlife Migration



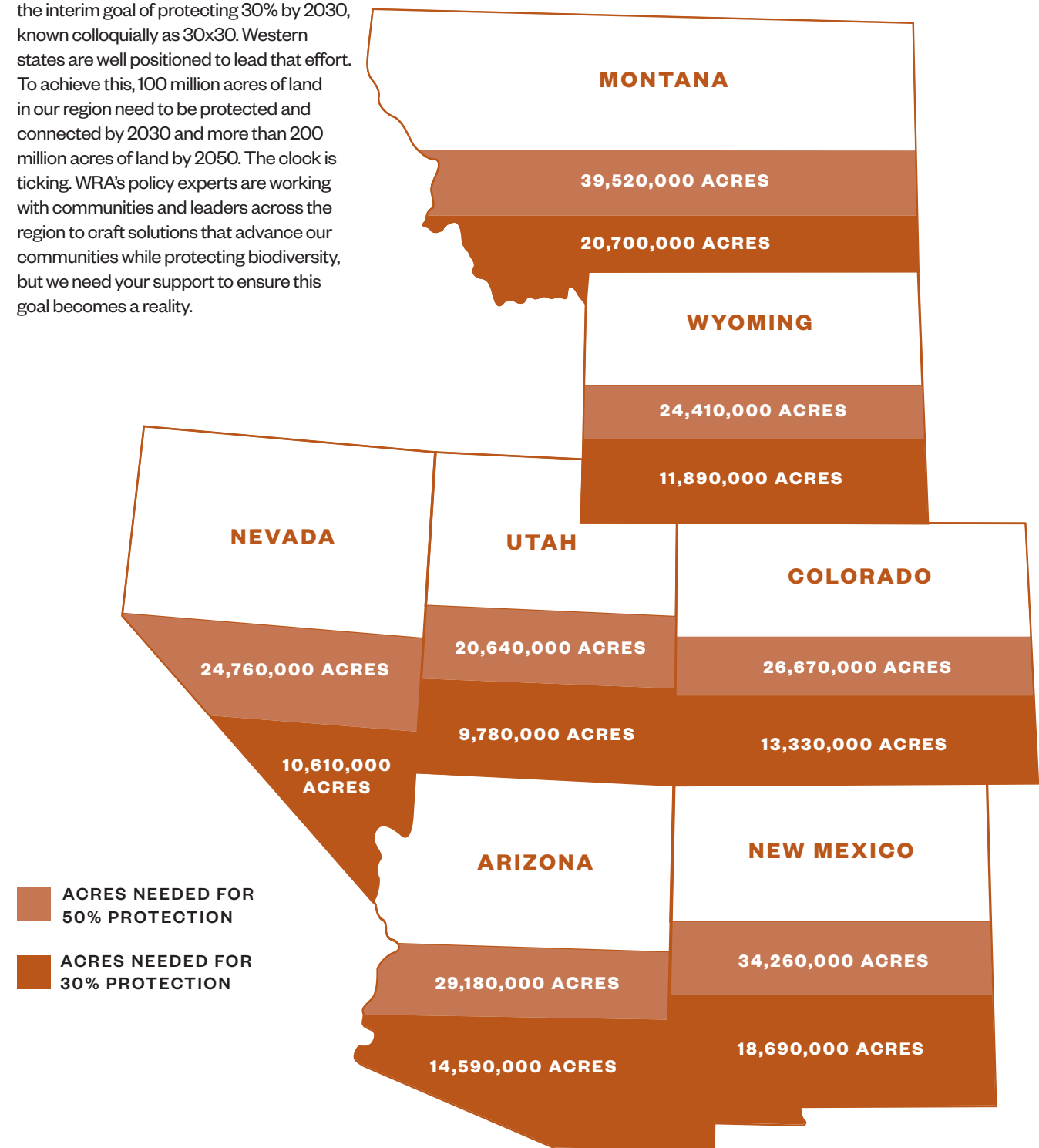
Protecting Watersheds Through Outstanding Waters Designation



Financing Conservation Efforts at the State Level

30x30

Sprawling human development and the resulting fragmentation means we are losing natural areas and wildlife habitat at a staggering pace. Scientists have shown that in order to avoid massive biodiversity loss and to stem the impacts of climate change, we must protect 50% of the world's lands by 2050. In the United States, decision makers and advocates are rallying behind the interim goal of protecting 30% by 2030, known colloquially as 30x30. Western states are well positioned to lead that effort. To achieve this, 100 million acres of land in our region need to be protected and connected by 2030 and more than 200 million acres of land by 2050. The clock is ticking. WRA's policy experts are working with communities and leaders across the region to craft solutions that advance our communities while protecting biodiversity, but we need your support to ensure this goal becomes a reality.



## Making Progress on Outdoor Equity

New Mexico led the nation by setting the first-ever Outdoor Equity Fund in 2019. The state's Office of Outdoor Recreation distributes grants to local governments, native communities, and grassroots organizations to offset the costs of outdoor recreation and education programs for low-income youth. In 2020, as the program's first grantees were awarded funds to help youth get outside, WRA supported increased funding for the program by demonstrating the benefits of outdoor recreation for communities. WRA is working in diverse coalitions to use this model across the West to ensure all communities across our region have equitable access to outdoor experiences.



*Two hikers follow the shoreline of Black Lake in Rocky Mountain National Park. Photo by Marisa Jarae. See more @marisajarae.*



“Through its distinctive expertise and relationships, WRA is uniquely positioned to create lasting solutions to the most pressing issues facing the West, and it does so in a way that sustains the diverse environmental, community, and economic fabric of the region. It’s a recipe that has developed and proven out over more than three decades—and it works.”



**Jamie Starr**  
WRA Board of Directors



*A mountain goat and kids look out over a Colorado vista.*

#### **FINDING NEW AND INNOVATIVE WAYS TO FUND CONSERVATION**

In 2020, WRA worked to design, propose, and implement new conservation funding mechanisms and identify new funding sources for two states in our region. As a result of WRA’s work with other groups, Montana voters approved a ballot measure to dedicate new tax revenue to conservation. In Colorado, WRA advocated for significant investments in wildfire resilience as agency staff prepared draft budgets in advance of the 2021 legislative session. WRA is continuing to craft and advance solutions to ensure that states have the resources they need to protect and connect the region’s vital landscapes and habitat.

#### **FUNDING CONSERVATION IN ARIZONA**

In 2019, WRA worked closely with partners to restore the Arizona State Parks Heritage Fund, which had been created by Arizona voters via ballot initiative but later eliminated by the legislature. With the program successfully restored in 2020, WRA and our partners turned our attention to restoring funding to the program. While the pandemic cut the state legislative session short, we laid important groundwork with Arizona decision makers and expect the bill will be reintroduced in future legislative sessions.

#### **PROTECTING 12.7 MILLION ACRES OF WILDLIFE HABITAT**

Following landmark legislation in 2019 that gave the Colorado Oil and Gas Conservation Commission

(COGCC) the mission to regulate oil and gas development in a manner that protects public health, safety, welfare, the environment, and wildlife resources, the commission voted unanimously to adopt new rules that will better conserve wildlife and protect vital habitat. Throughout the rulemaking, WRA advocated to expand high-priority habitat areas and increase protections to keep oil and gas development out of wetlands, riparian corridors, and intermittent and ephemeral streams. As a result, the COGCC expanded sensitive wildlife habitats that are closed to development by 5.5 million acres, focusing particularly on riparian areas supporting important fisheries. In addition, the COGCC extended high-priority habitats by 12.7 acres, resulting in a development proposal triggering consultation with Colorado Parks and Wildlife. The commission also established new processes for better public participation in oil and gas permitting decisions impacting wildlife.

#### **WORKING TO INCREASE WILDFIRE RESILIENCE IN COLORADO AND MONTANA**

With climate change driving more and more catastrophic wildfires across our region, WRA stepped up in 2020 to launch a new initiative in Colorado and Montana. Our work investigates how these states can improve wildfire resilience through state-level policy change, and specifically looks at strategies such as prescribed burns, better land use planning, and funding for wildfire mitigation to improve community resilience. This research will be the foundation for future policy recommendations in each of these states.

HEALTHY RIVERS

The Colorado River, the lifeblood of the West, has decreased by almost 20% over the last two decades, with some projections predicting another 30% decrease by 2050.

ACTIONS WE'RE TAKING



Keeping Water in Rivers and Lakes



Protecting the Colorado River



Advancing Water Conservation and Efficiency

Rethinking the Rules of the River

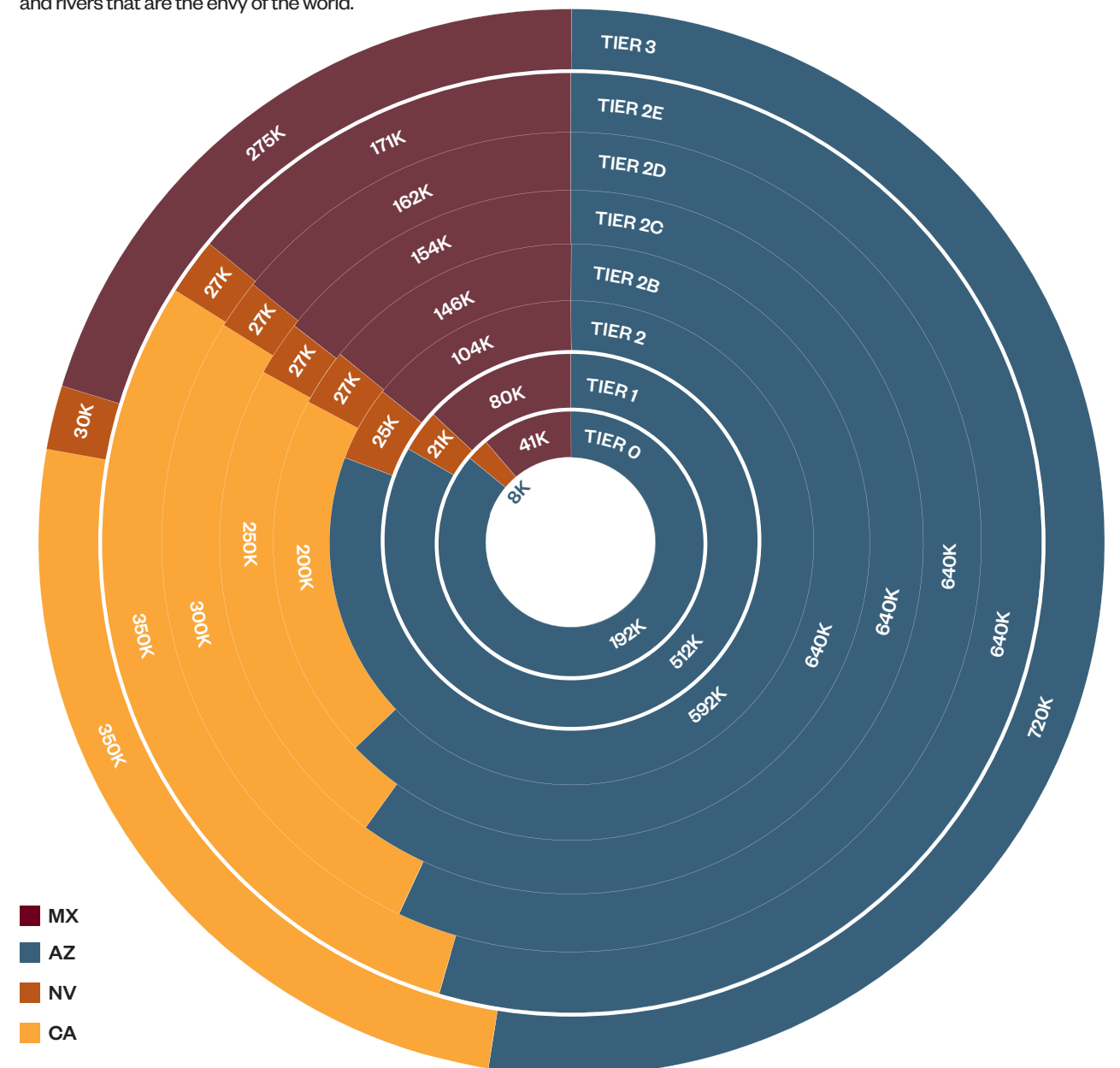
The 2007 Interim Guidelines provide a framework for states that use Colorado River water for the order and cuts to typical use in times of scarcity, otherwise called "Tiered Shortages." Soon all of the Basin states realized more needed to be done to protect water security. In 2019, they came together to approve historic agreements to address drought. The Lower Basin's Drought Contingency Plan requires mandatory cutbacks from some states as reservoir levels drop. Despite proactive water conservation measures by both the Upper and Lower Basin states, in August 2021 the U.S. Bureau of Reclamation announced a first-ever Tier 1 water shortage for the Lower Colorado River for 2022, and that there could be a Tier 2 shortage declared by 2023. WRA is working to remedy the imbalance between water supply and demand in a way that supports vibrant communities, world-class recreation, and rivers that are the envy of the world.

COMBINED SHORTAGE REDUCTIONS FROM LAKE MEAD FOR LOWER BASIN STATES AND MEXICO

TIER	ELEVATION	REDUCTION (ACRE-FEET)*
3	1025	1,375,000
2E	1026-1030	1,188,000
2D	1031-1035	1,129,000
2C	1036-1040	1,071,000
2B	1041-1045	1,013,000
2	1046-1050	721,000
1	1051-1075	613,000
0	1076-1090	241,000

\*The U.S. Bureau of Reclamation will reduce its water use from Lake Mead by 100K acre-feet each year for every shortage tier.

Note: The graph depicts the percentage of total water reductions each state or country will need to allow for at each shortage tier.



*Clouds roll over  
Trappers Lake in  
the headwaters of  
the White River—  
a tributary to the  
Colorado River.*

## **2020 Ballot Measure Offers Hope for Better Water Management on Colorado's Western Slope**

The passage of a 2020 ballot measure will ensure that Colorado's Western Slope communities have nearly \$5 million more each year to safeguard water for drinking, farming and ranching, recreation, and wildlife. Residents of 15 counties inside the Colorado River Water Conservation District came together to support 7A, a ballot measure to increase funding to secure water on the Colorado Western Slope. The overwhelming support for 7A demonstrates that people understand the importance of forward-thinking actions to ensure secure and stable water supplies for generations to come. However, there is more work to do. Success of the 2020 ballot measure demonstrates that when WRA, our partners, and our supporters work together, we can find sustainable solutions for the challenges we face.

### DEALING A MAJOR BLOW TO THE ILL-ADVISED LAKE POWELL PIPELINE

When the proposal for the unnecessary and expensive Lake Powell Pipeline was fast tracked for approval in early 2020, WRA informed federal decision makers about the legal challenges of moving water between the Upper and Lower Colorado River basins, the negative impacts on the natural environment, and the financial risk of this multi-billion-dollar proposal. With the help of donors and supporters, we were successful in delaying the release of a final Environmental Impact Statement from the U.S. Bureau of Reclamation until it considers a local conservation alternative in its analysis. WRA is actively working toward solutions to avoid the proposed 140-mile-long pipeline that would pump thousands of acre-feet of Colorado River water each year to Utah's Washington County.

### HELPING FARMERS BECOME MORE DROUGHT RESILIENT

In Arizona, WRA worked with farmers, ranchers, tribes, and irrigation districts to increase access to important aid and funding to implement water-efficient practices across the state. WRA connected agricultural producers with the 2018 U.S. Farm Bill's new funding and programs aimed at helping Western farmers conserve water while keeping more water in rivers. Our outreach focused on applicants with the largest potential water savings and resulted in assistance to Arizona producers applying for money for infrastructure improvements to reuse stranded water, transition to shoulder-season production, and shift to lower water-use crops.

### PREPARING ARIZONA FOR THE UPCOMING COLORADO RIVER INTERIM GUIDELINES

WRA is spearheading efforts to inform Arizona's approach to the upcoming renegotiation of the Colorado River Interim Guidelines. Arizona is in the Lower Basin and the first state to face water shortages. WRA led the effort to develop a strategy for Arizona conservation organizations to assess flexible approaches to water use that would boost Lake Mead elevations and engage in post-2026 operating guidelines. Along with our partners, we evaluated the risks to the Lower Basin as demand continues to outpace supply on the Colorado River. We developed a comprehensive set of goals and principles that can be integrated into the next Arizona Implementation Plan and multistate agreements that will result from the renegotiated guidelines.

### PRIORITIZING WATER CONSERVATION IN LAND-USE PLANNING FOR MUNICIPALITIES ACROSS COLORADO

WRA worked with municipalities across Colorado, including Golden, Summit County, Centennial, Frederick, and Severance to incorporate cutting-edge water conservation and efficiency programs as they plan for additional growth and development. Because those communities are some of the fastest growing areas in the nation, this work is vital to keep water flowing through rivers and streams in Colorado, now and for future generations. Policies and programs such as graywater ordinances, outdoor water-efficiency programs, and landscape regulations help communities conserve significant quantities of water even as they continue to grow.

### SETTING THE STANDARD FOR WATER REUSE

WRA has been a leader throughout a highly collaborative multiyear effort to make advanced purified water a reality for Colorado. This comes at a time when stretching our existing water supplies is more critical than ever before. We are now at the final stage before rulemaking in the Colorado Department of Public Health and Environment's (CDPHE) stakeholder process to implement this sustainable water source. WRA's effort has been critical to making this happen and to securing state and other funding for this work, including enabling the CDPHE to hire the professional facilitator needed for the stakeholder process.

*The Salt River is one of the many tributaries that runs through Arizona and eventually feeds the main stem of the Colorado River.*



“WRA and its allies have stepped up to address environmental problems not only regionally but also within our urban neighborhoods. With WRA in a leading role on climate change, we can ensure that future generations and communities will exist in balance with nature.”



**Loretta Pineda**  
WRA Board of Directors

In the Interior West, 60% of the population live in areas where poor air quality increases their risk of dying prematurely, suffering cardiovascular and pulmonary disease, and experiencing decreased lung function.

ACTIONS WE'RE TAKING



Improving Air Quality



Mitigating Wildfires



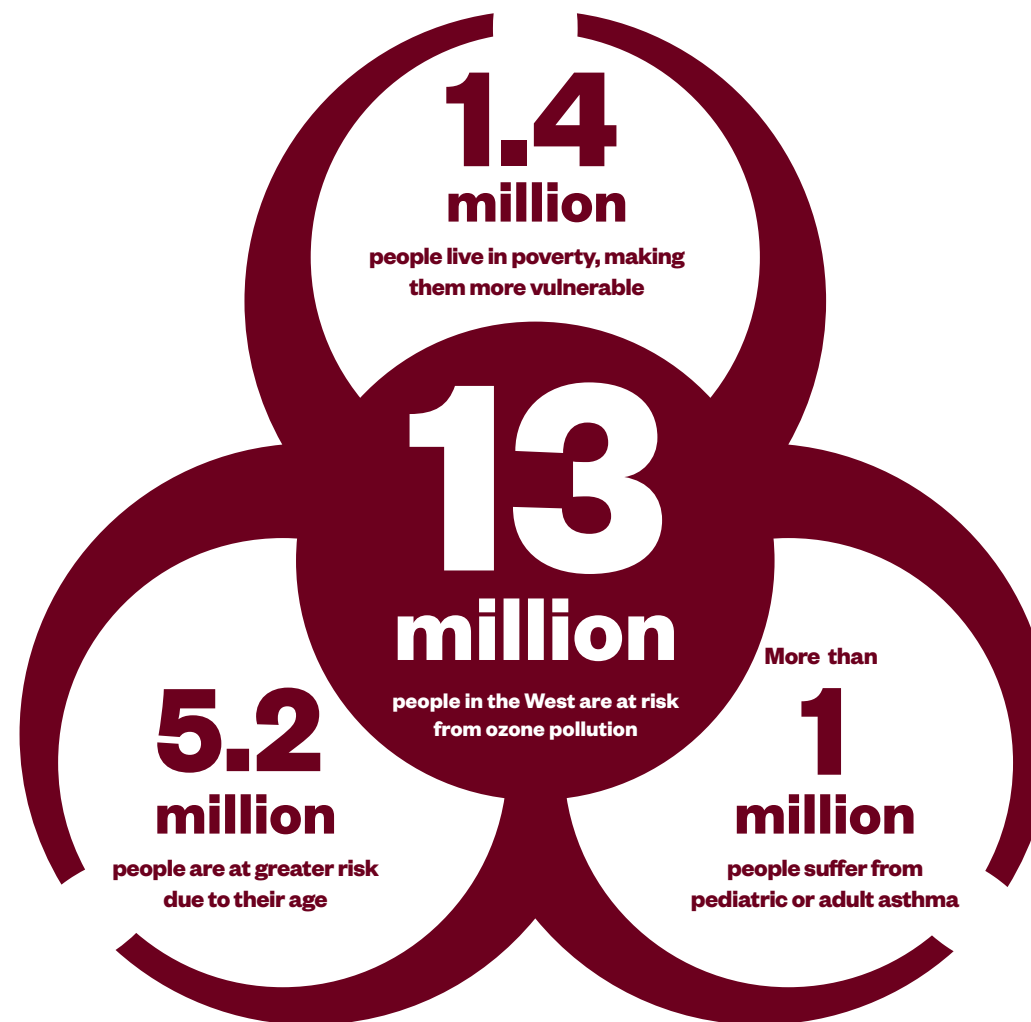
Addressing Fugitive Dust

### Fighting Ozone Pollution Across the Region

Air pollution in the Interior West is driven by several factors, especially emissions from vehicles, coal plants, and oil and gas development.

Even as we retire coal plants and increase electric vehicle adoption across our region, concentrations of ozone are increasing, spurred on by climate change. Ozone damages the lungs and other organs and leads to premature death, increased hospitalizations, cardiovascular and chronic lung disease, asthma attacks, lung infections, and developmental and reproductive harms. Ozone poses a particularly significant threat to children younger than 18 and adults over 65, while a recent study established that excessive heat and high ozone levels combine to have disproportionately adverse health effects on low-income communities.

Ozone pollution plagues much of our country. Three out of every eight Americans live in counties with unhealthy levels of ozone. Recent trends show that, increasingly, cities in the West and Southwest have the worst ozone pollution. As ranked by the American Lung Association, five metropolitan areas in the Interior West—Phoenix, Denver, Salt Lake City, Las Vegas, and Fort Collins—are among the 25 most ozone polluted cities in the nation. The evidence is clear. Climate change is increasing the risk of poor air quality to human health, including for our most vulnerable populations. It also disproportionately effects communities that already suffer from longstanding environmental burdens that place them at greater risk for adverse health impacts including lung and cardiovascular diseases. WRA is actively working to address air pollution in the West. We cannot afford to wait.



## Monitoring Air Quality on the Wasatch Front

As of 2020, air quality along Utah's Wasatch Front is meeting federal standards for particle pollution, or particulate matter (PM<sub>2.5</sub>), one of the deadliest forms of air pollution. For decades, WRA has been working to improve air quality in the area, including by securing specific emission reductions from Salt Lake refineries and the retirement of Kennecott Copper's last coal-fired power plant. However, Wasatch Front emissions are still too high. In June 2020, WRA submitted Utah-specific comments opposing the Environmental Protection Agency's refusal to further tighten national PM<sub>2.5</sub> standards. The EPA's own scientists urged the agency to tighten the standards, because doing so would save tens of thousands of lives and help address the significantly greater health risks borne by disadvantaged communities. WRA will continue to advocate for stringent PM<sub>2.5</sub> standards to ensure that all of the communities in Utah receive the full protections of the Clean Air Act.

*Smog rolls through Salt Lake City, Utah, during a winter evening.*



“As we advance the fight to protect our wild places and natural resources, the mission and voice of Western Resource Advocates has never been more important or impactful.”



**Kim Miller**  
WRA Board of Directors



*A small stream runs through unique rock formations in Castle Valley, Utah.*

#### **ACCOUNTING FOR GREENHOUSE GAS EMISSIONS FROM THE OIL AND GAS INDUSTRY**

WRA was instrumental in securing oil and gas permitting rules that will provide sound estimates of greenhouse gas (GHG) emissions from proposed projects and help Colorado meet its GHG reduction goals. As a result of our advocacy, the Colorado Oil and Gas Conservation Commission (COGCC) agreed to require oil and gas operators to calculate preproduction and production emissions from their planned operations. The COGCC also adopted rules requiring an annual report on whether the oil and gas sector was meeting Colorado’s statewide emission reduction goals, and specifying measures and controls implemented by operators or embraced by credible institutions to further minimize the impact of oil and gas on climate. Now the COGCC and the public will have the information they need to ensure that the agency truly lives up to its statutory obligation to minimize cumulative GHG emissions and meet emission-reduction targets. Along with facilitating reductions in GHG emissions, the rules will result in significant reductions in the emissions of other air pollutants that pose great risk to surrounding communities.

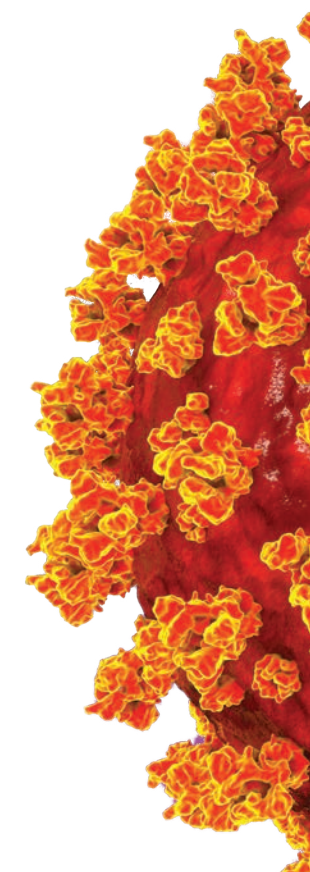
#### **FIGHTING ENVIRONMENTAL ROLLBACKS DURING THE COVID-19 PANDEMIC**

In April, WRA analyzed the potential consequences of the unconscionable Environmental Protection Agency decision to suspend much of the agency’s authority to enforce environmental laws amidst the global pandemic. Focusing on the Clean Air Act and Clean Water Act, WRA implemented a

communications plan underscoring the ways in which the EPA abdication threatened public health in Colorado and New Mexico. We pointed to specific sources of emissions in those two states, including the Suncor refinery and the oil and gas industry in New Mexico, that have a track record of emitting pollution, often illegally, in concentrations that have a demonstrable adverse impact on the health of nearby residents. A subsequent study showed that as a result of that EPA decree, concentrations of fine particulate matter and ozone rose significantly in counties with more polluting facilities, as did COVID-19 rates and deaths. As a result of the outcry that that the EPA’s policy jeopardizes public health during the pandemic, the agency agreed to end its untenable policy on August 31.

#### **SAVING NATIONAL FORESTS FROM DESTRUCTIVE PROPOSALS**

Manti-La Sal National Forest in Utah is under threat from proposed oil and gas development projects and other destructive activities such as road building, fossil fuel extraction, and mining. In response to that irresponsible proposed development, WRA and our partners wrote a “citizens’ conservation” management plan alternative for the area in 2020. It includes protections demanded by the Clean Air Act for visibility, air and water quality, soils, plants, and more from air pollution coming onto or being emitted from the national forest, as well as prescriptions that protect and restore watershed health, water quality, and riparian habitat. Our plan will go a long way toward improving wildlife habitat in the Manti-La Sal, and we are advocating for the U.S. Forest Service to consider it in 2021 as part of its forest plan revision process.



# Stories from the Field

2020 was a uniquely hard year. We all experienced a global pandemic, record high unemployment, and a historic election that created lingering political anxiety throughout the country. The staff at WRA has always been passionate about their work and committed to ensuring the region they call home and the people who live here are well taken care of. 2020 called for something different and something more...



## The Economy

Our dedicated administrative, human resource, and development staff's work paid off in spades in 2020. Their diligence and foresight meant while many organizations were, unfortunately, forced to lay off employees, WRA was not only able to maintain our workforce and provide staff with peace of mind but also began actively hiring again in October 2020, creating opportunities for much needed jobs. By the end of 2020, seven new employees had joined WRA's team.

## A Global Pandemic

Our team volunteered time and resources to areas hardest hit by COVID-19 in our region, including the Navajo Nation, which experienced the highest rate of COVID-19-related deaths in the country. Staff switched to a remote working model and adhered to each state's strictest lockdown measures to do our part.



## A Historic Election

Because of the importance of the 2020 election and civic engagement in local, state, and federal elections, WRA actively encouraged all of its supporters to share their voice, time, and talents to advocate for and vote to create a better future, with many WRA staff volunteering in election protection activities at the polls and beyond.



# Board of Directors

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Boulder, Colorado

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Seattle, Washington

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Boulder, Colorado

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**Kim Miller**

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**Reuben Munger**

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**Portia Prescott**

Denver, Colorado

**Jamie Starr**

Park City, Utah

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Redmond, Washington

**Heather Tanana**

Salt Lake City, Utah

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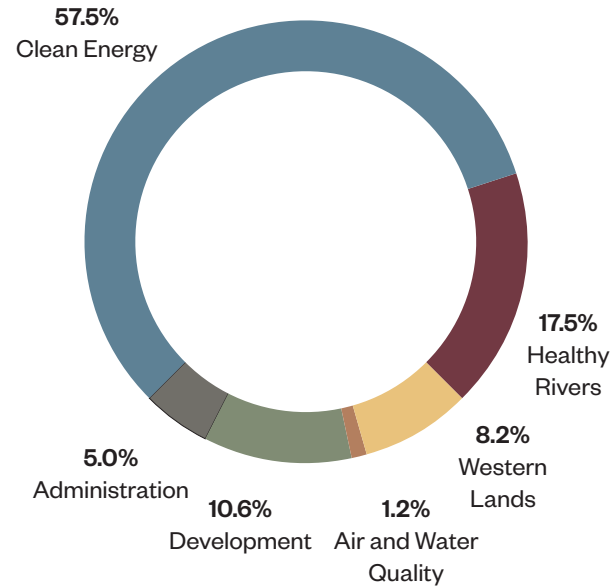
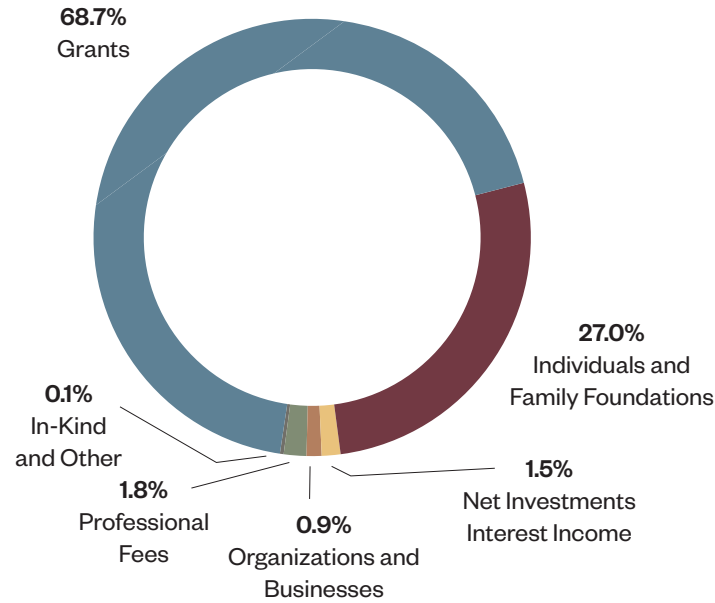
## WESTERN LANDS PROGRAM DIRECTOR

**Jeremy Vesbach**

## DIRECTOR OF MARKETING COMMUNICATIONS

**Christie Silverstein**

# Financials



## Revenue

Grants	\$6,297,689
Individuals and Family Foundations	\$2,470,799
Net Investments/Interest Income	\$141,431
Organizations and Businesses	\$78,484
Professional Fees	\$160,115
In-Kind and Other	\$10,533

**Total Revenues** **\$9,159,071**

## Expenses

<b>PROGRAM SERVICES</b>	
Clean Energy	\$4,872,608
Healthy Rivers	\$1,477,538
Western Lands	\$693,397
Air and Water Quality	\$100,495
<b>Total Program</b>	<b>\$7,144,038</b>

<b>SUPPORTING SERVICES</b>	
Development	\$895,450
Administration	\$424,577

**Total Expenses** **\$8,464,065**

## Assets

Change in Net Assets	\$695,006
Net Assets at Beginning of Year	\$12,044,122
Net Assets at End of Year	\$12,739,218

# Offices

## Arizona

1429 North 1st Street, Suite 100  
Phoenix, Arizona 85004  
(480) 667-5625

## Colorado

**BOULDER**  
2260 Baseline Road, Suite 200  
Boulder, Colorado 80302  
(303) 444-1188

**DENVER**  
1536 Wynkoop Street, Suite 210  
Denver, Colorado 80202  
(303) 444-1188

## Nevada

550 West Musser, Suite G  
Carson City, Nevada 89703  
(775) 841-2400

## New Mexico

343 East Alameda Street,  
Santa Fe, New Mexico 87507  
(505) 919-7579

## Utah

307 West 200 South, Suite 2000  
Salt Lake City, Utah 84101  
(801) 487-9911



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(tax identification number 84-1113831)  
under Section 501(c)(3) of the Internal Revenue Code.  
Donations are tax-deductible as allowed by law.  
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