

GUIDING THE WAY TO
A Better Future

2021

The year '2021' is rendered in a large, bold, orange font. The digit '0' is replaced by a stylized compass rose. The compass rose features a white needle pointing towards the upper right, set against a circular background with concentric rings in shades of blue and grey. The entire graphic is set against a solid teal background.

WRA Annual Report



We will act now with greater ambition than ever before, with stronger plans and increased sophistication, and we will not stop until we find the best and most viable solutions to our region's most pressing climate challenges — while we still have this precious window of time to safeguard our future.

“It always seems impossible until it’s done.” – Nelson Mandela

When we are faced with a big goal that has never been accomplished, our understanding of what is possible is constrained, limited by our own notion of what can be achieved. You can do nothing more than start the work, learn as you go, and take the next necessary but seemingly impossible steps, and then suddenly you are doing the impossible.

This is how Western Resource Advocates approaches our work. We take the West’s biggest challenges and tackle them with tenacity and grit, persevering until the job is done. Our team of policy experts, scientists, economists, and attorneys has a 33-year history of working where decisions are made, sweating the details, creating evidence-based solutions, and holding decision makers accountable.

WRA has been working to cut carbon emissions in the Western United States for decades, long before climate change gripped the collective consciousness of the West, as it does today. Ten years ago, the region was still so reliant on coal-powered energy that carbon emissions from the power sector were near their peak, the energy storage industry was in its infancy, and renewables had yet to reach price parity with coal.

But WRA saw the need for and the possibility of a different future. We used our unique policy and regulatory expertise to think on scale about the problem and developed and launched a bold, innovative, and compelling plan to reduce half of the region’s power sector carbon pollution by 2030. At the time, that was an audacious goal and even some of our partners and friends thought it was unachievable.

And because of our specialized ability to work directly and effectively with decision makers and legislators, with regulators and utilities, where few others engage, this plan is working. WRA’s efforts on the ground, in the arenas where decisions get made, is catalyzing policy change that is putting the West on track to reduce carbon pollution consistent with the science, to protect our communities and the community of living things.

We are now integrating this successful approach across the organization by focusing all of our resources on creating a healthier and more equitable future for the West. We have the expertise and experience to achieve big goals. We know that we must take care of the land as if our lives depend on it. Because they do. We will act now with greater ambition than ever before, with stronger plans and increased sophistication, and we will not stop until we find the best and most viable solutions to our region’s most pressing climate challenges — while we still have this precious window of time to safeguard our future.

We also know that while every person is affected by the climate crisis, some communities and Black, Indigenous, Latinx, and Asian people and other people of color bear a far higher burden from climate inaction. We can’t adequately or appropriately address climate change without addressing environmental justice and working closely with those most impacted by the complex problems facing the West. This is the cornerstone of our plan.

Together, let’s make a future that advances the needs of people in our communities; brings us clean, affordable energy; protects air, land, abundant wildlife, and flowing rivers and streams; and brings us outdoor access — sustaining the lives and livelihoods of people in the West.

Join us,

JON GOLDIN-DUBOIS | PRESIDENT

Where We Work

WRA works across seven states in the Interior West to protect our climate, land, air, and water. Our offices serve as hubs for our dedicated team of policy experts, scientists, economists, engineers, and attorneys to leverage our organization's unique strengths to drive solutions on a scale commensurate with the complex issues we face.

WRA recognized early on that we achieve the best results when we focus on the venues where decisions are made — at state legislatures, within state agencies and commissions, and working directly with utilities, local governments, and municipalities. By building policy solutions that address difficult conservation problems and collaborating with diverse coalitions, councils, and task forces across the region, we are tackling the West's most pressing challenges. And we're winning!

Throughout the following pages, you will learn more about our accomplishments and impact in 2021. Many of these groundbreaking achievements took multiple years, even decades, to come to fruition. But we didn't give up.

We are steadfast in our belief and in our commitment to a different future for the planet. When we have a smart plan, backed by science, a talented team, and dedicated supporters and partners, we can do big things.



WRA stands out for its willingness to look with clear eyes at the enormity of our climate challenge while bringing deep expertise, creativity, and a collaborative spirit to its work to advance solutions across the West.

Carrie Doyle, Principal at Big Canyon Strategies and WRA Board Member

The task of fighting climate change is not an easy one, and so up this mountain we climb, making conservation our priority, to create a reality where people, lands, and ecosystems are thriving.



State Legislatures

Electric Utilities

Federal and Regional Collaboration

State Agencies and Commissions

Local Governments

Diverse Coalitions and Communities



\$ 180.5m

Funding secured by passing priority legislative bills.



37,709

Emails sent to supporters with advocacy actions.



4,714

Messages sent to state legislators.



506

Advocates taking action on behalf of our cause.

Legislative Stats

- 6** | States
- 27** | Bills lobbied
- 23** | Bills supported
- 4** | Bills opposed
- 25** | Wins

State Legislatures

State-level policies play a major role in protecting the livability of communities, in addressing climate change, and in protecting the environment. The powers of state legislatures include modifying existing laws and making new statutes, developing the state government's budget, and confirming executive appointments brought before the legislature.

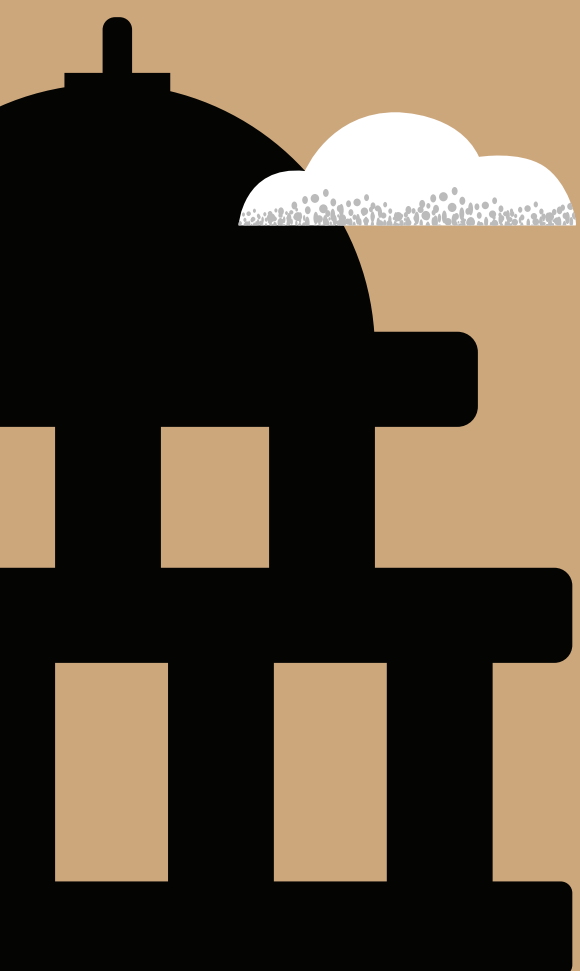
As such, state legislatures have significant influence in deciding the issues that affect the environment, which is why WRA works at the statehouse. State legislative sessions provide major opportunities for our advocates and supporters to make their voices heard and let lawmakers know what is important to them.

In 2021, WRA ensured the passage of critical legislation to support our goals of tackling climate change, safeguarding healthy rivers, protecting and connecting lands and habitats, and ensuring clean air — while we also worked to stop bills that would impede progress.



WRA is a proven leader in addressing the most pressing issues facing the West, with a track record of successes across the region. With a focus on influencing and creating policy at the state level, WRA has worked with legislatures, partners, and key stakeholders to create impactful policies to achieve its goals. From the diverse communities it represents up to the legislatures and decision makers it works with, WRA stands apart as an organization that uses its expertise and science-based solutions to impart real change.

Matthew Hunt, Managing Partner of Hunt Holdings LP and WRA Board Treasurer



WRA worked for several years to secure a bill in Arizona that helps keep more water in streams and rivers, like the Colorado River in the Grand Canyon.



A Flexible Water Future in Arizona

“Use It or Lose It” is the premise of laws that stipulate that if water right owners don’t use all their water rights for a period of time, they risk losing those rights so someone else can put them to “beneficial use,” such as irrigating crops. Far from making every drop count, those antiquated water laws disincentivize wise water use and hamper innovation that would help stretch limited water supplies and protect rivers.

Arizona’s state legislature passed a new law in 2021 that increases flexibility in Arizona’s water management and will lead to more water flowing in the state’s rivers. House Bill 2056 allows water users to voluntarily divert less river water onto their property through efficiency and conservation measures for up to 10 years without forfeiting or abandoning their water rights.

WRA played a critical role in shaping Arizona’s new anti-forfeiture measure. We spent several years working with stakeholders, legislators, and others to craft the forward-thinking law, and our approach paid off. The bill received strong bipartisan support and a rare unanimous vote in the Arizona Senate. By allowing water users to divert less water onto individual properties, the revised law helps keep more water in local rivers and streams, benefiting people, watersheds, and wildlife, while also improving water security in one of the driest states in the country.

NEVADA CLEAN ENERGY TRANSITION ACCELERATED BY IMPORTANT LAW

In 2021, Nevada took bold strides to build out electric transportation and transmission infrastructure and implement long-term decarbonization planning to reduce the harmful fossil-fuel emissions that cause climate change.

Senate Bill 448 accelerates Nevada's transition to clean energy. This important new law drives investment in clean energy technologies, helps Nevada achieve its carbon reduction and clean energy goals, invests in the communities hardest hit by carbon pollution, and creates new jobs across the state.

WRA worked to advance this milestone bill through Nevada's legislature, which included authorization for the state's largest electric utility, NV Energy, to invest \$100 million in near-term transportation electrification infrastructure and programs, such as installing charging stations along interstate highways, at outdoor recreation spots, and in urban areas where people may not be able to charge vehicles at home.

Additionally, the legislation provides important investment in low-income communities that bear the greatest burdens of both climate change and air pollution and will spur job creation and economic

benefits through an accelerated transition to clean energy.

The passage of SB 448 reduces emissions, eliminates wasteful energy use, and makes electric vehicles more accessible to low- and middle-income Nevadans. It's a win-win for everyone.

NEW LAWS MAKE COLORADO A NATIONAL LEADER IN ADDRESSING EMISSIONS FROM THE BUILDING SECTOR

Fossil fuel use in buildings and industry is a major driver of climate change. According to the Environmental Protection Agency, direct combustion of gas, petroleum, and coal in homes and businesses accounted for 17% of all energy-related carbon emissions in Western states in 2017. Developing policies that encourage electrification of space and water heating as well as kitchen cooktops in homes and businesses builds on critical progress in decarbonizing the electricity sector.

WRA advised on and supported the passage of four important bills in 2021 to help Coloradans cut energy waste and power their homes and businesses with clean electricity. In addition to reducing utility bills, cutting down on indoor air pollution, and creating family-sustaining jobs in the buildings sector, these bills represent progress

toward Colorado's ambitious goals to reduce climate-warming emissions. Many of these bills are the first of their kind in the region — in some cases, even the nation.

This work is critical because buildings make up about 10% of Colorado's greenhouse gas emissions and decarbonizing buildings requires replacing natural gas appliances in individual homes and businesses over time. Right now, the majority of buildings in the state (almost 80% of homes) burn gas for space and water heating. Change can't happen overnight, so it's crucial to get started on integrating electric appliances now. These bills require utilities and building managers to start making the investments needed, such as installing heat pumps and heat-pump water heaters in homes and improving building insulation, to place the buildings sector on a viable path to 90% decarbonization by 2050.

Our experts continue to be involved by participating in the public utility commission proceedings to implement several of these bills, and we're taking these lessons to our work in other states.

NEVADA LEADS THE NATION IN SAFEGUARDING 30% OF LAND AND WATER BY 2030

The impacts of human development on wildlife and wild land are being felt across the West. The situation is so dire that ecologists say that to protect the vast majority of species on the planet, we must protect 50% of land and water by 2050.

However, the biggest challenge is mobilizing political will to protect half the planet. So WRA has set an interim goal of reaching 30% protection by 2030 (30x30). Nevada became the first state to pass legislation in support of the 30x30 goal. It is one of the most biodiverse states in the country — but this diversity is at risk due to the loss of natural lands and habitat.

WRA has been working diligently in Nevada for several years to demonstrate how important critical land protections are to the future of wildlife, conservation, and outdoor opportunities in the

state, and it has started to pay off. In 2021, Assembly Joint Resolution 3, which supports the conservation of 30% of land and water by 2030, passed in the Nevada Legislature.

Achieving 30x30 will strengthen Nevada's economy; help species survive and thrive; ensure the health of our rivers, lakes, and water supplies; and even combat the global climate crisis. WRA helped draft the resolution, advocated for its passage, and was a critical part of this landmark win.

Conserving and restoring natural areas can help reduce the amount of carbon dioxide in our atmosphere. New land and water protections will also make landscapes and habitats more resilient in the face of a changing climate. Plus, these protections offer a sustainable way to support local economies by expanding access to the outdoors and increasing outdoor recreation opportunities such as hunting, fishing, and wildlife viewing. Our experts continue to be involved by participating in the public utility commission proceedings to implement several of these bills, and we're taking these lessons to our work in other states.

CONSERVATION FUNDING PROTECTED IN MONTANA

When it comes to state legislatures, oftentimes the best offense is a good defense to ensure policies that would hurt the environment and accelerate climate change don't get passed. WRA works to defend the states in our region from laws that would be detrimental to the environment and to advocate for conservation efforts that safeguard the lives and livelihoods in the West.

Montana voters approved Initiative 190 in 2020, a ballot measure supported by WRA and a coalition of partners that legalized recreational marijuana, imposed a tax, and dedicated half the tax revenue to a variety of conservation purposes, including land acquisition for habitat protection. During the 2021 legislative session, WRA and local advocates successfully opposed a slew of bad bills that, despite the wishes of Montana voters, would have redirected this new revenue to other purposes.



An electric car charging station ready for use.

WRA works to protect the health of lands such as the Arches National Park in Utah, and these efforts benefit the health and well-being of surrounding communities.



State Agencies and Commissions

We can't talk about state-level policies without talking about the impact of state agencies and commissions. State agencies are often charged with implementing statutes issued by the legislature or executive branch and can have a lot of influence on when, where, and how specific programs are executed and funding is directed. State commissions are specifically set up to provide oversight, protect the public interest, and implement rules and regulations with major impacts such as environmental protection, electricity rates, and even communication infrastructure.

At WRA, we know that when we protect the health of the environment, we can also protect the health and well-being of the communities that rely on it for their lives and livelihoods. Since the early 1990s, WRA has shown up, advocated, and helped create rules that hold agencies and commissions accountable to their communities and the environment.

TRANSPORTATION ELECTRIFICATION BREAKTHROUGH AT THE ARIZONA CORPORATION COMMISSION

As the momentum for electric vehicles (EVs) has grown over the past few years, utilities have emerged as key players in building out a charging network sufficient for increasing the number of EV drivers on the road. However, advocates in Arizona have struggled to make significant progress. In 2019, the Arizona Corporation Commission (ACC) — the state commission responsible for regulating investor-owned electric utilities — created a process to discuss transportation electrification, and it seemed promising.

Unfortunately, after three rounds of stakeholder meetings and multiple reports, the ACC failed to make headway in driving the utilities to invest in EV infrastructure. The goal is for more consumers across the state to access charging stations and pay reasonable rates for EV charging at home. In other states, WRA has successfully enacted laws requiring utilities to file transportation electrification implementation plans, which require them to define exactly how and when they would support adding additional EVs on the road. But Arizona legislators were not doing the same.

In 2021, WRA took a more proactive approach, shifting its focus to work with the commission to create a rule requiring utilities to develop concrete plans for advancing EV adoption. WRA presented at public meetings, advocated directly to commissioners and other stakeholders, crafted language, and advised a commissioner to propose the order. And it worked! The order garnered bipartisan support on the ACC to become a rule: Arizona Public Service and Tucson Electric Power were required to file plans in the summer of 2022 and every three years thereafter. This achievement means that five of WRA's states now have a requirement to regularly file implementation plans, so WRA can ensure they are ambitious, well designed, and addressing barriers to charging infrastructure.

WRA's technical understanding, regional experience, and unparalleled on-the-ground knowledge of how state commissions work resulted in a decision with major environmental impact that will scale across our region. The road to getting more EV chargers in Arizona has taken many a blind turn, but now we are on the straightaway.

PROTECTING PEOPLE OVER POLLUTERS AT THE COLORADO WATER QUALITY CONTROL COMMISSION

In 2020, the Colorado Water Quality Control Commission decided to put polluters over people in one of the most egregious rollbacks of water quality protections in the state's history. With little notice and ignoring advice from its own staff, the commission ruled to weaken important antidegradation rules for two streams that run through several North Denver neighborhoods — Clear Creek and the South Platte River — an area with a long history of experiencing environmental injustices. The rule allowed polluters like Metro Wastewater and Molson Coors in Golden to discharge pollutants at greater concentrations as long as any other pollutant in the stream was at a higher concentration. From the time that rule was initially passed, WRA and other organizations worked together to determine a collective response.

Then in 2021, in an attempt to retroactively justify its ill-conceived action, the commission tried to apply the rollback to all rivers and streams across Colorado. But WRA and our partners rallied. Stakeholders from a spectrum of communities and backgrounds showed up to testify in defense of our waterways and to stand in solidarity with local neighborhoods. Our coalition was able to stave off the attack on statewide water protections and secure a hearing in the summer of 2022 to allow community members to testify in favor of restoring full protections to Clear Creek and the South Platte River.

DOUBLING OUR EFFORTS AND FUNDING FOR LOW-INCOME ELECTRIC VEHICLE ADOPTION PROGRAMS AT NEW MEXICO'S PUBLIC REGULATION COMMISSION

New Mexico's legislature passed a law in 2019 requiring investor-owned utilities to file transportation electrification implementation plans at the Public Regulation Commission. This was a major first step in forcing the three largest utilities in the state — Public Service Company of New Mexico, Southwest Public Service Company, and El Paso Electric — to seriously commit to

facilitating electric vehicle adoption across the state. Most importantly, this process creates an opportunity for the public and advocates like WRA to have a voice.

In 2021, all three utilities filed their plans and WRA was actively involved to ensure good outcomes for the environment and communities across New Mexico. With input from environmental justice groups, WRA successfully argued for funding for designated low-income programs tailored to the unique needs of these customers, for flexibility to ensure that popular programs can remain funded for the duration of the plan, and for materials to be provided for customers in both English and Spanish.

WRA's experts are no strangers to intervening and testifying before state commissions. Our combination of experienced lawyers and top-notch analysts makes our advocacy in front of state commissions extraordinarily effective. In fact, our recommendations convinced the hearing examiner to significantly increase, and in two cases double, the budget amounts initially proposed by the utilities.

PROTECTING CULTURAL RESOURCES AT THE NEW MEXICO STATE LAND OFFICE

New Mexico's varied landscapes contain a wealth of historic, archaeological, and cultural sites, many of which are located on the state's 9.2 million acres of state trust lands. The 2021 discovery of ancient footprints at White Sands National Park was a watershed moment in the understanding of New Mexico's early inhabitants and underscored the importance and timeliness of protecting such sites. That's why in 2021, we used our knowledge of the New Mexico conservation landscape to help get the Cultural Properties Protection Rule over the finish line with the State Land Office.

The rule, two years in the making, mandates cultural resource surveys for all ground-disturbing activities (for example, mining, drilling, energy development, and even restoration projects) on state trust lands. The comments we filed with the office also pushed the state to dedicate resources to assist with the required surveys to accommodate conservation partners planning restoration projects but possibly lacking the

resources to perform the surveys themselves.

WRA experts were also glad to see and supportive of the protocol included in the rule that requires proactive communication with applicable Tribal Historic Preservation Officers. We believe this rule is a step toward incorporating Indigenous perspectives in the state's land management decision making and ensuring the integrity of culturally significant properties in New Mexico for generations to come.

INNOVATING CLEAN CAR STANDARDS AT THE PUBLIC UTILITY COMMISSION IN NEVADA

Nevada became the second state in the Interior West and 15th state in the nation to adopt a zero-emission vehicle (ZEV) standard in 2021 — a major step for states tackling pollution in the transportation sector, the leading source of greenhouse gas emissions nationwide since 2017. The ZEV standard gives Nevadans access to a greater array of electric vehicle models and to the economic development opportunities of transportation electrification, all while addressing climate change. While the ZEV standard is not a new policy, with WRA's involvement, the Nevada program introduces a new crediting system that will make the policy do more, faster.

California is the only state allowed to make its own emission standards under the federal Clean Air Act, but states that choose to adopt California's ZEV standard have flexibility in how they implement the programs. WRA's clean energy experts seized this opportunity to craft a first-of-its-kind crediting system that has major implications for our region. The crediting system used by most states can incentivize manufacturers to sell electric vehicles in California, instead of the state where the ZEV standard is adopted. Nevada's program disincentivizes, using this original crediting system, and incentivizes by bringing electric vehicle models into the state early. That ensures sales happen within the intended state, and the state benefits from all of the environmental and economic results.

WRA's work that focuses on the details, even when nuanced and complex, sets our region and Nevada apart as an innovative leader in how states adopt ZEV standards.

WRA collaborates with utilities because their decisions present opportunities to advance real solutions to climate change.



Electric Utilities

Utilities are essential to everyday life. They provide homes and businesses with power, clean drinking water, and even basic communications. One decision from a utility can impact the lives of millions of people. That's why utilities are regulated and why they present an important opportunity to quickly advance real solutions to climate change.

At WRA, we believe it's vital to build relationships with a broad group of allies to ensure the laws and rules we work hard to pass are implemented. While state regulatory commissions are important in adopting regulations to hold utilities accountable, utilities themselves can go above and beyond baseline regulations and effect change in real time. Collaborating with utilities has long been part of WRA's success in closing power plants earlier than anticipated and advancing nation-leading energy commitments.

A DECADE OF ARDENT ADVOCACY WITH TRI-STATE PAYS OFF

Tri-State is a Colorado-based power provider that serves 43 rural electric cooperatives in Colorado, Nebraska, New Mexico, and Wyoming. For decades, the rural generation and transmission co-op skirted state regulatory commissions and relied on antiquated generation facilities, providing its members with dirty energy while racking up billions of dollars in debt from investments in more of those same outdated technologies. But WRA didn't count Tri-State out. Since 2009, WRA has worked with the utility to find better opportunities for its customers and, of course, the climate.

In 2019, the tide began to turn as Colorado lawmakers, in part at WRA's urging, stepped up to hold Tri-State accountable to the same standards and regulations as other state utilities, requiring its electric resource plan to be reviewed and approved by the state commission. Then, in 2021, after more than a decade of pushing the large electric utility to do better, we achieved what only months before had seemed impossible. The utility announced its plans to substantially reduce its greenhouse gas emissions, increase energy efficiency, and potentially retire the large polluting coal unit Craig 3 earlier than originally planned.

Tri-State primarily serves small rural communities. Residents in rural towns deserve lower electricity bills and cleaner power, and WRA's persistent work now puts them on even footing with customers served by Colorado's major utilities, while marking another major milestone in transition to 100% clean energy for Colorado.

MULTISTATE AGREEMENTS PUSH PACIFICORP TO RECONSIDER COAL

PacifiCorp is one of our region's largest utilities, serving customers in six states (California, Idaho, Oregon, Utah, Washington, and Wyoming). Unlike other utilities in our region, PacifiCorp serves its customers through a single system of interconnected generation and transmission, meaning any plans for its territory are regulated by six state commissions that answer to six legislative bodies and six executive branches. When one state decides to set a goal to achieve clean energy by a certain date, it doesn't necessarily mean the others must follow, and PacifiCorp is responsible for answering to them all. When it comes to reducing carbon emissions in Utah and Wyoming, PacifiCorp's energy generation choices have a huge impact on the region, and their voluntary participation is

paramount in the transition to 100% clean energy.

For more than 15 years, WRA has pushed PacifiCorp to appropriately value the economic and climate benefits of clean energy and the risks of fossil fuels. After years of multistate agreement meetings, commission testimony, and interstate relationship building, in 2021 we saw a major breakthrough. PacifiCorp announced plans to achieve a 74% reduction in greenhouse gas emissions by 2030 (relative to 2005) and a 98% reduction in greenhouse gas emissions by 2050. PacifiCorp's forecast projects roughly a 67% reduction in emissions between 2016 and 2030. And while we believe this announcement is a major milestone, WRA will continue to keep a close eye on PacifiCorp and advocate for safeguards to ensure the utility achieves or surpasses its emissions forecast.

CROSS COLLABORATION CREATES OPPORTUNITY TO CONSERVE WATER AND REDUCE COLORADO CARBON EMISSIONS

Sometimes good environmental policies appear to happen from strokes of good luck — having the right partners in the right place at the right time with the right message. But often what can seem like an easy victory on the surface is actually the product of years of building trust on the ground with impacted communities and relationships with the entities best positioned to make change. When Tri-State closed the Nucla Power Plant in Naturita, Colorado, in 2021, the community was concerned about what it would mean for the economy, while Tri-State had to worry about abandoning the water right used to power the plant and the impact to local river health.

WRA's clean energy experts had been working with Tri-State and advocating at the Colorado Public Utility Commission to reduce coal on the system, while our river health experts had been working with Naturita and our longtime nonprofit partners to find ways to improve local river health to benefit the community. We were able to identify the best solution for everyone involved by confirming that coal plant water rights are a public utility asset and that any transfer of those rights must be in the public interest.

WRA experts are working toward transferring the Nucla Power Plant's water rights to uses that benefit the public interest, including the natural environment. The move improves river health, provides future economic opportunity for Naturita, and fast-tracks Tri-State's coal plant closure so we all reap the benefits of fewer greenhouse gas emissions in our region.



WRA supported the first full-scale electric vehicle infrastructure program in its region, setting the gold standard for other utilities across the country.

SECURING BIG INVESTMENTS IN ELECTRIC VEHICLES AND EQUITY FROM XCEL

WRA has worked with Xcel Energy for decades to push the electric utility to become a national leader in the transition to clean energy. In 2019, we realized that while the power sector in Colorado was on a solid path to achieving 100% clean energy by 2050, the transportation industry was rapidly falling behind. After three decades of working with utilities, WRA experts were perfectly positioned to drive the industry to electrify transportation — and fast. WRA advocated that well-designed utility programs to expand electric vehicle (EV) charging infrastructure could speed EV adoption, reduce harmful emissions, and lower electric bills for all utility customers.

In 2021, we saw our first real victory by securing one of the most ambitious commission-approved

transportation electrification plans in the nation: Xcel announced an investment of more than \$110 million to support EV adoption. WRA was instrumental in researching, analyzing, and negotiating key elements of the plan and testified at the Public Utility Commission to get it across the finish line. As a result, Xcel will deploy approximately 20,000 EV charging stations at residential, commercial, and public sites across Colorado and help get 450,000 EVs on the road by 2030 — almost 50% of what's needed to meet Governor Jared Polis's goal to get 940,000 EVs on the road by 2030. The plan requires an investment of at least \$20 million to promote EV adoption in low-income households and communities most heavily impacted by air pollution. This WRA-supported plan is the first full-scale EV infrastructure program approved in our region and sets the gold standard for other utilities across the country.



Through the concise cultivation of key relationships, WRA is ensuring that underrepresented communities are at the forefront of decision making and that equity is always centered at the table. The organization utilizes its unique understanding of the West and the issues we are facing to ensure that the most impactful solutions are being implemented.

Yadira Sanchez, Executive Director of Poder Latinx and WRA Board Member



Our Vision For the Future

The West is an amazing place to call home — majestic and breathtaking, with unparalleled landscapes, captivating wildlife, and diverse people. At WRA, the West is also our passion. We fight climate change to sustain the environment, economy, and people in our region. WRA acknowledges that the lands in our region are the traditional territory and current home of the First People.

*Based in Denver, Lorenzo Johnson believes the West is the most profoundly beautiful region in all of the United States. With the picturesque scenery, rocky mountains, and remarkable natural landscape, he wouldn't want to live anywhere else. This photo was captured at Blue Lakes and North Star Mountain along the Quandary Peak Trail in Summit County, Colorado.
@GlowGrainVision*

An aerial view of the Cherry Creek River in Denver, Colorado.



Local Governments

Local governments in the Interior West play a major role in how we tailor innovative solutions for climate change to local needs, while scaling their impact across our entire region. County and municipal leaders can best evaluate the needs of a community and implement on-the-ground solutions quickly with support and buy-in from their residents. Local governments also are where the rubber meets the road when implementing the many statewide laws we work so hard to pass at the legislature.

WRA builds lasting relationships with city planners, local board members, and local elected officials through education and outreach. We also connect those partners to vital funding sources so we can get the practical work done. Programs at the local level serve as critical proof of concept when working to pass new legislation or socialize a program with another municipality or local government. We insist on comprehensive evaluation of the programs we support so we know where we're making an impact, where we need to improve, and how we can scale those programs across the region.

WRA is helping Utah communities plan for water and land use, which can contribute to remedying low water levels in the state's Reflection Canyon.



GROWING SMART FROM THE START IN UTAH

Utah is facing serious water supply challenges. While state and local governments are making progress to address water security, a lack of new and innovative solutions combined with the effects of climate change have landed the state in trouble. Statewide reservoir storage capacity is at 50%, and its iconic Great Salt Lake has shrunk by half. Working on the ground in Utah since 1998, WRA experts have long known that the answers to Utah's water problems are commonsense solutions like water conservation and better land use planning. We've been putting in the time getting to know folks at state agencies and other partners in the state, while also talking to Utah communities about what they need, what they want, and what they consider to be their greatest water supply challenges.

In response, we've provided high-value educational opportunities and how-to resources for our partners. We've become so successful in our programming, the state awarded two grants

in 2021 for WRA and our partners to work with municipalities across the state. Over the next two and a half years, we will help Utah communities implement water and land use planning into their conservation plans. How Utah decides to grow today will determine its water future for decades to come, and WRA is making sure as many municipalities as possible choose to grow smart from the start. In doing so, Utah's communities will no longer be tied to costly diversions and can focus on actions that will help recover the state's quickly depleting reservoirs and Great Salt Lake.

WORK WITH GREELEY WILL SCALE ACROSS OUR REGION

The Colorado Legislature passed a law in 2004 requiring water providers and local governments of a certain size to develop state-approved water efficiency plans. As a result, per capita water demand statewide decreased 5% between 2008 and 2015, from 172 to 165 gallons per capita per day, saving the state more than 12.7 billion gallons of water per year. But how effective are the plans,

and are they working fast enough to help stave off water shortages in the state and region?

Those are the questions WRA experts started asking last year when we launched a new partnership between the city of Greeley and our longtime partners at WaterNow Alliance. With more than 100,000 people and more than 20 longstanding conservation programs, the city was the ideal candidate for funding and made the perfect case study to demonstrate the importance of data-driven decision making in water conservation.

WRA worked with the city district to conduct a survey to gauge residents' understanding and support of the current water conservation programs and their appetite to do more. It also analyzed reasons for lack of participation, such as language barriers and income. Our water experts were able to develop a new methodology for evaluating water conservation programs and make recommendations for Greeley that will ultimately save the city water, time, and money while building even stronger relationships with its water customers. With the success of this program, we are now positioned to use the proven approach with other municipalities and scale this impact across our region.

BUILDING WILDFIRE RESILIENCY IN COLORADO AND MONTANA

The West has a century-long history of aggressive fire suppression. That, combined with the climate crisis and a rapidly growing population, has increased high-risk fire areas, which has led to an increase in catastrophic fires across our region. Homes and entire communities can be destroyed in a matter of hours. But fire has always played an important role in maintaining healthy forests. When we removed fire from healthy landscapes, we removed ecosystem benefits and created 100 years of unnatural buildup of fuels, leading to our current crisis. To start to undo a century of unnatural fire suppression, we need to mimic naturally occurring fires, do better land use planning, and fund projects at the local level. So why aren't we doing more of that?

In 2021, WRA set out to answer this question through research and outreach with prescribed burn practitioners, and we found that unclear liability issues, lack of appropriate certification processes, restrictive smoke permitting, and public perception are all huge barriers to getting the necessary work done. We then took that

research to develop forward-thinking policy recommendations for Colorado and Montana that, if passed at the state legislature, would give local governments more tools to improve resilience to catastrophic wildfire.

We know we have to act fast to prevent increased catastrophic wildfire occurrences. WRA is also starting the important work of building relationships with local governments now so when we get those policies passed, we have the support to get the work done immediately and effectively.

FUNDING TURF REPLACEMENT IN THREE COLORADO COMMUNITIES

Nearly 50% of water used within the municipal and industrial sector in Colorado irrigates nonnative turf grass. Replacing nonessential turf in areas like medians and unused parts of commercial, institutional, homeowner association, and residential properties reduces outdoor water consumption by decreasing the amount of turf that needs irrigation. For each acre of turf removed, we can save 1 to 2 acre-feet of water every year.

Replacing nonessential turf sounds like a simple commonsense solution, but we know that real barriers exist when municipalities and local governments put it into practice. Barriers include securing funding, identifying areas with the highest return on investment in terms of water savings, finding certified landscapers, and addressing the public's attachment to manicured lawns.

The Colorado Water Conservation Board funded WRA to help three partner communities develop pilot turf replacement projects and communitywide assessments of nonessential turf in 2021. The pilots demonstrate how local governments can assess and fund turf replacement projects, estimate water savings, effectively evaluate the value of water, and showcase how landscaping with native vegetation can aesthetically improve outdoor community spaces. WRA experts worked with the cities of Westminster, Broomfield, and Greeley to create plans to replace more than 20 acres of turf in highly visible locations. The projects are well documented and will be used to help demonstrate the impact of turf replacement programs to other local governments and to state lawmakers, who will be instrumental in scaling and incentivizing such voluntary programs through local and state funding.

National parks, such as Glacier National Park in Montana, are some of our region's greatest assets. WRA is working to curb the impacts of climate change by advocating for federal resources and policies to be implemented at the state and local level.



Federal and Regional Collaboration

The first two years of President Biden's administration have seen a renewed focus on climate change, with increased federal legislation and executive actions to address climate priorities. Biden's new federal climate focus creates an opportunity to shape federal policy in ways that build upon state-level efforts.

Additionally, the passage of the bipartisan Infrastructure Investment and Jobs Act in 2021 offers a platform to leverage federal funding to advance grid modernization and transportation electrification at the state level. WRA provides policy design and technical support for priority federal legislation and administrative climate policies that reflect equitable state and regional climate objectives. In addition, as federal policy is enacted, we support its state and local adoption and implementation and advocate for federal resources to achieve accelerated climate progress in Western states and communities.

It will be nearly impossible to achieve our region's clean energy and climate goals without both expanded transmission capacity and a regional transmission market to more cost-effectively move electricity across large geographic areas. That's why WRA is engaged in numerous efforts to advance formation of a regional transmission organization in the West.



When I think about the world in which my kids are growing up, the trajectory that our environment and climate are taking deeply concerns me. We need to focus on the strategies that will have the most impact and demand action from legislators and others in power. WRA has been doing highly effective work to prioritize and focus efforts and has achieved meaningful results across the Interior West.

Sophie Pinkard, donor from Park City, Utah

PAVING THE WAY FOR REGIONAL ENERGY MARKETS

With the transition to clean energy well under way in our region, the case for regional markets is growing stronger. Establishment of a regional transmission organization will speed the shift to clean energy by creating flexibility to integrate far larger quantities of intermittent renewable resources, and it will make the transition more cost effective, reducing political barriers.

However, there is confusion about how wholesale energy market expansion can take place in the West. Providing the basis and advantages for a centrally managed electricity market in the West — that meets the needs of the future and tackles the risks of climate change — is critical for advancing our policy and technical solutions.

WRA successfully influenced key industry decision makers, utilities, and federal regulators by advocating for the economic and environmental benefits of a wholesale energy market. We collaborated with conservation nonprofits and community organizations to convince stakeholders to keep moving forward with policy and regulatory initiatives during the pandemic. WRA met with federal energy regulators and policy advisors to highlight the various efforts on the ground and the need for continued active outreach and communications. Through these efforts, WRA earned a reputation for being a proactive and solutions-providing environmental nonprofit.

Securing credibility and trust as a thought leader in furthering a decarbonized grid using market solutions ties directly to WRA priorities for

strengthening and expanding regional wholesale electricity markets in the West.

SECURING FUNDING FOR VITAL ENDANGERED FISH RECOVERY PROGRAM PROJECTS TO KEEP WATER IN RIVERS AND STREAMS

The Colorado River is an essential water source for more than 40 million people, 5.5 million acres of agriculture, and the vibrant wildlife along its course through the Southwest, including four federally listed endangered fish species in the upper basin. The Upper Colorado River Endangered Fish Recovery Program aims to achieve full recovery of these integral endangered species to support the overall health of the river ecosystem. WRA collaborates on important initiatives to help these species recover on the Colorado River, with the goal of increasing healthy populations and keeping more water in our rivers and streams.

The Grand Junction Fish and Wildlife Conservation Office has an annual budget of \$5 million, but it cannot keep up with the ever-growing list of infrastructure projects needed to sustain the Recovery Program. Projects include fish ladders and fish screens in reservoirs to keep out nonnative species, and they total tens of millions of dollars in required investment. The biggest obstacle has been finding the funding for these projects.

WRA estimated \$50 million for short-term needs and advocated for it to be included in the federal Infrastructure Investment and Jobs Act. Our team identified multiple avenues for making this funding recommendation, from signing a

formal request to the Bureau of Reclamation to sending a joint letter to Governor Jared Polis.

And our advocacy efforts paid off. The Upper Colorado River Endangered Fish Recovery Program will receive a large portion of the \$50 million allocated, which will pay for four years of capital construction projects, get rid of the backlog of those projects that didn't have funding to move forward until now, and ultimately help preserve the endangered fish species and keep more water in our rivers and streams.

ENSURING WESTERN STATES HAVE JOINT AUTHORITY IN EXPANDING REGIONAL ENERGY MARKETS

In 2021, regional energy market expansion efforts secured a major milestone in ensuring that Western states and utilities outside California have a voice, with voting power and a process for resolving disputes between utilities and the California Independent System Operator for wholesale electricity. The Interior

West has its unique set of socioeconomic and environmental priorities and doesn't often have a similar agenda to California's. Many Western states are reluctant to enter into a regional energy market because they are concerned about maintaining local control and the flexibility to make state-specific decisions.

WRA helped secure an agreement for joint authority to review, approve, and make decisions on market expansion, which is critical to winning the trust and confidence of Western states. Utilities, consumer groups, regulators, and policy makers will all have the ability to make decisions, so that California alone doesn't have absolute authority on improving a regional market for electricity in the West. This agreement allows Intermountain states and clean energy advocates to have an explicit voice and access to improving future regional markets for wholesale electricity.

The approval of the joint authority for decision making and resolving disputes goes a long way in furthering WRA goals for decarbonizing the Western electric grid through expanding regional markets for wholesale electricity in the West.



The Arctic grayling thrives in small cold, clear lakes with tributaries for spawning and can be found in Montana.

WRA is devoted to doing the work that makes outdoor spaces, experiences, and opportunities equally accessible to all for generations to come.



Supporting Diverse Communities and Working in Coalitions

All across the West, people are living the climate crisis and being affected daily by extreme drought, wildfires, and air pollution. We need strong action to address the manifold impacts of climate change, and poll after poll shows that Westerners agree. While every person is impacted by the changing climate, Black, Indigenous, Latino/Latina, Asian, multiracial, and biracial communities bear a far higher burden because of exposure to toxic co-pollutants, environmental racism, exclusion from decision making, and economic precarity, all of which compromise resiliency.

WRA works across the region to reduce carbon emissions in line with the scientific consensus of what is necessary to prevent catastrophic warming. We are committed to working with advocates that span environmental justice, conservation, health, and business interests to make meaningful progress on reaching the Interior West's near-term climate goals.

WRA's work to support outdoor access for diverse communities creates a pathway for similar successes in all states across our region.



COLORADO CLIMATE ACTION NETWORK EFFECTIVELY ADVOCATED FOR ADVANCING ENVIRONMENTAL JUSTICE

Progress in Colorado requires building a strong and diverse coalition to fight for aggressive action to address climate change, specifically in partnership with communities most harmed by pollution. WRA joined with advocates from more than 100 organizations during the 2021 legislative session to pursue important policies aimed at addressing pollution and advancing environmental justice in Colorado.

The passage of House Bill 21-1266 helps the state promote science-based climate goals. The legislation creates enforceable pollution limits

across three major sectors, helps Colorado begin to address longstanding environmental inequities, and will secure critical financial resources for state-level climate work by closing a loophole that has let climate polluters off the hook for years.

This is progress, but we have unfinished business and Colorado still remains off track from meeting its climate goals. WRA continues to work with the state's Air Quality Control Commission and with lawmakers to close the emission reduction gap and preserve a habitable climate for Coloradans.

With the enactment of HB 21-1266, Colorado is starting to right its environmental justice wrongs. The new law defines "disproportionately impacted communities" and specifies that penalty money for air quality violations by polluters must be invested

WRA has been extremely effective in moving utilities across the West to adopt clean energy solutions at scales needed to address the climate emergency. The knowledge and savvy WRA brings to the table in every state creates real progress.

Ted Weaver, donor from Nederland, Colorado



back into the communities that experienced the harm. It also establishes an Environmental Justice Advisory Board, which includes members from disproportionately impacted communities, codifies best public outreach and engagement practices, and requires the creation of a comprehensive statewide environmental justice plan.

CULTIVATING ALLIES WHO SUPPORT THE ECONOMIC OPPORTUNITIES OF A CLEAN ENERGY TRANSITION IN UTAH

WRA expanded our collaboration with Utah's influential tech startup business community by assuming a leadership role in the Utah Sustainable Business Coalition. In that role, WRA leveraged the support of tech companies to help defeat a legislative proposal seriously detrimental to efforts to accelerate electric vehicle adoption and reduce emissions in the transportation sector. The proposal would have raised annual registration fees on electric vehicles 150%, to \$300 — the highest fees in the nation. The proposal, which we defeated during the 2021 legislative session, would have created a strong disincentive for people to purchase electric vehicles and undermined one of our best tools address the Wasatch Front's air quality problems.

DIVERSE AND LOW-INCOME COMMUNITIES FACE SIGNIFICANT BARRIERS TO ACCESSING PUBLIC LANDS, OPEN SPACES, AND PARKS

Access to outdoor spaces and experiences is not shared equally by all. Diverse and low-income communities, both urban and rural,

face significant barriers to accessing public lands, open spaces, and parks. Many of our communities lack proximity to green space or access to affordable transportation to our region's recreational opportunities. They may encounter financial barriers that limit their access to recreational activities and equipment. In addition, diverse and low-income communities may not feel comfortable or safe in those places for a variety of reasons.

That's where Colorado's Outdoor Equity Grant Program comes in. Established by the passage of Colorado House Bill 21-1318, the program provides grants to Colorado groups to directly help diverse and low-income youth and their families overcome access barriers to outdoor experiences and educational opportunities.

WRA was integral in the creation and passage of that important bill. We joined a coalition of diverse community advocates, brought together by Next100 Colorado, to provide policy recommendations for the program. WRA helped draft the bill and championed it through the legislative process. The legislation follows the precedent set by similar programs in California and New Mexico, but it is the first to establish a permanent, sustainable source of funding to reliably provide outdoor opportunities for underserved youth for generations to come. The establishment of the Outdoor Equity Grant Program is a major win for outdoor access in Colorado. But WRA isn't stopping there. Our team of policy experts is working with state legislators, management agencies, and local decision makers to translate the Colorado Outdoor Equity Grant Program model to other states across our region.



WRA's **Board of Directors**

is one of our chief assets, providing exemplary leadership that has helped make it possible for us to protect the West's land, air, and water.



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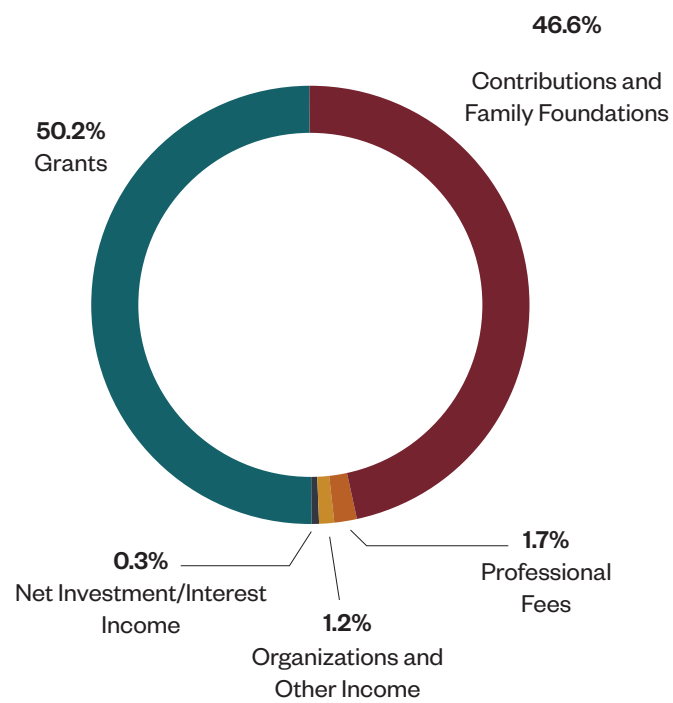


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Jeremy Vesbach

WRA's **Senior Leadership** uses their experience and extensive skill set to develop strategy, support staff, embody our brand, and further our mission of conservation.

Learn more about our dedicated team of policy experts, scientists, engineers, and economists at WesternResourceAdvocates.org/staff.

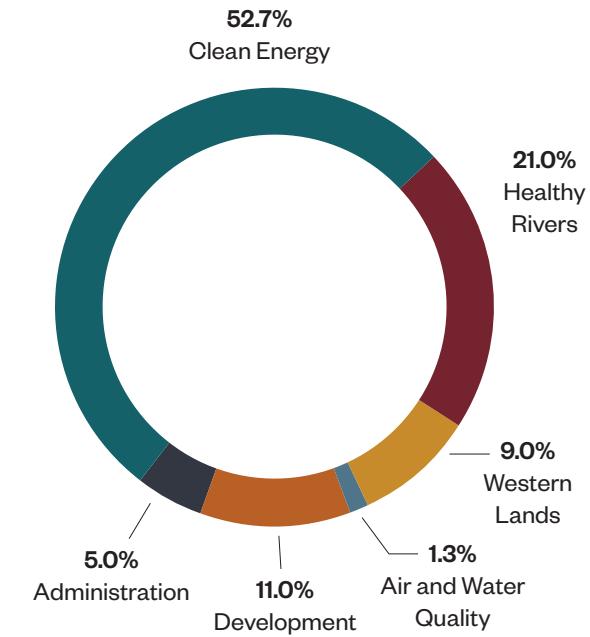
Financials



Revenue

Grants	\$5,450,941
Contributions and Family Foundations	\$5,050,253
Professional Fees	\$186,923
Organizations and Other Income	\$133,980
Net Investment/Interest Income	\$27,172

Total Revenues **\$10,849,269**



Expenses

PROGRAM SERVICES	
Clean Energy	\$4,741,752
Healthy Rivers	\$1,886,540
Western Lands	\$814,176
Air and Water Quality	\$118,370
Total Program	\$7,560,838

SUPPORTING SERVICES	
Development	\$987,684
Administration	\$455,668

Total Expenses **\$9,004,190**

Assets

Change in Net Assets	\$1,842,079
Net Assets at Beginning of Year	\$12,739,128
Net Assets at End of Year	\$14,581,207

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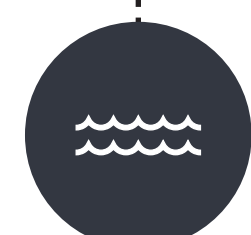
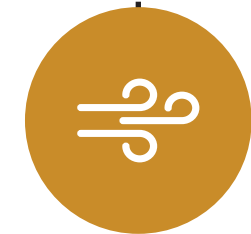
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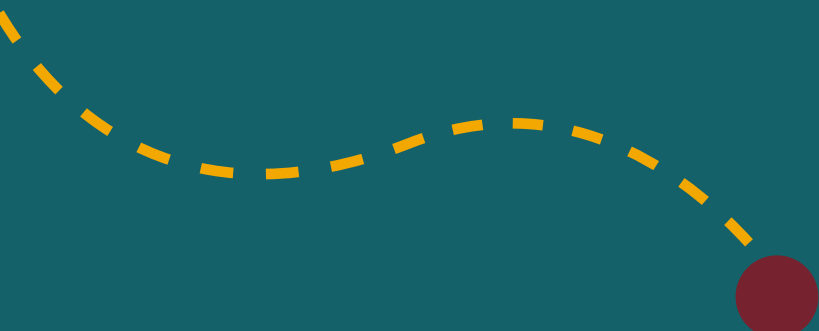
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