



WESTERN RESOURCE
ADVOCATES

ANNUAL REPORT 2011



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ADVOCATES

Protecting the West's Land, Air, and Water



From the President



The 2011 annual report marks a small milestone in my time at Western Resource Advocates. This is my fifth annual report letter since I became president in 2007, and I have never been as proud of our organization as I was in 2011.

This past year was a difficult time for many of our friends in the conservation community, with a slow economy leading to layoffs and restructuring in many organizations. It is an incredible testament to our staff, board, and dedicated supporters that WRA not only weathered the down economy, but actually expanded our ability to protect the West's natural resources. Protecting our land, air, and water doesn't become less important in a recession, so we added capacity in Arizona, Colorado, and New Mexico.

For those of us in the Boulder office, 2011 will be remembered as a year of change in our longtime home, the Environmental Center of the Rockies (ECR). We substantially renovated our building, improving its appearance, adding office space, and updating a failing heating, ventilation, and air conditioning (HVAC) system. Our beautiful new conference room features a handsome table and cabinets made of beetle-kill pine and glorious artwork by several of our contributing artists. The ECR is now "greener" than ever. Our energy and water consumption were immediately reduced by the new HVAC system and low-demand water fixtures. Since the renovation was completed, we have cut our average monthly water use by more than 40% and our energy use by more than 30%.

On the program side, our Energy program played a huge role in the Colorado Public Utility Commission's decision to direct

the revenue from the sale of Renewable Energy Credits to investments in renewable energy sources rather than fossil fuels.

Our Lands program is in the middle of a battle to block tar sands and oil shale development in Utah and Colorado. The technologies for exploiting these resources are unproven and pose significant environmental and health risks, and we are trying to convince federal and state regulators that renewable energy is a far better choice for the future.

Our Water program continues to ring up impressive victories in protecting rivers throughout the West, and WRA is leading the way in preventing expensive and unnecessary large-scale water diversion proposals in Colorado and Nevada. Because of our opposition to the Flaming Gorge Pipeline in Wyoming and Colorado, two federal agencies have rejected permitting requests from the developer.

We are grateful to our many supporters who enable us to continue to be the most effective environmental organization in the West.

Sincerely,

A handwritten signature in black ink that reads "Karin P. Sheldon". The signature is fluid and cursive, with a long horizontal flourish extending from the end.

Karin P. Sheldon
President

Energy

PROGRAM HIGHLIGHTS

Our Energy program advocates for increased use of the West's natural bounty of renewable energy resources and for greater energy efficiency to reduce the environmental impacts of electricity production. Climate change, caused by greenhouse gas emissions from the production and burning of fossil fuels, will take a particularly hard toll on the mountain and desert West. The consequences of climate change are already visible: increased risk and duration of drought and wildfires, reduced snowpack, and extinction of vulnerable wildlife species.



Promoting Renewable Energy and Energy Efficiency

Energy efficiency and increased investment in renewable energy sources are the economically and environmentally preferable ways to manage electricity demand. In addition to state-by-state efforts to increase renewable energy requirements for utilities, WRA engages in innovative partnerships with western utilities to encourage adoption of effective and economically viable greenhouse gas reduction strategies.

WRA partners with western utilities to encourage adoption of effective and economically viable greenhouse gas reduction strategies.



RESULTS:

- ✓ Thanks in large part to our advocacy, revenue from the sale of Renewable Energy Credits (RECs) will be re-invested in additional renewable energy resources in Colorado. Some \$57 million in REC revenue will be used in Colorado to pay for more renewable resources, and ongoing REC sales contracts are expected to generate another \$40 million over the next two years. The ruling by the Colorado Public Utilities Commission creates a blueprint for other western states to follow in using renewables to pay for more renewables.
- ✓ WRA led the way for a groundbreaking order from the Utah Public Service Commission that will encourage the utility company PacifiCorp to invest in new energy efficiency measures and renewable resources. These investments will mitigate the financial risk of dramatic price increases from any one energy source. Renewable energy costs are relatively stable over the long term because there are no fuel costs associated with their operation.
- ✓ In New Mexico, WRA developed an innovative electricity rate design to encourage conservation and promote investment in energy efficiency. Our proposed rate design was approved and implemented by the New Mexico Public Regulation Commission.

Coal Plant Issues

WRA is leading efforts to convince utilities and regulators to move to alternative energy sources. We provide analysis to states and energy utilities that show the economic benefits of shifting from coal to cleaner forms of energy, hastening the transition to renewable resources and leading to early retirements of existing coal plants and withdrawals of new proposals throughout the West.

RESULTS:

- ✓ In two separate cases, WRA's testimony helped secure approval of 400 megawatts (MW) of Xcel Energy wind plants that critics opposed as unneeded. WRA also participated in settlement negotiations with Xcel to acquire an additional 60 MW of distributed solar photovoltaic energy.
- ✓ In Colorado, WRA intervened in several utility commission cases on permits for projects related to the landmark Clean Air-Clean Jobs Act. The cases involved installation of pollution controls and equipment to protect electric system reliability after coal plants are retired. This will ultimately lead to the retirement of five Denver-area coal plants (900 MW of coal-fired power generation) by the end of 2017.





Lands

PROGRAM HIGHLIGHTS

The stunning landscapes of the West are legendary, cherished by residents and visitors alike. Yet the lands we love are at risk. They have been scarred by a succession of extractive industries ranging from hard rock mining to logging, and now from intensive energy development. We advocate for sound stewardship in the face of forces that view our public lands solely as a commercial resource. At WRA, we are committed to safeguarding the ecological integrity of our treasured public lands and wildlife.



Oil and Gas Development

Oil and gas development continues across the Rocky Mountain region, and WRA is playing a major role in ensuring that drilling is as safe as possible for the environment and the surrounding communities. As drilling comes increasingly closer to population centers, particularly along the Front Range of Colorado, protecting the health and quality of life for families gains new urgency. We have always supported protections for the West's most special places, and where drilling proceeds, WRA advocates that the energy industry “do it right” by employing modern technologies and state-of-the-art planning that minimize environmental, health, economic, and climate impacts.



A natural gas rig sits on prime winter range for mule deer and major migratory paths for both mule deer and pronghorn antelope. Wind River Mountains rise majestically in the background.

RESULTS:

- ✓ As hydraulic fracturing, or “fracking,” of oil and gas wells emerged as a central issue in the energy debate, WRA promoted reforms to increase protections for the environment and public health. Our advocacy was critical in passing Colorado’s new fracking disclosure regulations, which are among the strictest standards in the nation and can serve as a model for other states and the federal government.
- ✓ Throughout 2011, WRA pushed for additional fracking controls, such as mandatory baseline testing of groundwater, ongoing monitoring (including “tracers” in fracking fluids to definitively link any contamination to oil and gas operations), and increased residential and commercial setbacks for drilling operations.
- ✓ WRA protected more than 56,000 acres of greater sage-grouse habitat in Wyoming, and more than 10,000 acres of wildlands in Colorado national forests from oil and gas leasing.



Stopping Oil Shale and Tar Sands Development

Oil shale and tar sands development would irrevocably alter the West by depleting water resources, contributing to climate change, and scarring lands and natural habitats. We are guarding against a resurgence of interest in commercial oil shale and tar sands development — interest that continues despite a lack of proven extraction technologies. WRA is shifting the debate by building a consensus that development decisions must be based on sound science and economics.

RESULTS:

- ✓ WRA is leading the challenge to the first modern commercial tar sands and oil shale development projects in the United States. We are opposing tar sands projects in Utah's Uinta Basin, as well as oil shale development in eastern Utah, western Colorado, and in parts of southern Wyoming.
- ✓ We are leading the way in efforts to reduce federal lands available for tar sands and oil shale development as the U.S. Department of the Interior and the Bureau of Land Management finalize environmental reviews of a proposal to lease lands for these purposes. As part of this effort, WRA completed a comprehensive report on oil shale in the West. *Oil Shale 2050: Data, Definitions, & What You Need to Know About Oil Shale in the West* was released in early 2012.

Smart Lines: Energy Transmission for a Renewable Energy Future

To achieve a clean energy future, we will need to develop energy efficiency, distributed generation, and large-scale renewable energy generation quickly and extensively. Traditionally, power lines have connected fossil fuel, nuclear, and hydro power to markets. As the transition to renewable energy becomes a greater economic and environmental imperative, connecting clean sources of power to the grid becomes more critical. WRA is at the forefront of designing transmission planning and siting standards, and criteria for connecting areas rich in renewable energy — all while protecting sensitive lands and wildlife.

RESULTS:

- ✓ WRA led the development of recommendations to minimize the environmental impacts of transmission planning. These concepts have been accepted for transmission planning throughout the West. We are now using them to shape transmission work by state public utility commissions and utilities, as well as smaller regional planning groups.
- ✓ We led a coalition of 10 environmental organizations to produce comprehensive National Environmental Policy Act (NEPA) scoping comments to support the proposed transmission lines by TransWest (from Wyoming to the desert Southwest) and PacifiCorp Gateway (from Wyoming to Idaho and Utah). Our comments establish the importance of these lines to help address climate change, set high standards for minimizing environmental impacts, and provide guidance for transparently informing stakeholders about the renewable energy expected for the lines.
- ✓ We played a significant role in the success of the *Western Grid 2050* report as part of the Clean Energy Vision project, which is a product of a coalition of renewable energy advocates, former utility regulators, and environmental groups. *Western Grid 2050* documents solutions for achieving an 80% reduction in greenhouse gas emissions by 2050 in an environmentally and economically sound manner.



WRA is at the forefront of designing transmission planning and siting standards.



Water

PROGRAM HIGHLIGHTS

Water, or more often, the lack thereof, is a defining feature of the landscapes, history, and culture of the West. Water scarcity means intelligent use of this essential resource is critical to a sustainable future. WRA focuses on four areas of activity: conserving urban water supplies, restoring rivers throughout the West, protecting Utah's Great Salt Lake, and encouraging energy solutions — such as wind and forms of solar power — that have little or no consumptive impact on water resources.



Promoting Water Conservation

Our Smart Water Project successfully promotes increased urban water conservation and identifies alternative sources of supply to meet future demand all across our region. We keep water in the West's rivers, lakes, and aquifers by working with governments and water providers to implement commonsense strategies, such as tiered water rate structures, smart land-use planning, landscape regulations, and re-use of existing supplies.

RESULTS:

- ✓ In 2011, WRA released *Filling the Gap: Commonsense Solutions for Meeting Front Range Water Needs*. The report details how the Front Range of Colorado can meet its water needs without building large, costly diversion projects such as the Flaming Gorge Pipeline. If built, the pipeline would remove 81 billion gallons of water annually from the Green River. *Filling the Gap* was one of three substantive water reports produced by WRA to promote conservation and sustainable water strategies, and to encourage electric utilities to look to renewable energy resources that use less water than traditional fossil-fuel-powered sources.
- ✓ In 2011, the Colorado Water Conservation Board formally adopted the *Guidelines Regarding the Reporting of Water Use and Conservation Data by Covered Entities*, which were developed as a result of legislation drafted by WRA and the Colorado Environmental Coalition. For the first time, water providers will be required to provide comprehensive conservation data that will enable an aggregate picture of water use and conservation in Colorado — a process that should serve as a model for other states around the country.
- ✓ We continued to refine an alternative to the Northern Integrated Supply Project (NISP), which proposes to divert nearly half of the remaining flows from Colorado's Cache la Poudre River each year. In contrast, WRA's alternative — relying on conservation, re-use, and sharing water with agriculture — sets out to meet reasonable local water demands while still maintaining flows critical to the aquatic environment and recreation areas in the Poudre.
- ✓ WRA launched new water conservation efforts in Arizona. We are working with local communities to improve ordinances, rebates, and other programs to lower water demands and, in so doing, decrease pressure on important local streams such as Verde and San Pedro.



Protecting the West's Rivers

We believe it is vital to preserve and restore the beauty, ecology, native fish, recreation, and economic benefit of rivers throughout the West — from the Green and Cache la Poudre to the Gunnison and Colorado.

RESULTS:

- ✓ Our campaign to defeat the Flaming Gorge Pipeline was boosted by two important milestones. The U.S. Army Corps of Engineers terminated its consideration of a permit sought by proponents of the proposal to divert 81 billion gallons of water from the Green River in Wyoming 500 miles to the Front Range of Colorado. WRA's comments helped persuade the Federal Energy Regulatory Commission to decline a second attempt to get a permit from a federal agency.
- ✓ As part of WRA's opposition to the Flaming Gorge Pipeline, we were a featured speaker in a "telephone town hall." More than 7,400 concerned citizens participated in the call to learn about the potential impacts of the proposal, including damage to the Green River and the potential for upsetting thousands of water rights in Colorado.
- ✓ We also led efforts that resulted in the Colorado Water Conservation Board filing for a substantial in-stream flow water right that will benefit native fish, along with tourism and recreation industries, while preserving the San Miguel River in western Colorado.

Energy-Water Nexus

Energy and water are entwined, as use of one resource often results in consumption of the other. Our Energy-Water Nexus project highlights the energy demands and carbon footprint of water projects, such as dams and pipelines, as well as the water demands that result from our energy choices. Our research and studies guide decision makers across the region to make informed choices to use water and energy in a sustainable manner.

RESULTS:

- ✓ We published a report on water and energy called *Every Drop Counts: Valuing the Water Used to Generate Electricity*. The report highlighted the water-saving benefits of using renewable resources for energy development, and a related analysis revealed the tremendous water savings from retiring 900 MW of coal-fired power generation.
- ✓ WRA collaborated with the Union of Concerned Scientists to produce a report called *Freshwater Use by U.S. Power Plants*, which examines the water requirements of power plants across the country.
- ✓ Working with local land owners, WRA defended the White River by defeating a claim for 91 billion gallons of water storage that the oil and gas industry wanted for oil shale development.
- ✓ WRA submitted extensive comments questioning the need for a large diversion project in southwest Utah called the Lake Powell Pipeline.







Defending Utah's Great Salt Lake Basin

WRA is part of a strong coalition committed to preserving Utah's Great Salt Lake ecosystem. Our goal is to protect the lake for the enjoyment of its many visitors, including the millions of migratory birds that depend on it for survival.

RESULTS:

- ✓ In response to WRA's efforts, the State of Utah dedicated \$1.5 million to preventing sewage from harming the Great Salt Lake's Willard Spur and Bear River National Wildlife Refuge.
- ✓ WRA helped convince the Utah Division of Water Quality to adopt a comprehensive strategy to protect and enhance the water quality of Great Salt Lake and its surrounding wetlands. The policy initiates extensive water-quality monitoring and research, sets limits on harmful discharges, and better involves stakeholders in the decision-making process that impacts the lake.
- ✓ As a result of our challenges to water-quality permits, the Utah Division of Water Quality has agreed to make meaningful changes to its permitting process to better assess and inform the public of the impacts related to sewage discharges.

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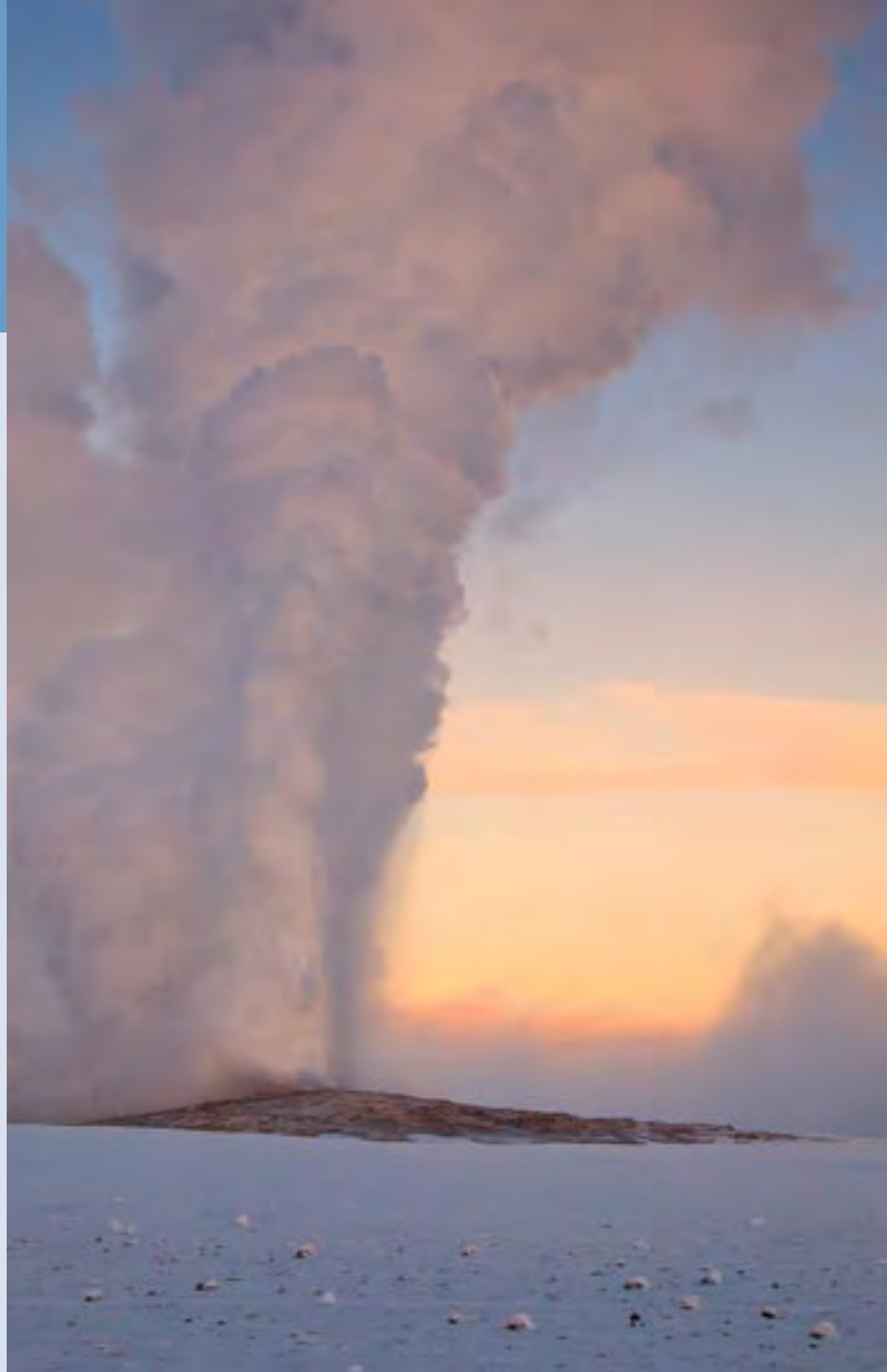
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WALL STREET JOURNAL

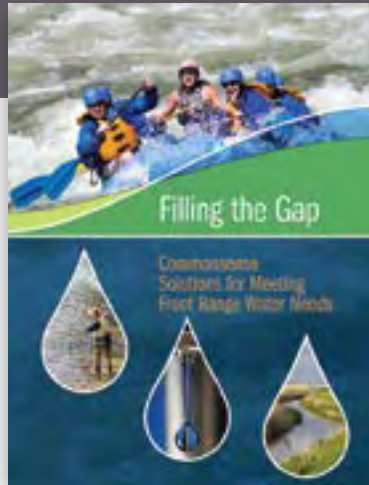
Dec. 10, 2011

“That should be a gut check for the state,” said Mike Chiropolos of Western Resource Advocates, an environmental group in Boulder, Colo. [commenting on proposed fracking regulations in Colorado and the need to close the trade secrets loophole].

“When you look at the climate events that have been occurring recently, it’s pretty obvious we need to take action as quickly and as dramatically as we can, everywhere we can,” said Steve Michel of Western Resource Advocates.

Nov. 5, 2011

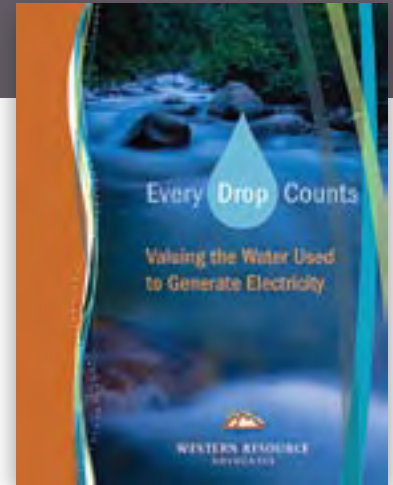
ALBUQUERQUE JOURNAL



Western Resource Advocates, a Boulder-based law and policy group, called state pursuit of the [Flaming Gorge] pipeline “a colossal waste of time and energy...All interested parties should instead spend time on more realistic means to meet future water demands.”

Sept. 14, 2011

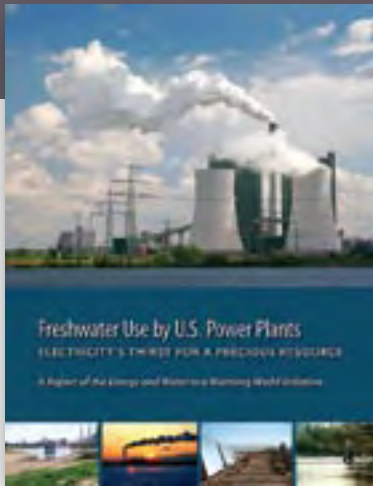
THE DENVER POST



“By then, most of us should be driving electric cars,” said Mike Chiropolos of Western Resource Advocates. He and others contend Colorado has other forms of sustainable energy that should be explored before heating rocks to extract oil.

May 4, 2011

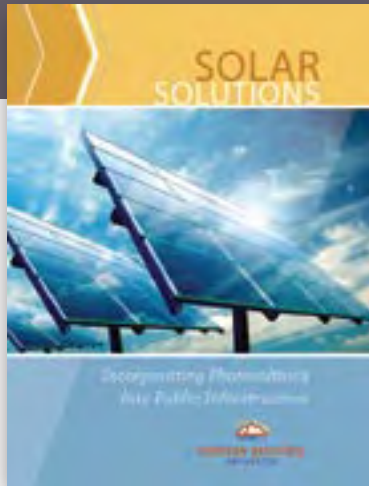
AP Associated Press



The Colorado-based Western Resource Advocates, a plaintiff in the suit against the Bush rules, welcomed [the U.S. Department of the] Interior's review. "We have to make sure," said David Abelson, a policy adviser for the group, "that the decisions being made are in the best interest of the taxpayer, are in the best interest of local economies, and address the huge competition for water in the West."

Feb. 15, 2011

The Salt Lake Tribune



"We'd like to work together to find ways to make this work," said Mike Chiropolos, the lands program director for Western Resource Advocates in Boulder, Colo. "The long-term solution to our energy issues are clean energy solutions. The project proponents here are doing a good job at being open-minded, but there's going to be some tough choices and trade-offs associated with this project."

March 10, 2011

The New York Times



2011 Feature Photographer Jeff Vanuga



Male grizzly bear (boar) on Mt. Washburn,
Yellowstone National Park, Wyoming.

Western Resource Advocates is pleased to present the photography of Jeff Vanuga for the 2011 annual report. Jeff is a globally recognized photographer based in Dubois, Wyoming. His work has been published worldwide in magazines and major advertising media. Some of his credits include work for *National Geographic Magazine*, *National Geographic Traveler*, *Travel Holiday*, *Outside*, *BBC Wildlife*, *National Wildlife*, *Ranger Rick Audubon*, *Sierra Club*, *Time*, *Natural History*, *Smithsonian*, *Wyoming Wildlife*, *New York Times*, Random

House, Ford, Nissan, Frontier Airlines, Early Winters, Patagonia, and Wyoming Division of Tourism. He has won major international awards, including first places in the BBC Wildlife Photographer of the Year and the National Wildlife Photographic Contest; showcase winner in the North American Nature Photography Association's contest; and Nature's Best Photography competition. He has hosted TV shows on nature photography for the Outdoor Life Channel and *Nature's Best Magazine* and leads photography tours and workshops for Joseph Van Os Photo Safaris and First Light Photography Workshops. His work is represented in Corbis and the Nature Picture Library in the United Kingdom. For more information, go to www.JeffVanuga.com.

Donor Profile

Bryan Morgan

Member, WRA Board of Directors

You never know when a moment of inspiration will hit you. For Bryan Morgan, who joined the WRA board of directors in 2010, his passion for environmental conservation was sparked by a class he took in law school at the University of Colorado in the 1960s. He describes one of his professors, Joseph L. Sax, as “a founding father of using law to defend the natural world. He was the one who opened the door to protecting the environment through legal means, which was a truly revolutionary notion in the early 1960s.” Professor Sax’s book *Defending the Environment* was “groundbreaking and inspiring.” And with it, a lifetime of interest in the protection of natural world was set in motion.

While Bryan’s career path led him to become a trial lawyer in the Denver public defender’s office and a founding partner in his own law firm for nearly 40 years, he made significant contributions to environmental conservation along the way. He worked at the University Corporation for Atmospheric Research early in his career and as Denver regional assistant counsel for the Environmental Defense Fund. He went on to serve on the boards of directors of Audubon Colorado, the Yellowstone Association, the Sonoran Institute, and now, WRA.

When asked about the issue that motivates him the most, he says, “Water is *the* limiting resource in the West, and it is our absolute lifeblood. Industry, cities, people, and recreation are all dependent on it, and, as the most limiting resource, it is also the most vital.”



Photo courtesy of Bryan Morgan.

Clearly this perspective is what led him to choose WRA as an effective way to create solutions to environmental problems. He recalls, “I became interested in WRA after being introduced to two very fine [WRA] publications, the 2009 report *Water on the Rocks: Oil Shale Water Rights in Colorado* and the 2011 study *Every Drop Counts: Valuing the Water Used to Generate Electricity*.” Regarding the latter study, Bryan says, “I was impressed by the extremely creative way of measuring impacts of coal-fired power plants — especially by placing a value on this consumption of water.”

It is easy to see why these issues are so important to him. Living and raising his family in the West has been central to his family’s life. He explains, “All of us spend all the time we possibly can in the mountains, and on the plains and rivers. Raising children in Colorado leads to a very strong imprint from the natural world.”

WRA is so fortunate to benefit from Bryan’s wise leadership, enthusiastic cheerleading, and profound commitment to protecting the West’s land, air, and water.

Donor Profile

Andy Franklin

WRA donor and Boulder resident Andy Franklin is originally from Atlanta, but Colorado has been his adopted home since moving here in 1973. A retired software engineer, and now an executive at a startup technology company, he was drawn to the outdoors and wilderness at a young age, and it has always been a touchstone in his life.

He admits, “Maybe it was the skiing that first drew me to Colorado,” but, having explored the West now for most of his adult life, he fully appreciates all the region has to offer. “Colorado is the state that I love,” he unabashedly declares.

Andy and his wife, Audrey, have been donors since 1999, when the organization was known as the Land and Water Fund of the Rockies. When asked why he gave his support all those years ago and why he remains a committed donor today, he replied, “I appreciate that WRA acts as a responsible steward, protecting valuable areas while also respecting the needs of modern society. WRA is more than just an environmental protection group. It is a group with a responsible voice for the West that advocates striking a proper balance. The realities of environmental conservation are more nuanced than just to ‘save the trees’ or ‘don’t drill at all costs.’”

Through his years exploring the American West, Andy developed a passion for preserving its rural landscapes and a concern for the way our finite supply of water is being used. Not surprisingly, rivers in the West have captured his imagination and have been central to his understanding of conservation issues. He considers rafting the Grand Canyon as one of the

“WRA is ... a group with a responsible voice for the West that advocates striking a proper balance.”

most profound experiences of his life, and he recommends it to anyone considering their “must-do” list during their lifetime. Andy muses, “It’s good to live your life exploring and not knowing what’s coming next.”

One of Andy’s favorite quotes about the West is from John Wesley Powell’s *The Exploration of the Colorado River and its Canyons*, which provides an apt metaphor for the struggle to preserve the majesty of the American West: “We have an unknown distance yet to run, an unknown river to explore. What falls there are, we know not; what rocks beset the channel, we know not; what walls ride over the river, we know not. Ah, well! We may conjecture many things.”

Photo courtesy of Andy and Audrey Franklin.



Donor Profile

New Belgium Brewing Company

In 2011, Western Resource Advocates was chosen to receive a grant from New Belgium Brewing Company. We're honored to have the support of a company whose commitment to environmental protection will never be tapped out.

WRA is especially thankful to New Belgium's "Sustainabillies," who are hard at work setting up workshops and visiting the various departments at the craft brewery's Fort Collins location. The Sustainabillies are a group of New Belgium employees that link staff to the company's environmental initiatives, which stem from the core values and beliefs created by founders Jeff Lebesch and Kim Jordan.

Long before New Belgium Brewing Company began, Jeff toured European villages on his mountain bike with fat tires, visiting famous breweries along the way. He returned to his basement brewery in Fort Collins and created an amber beer he called "Fat Tire," which would become the company's best-known and best-selling beer.

But before they sold their first bottle of beer, Jeff and Kim hiked into Rocky Mountain National Park with a jug of home brew and together wrote the core values and beliefs that they wanted to instill in their business. Thanks to Kim and Jeff's business leadership, the "Sustainabillies" are busy at New Belgium, educating employees on topics such as composting, energy efficiency, and river ecology. And they are always exploring the possibilities for strengthening sustainable practices at the brewery.



They are also proof of how increasing environmental stewardship is embedded in the culture of the company. "It's not good enough to just post a piece of paper on a bulletin board saying the company cares about the environment," says Don Rich, packaging technical manager at the brewery.

New Belgium's employees care for the planet using an action-oriented approach. For example, in the next 3–5 years, the company has set targets for a 25% reduction in its energy use and 25% in its carbon footprint and water intensity.

But employees at New Belgium aren't content to contain their efforts within their own walls. In 1995, the philanthropy program was created at New Belgium, and for every barrel of beer produced, \$1 is donated to nonprofit organizations. The philanthropy committee is run by employees who research, review, and grant funding to nonprofits. Since its inception, New Belgium has donated more than \$2.5 million to nonprofit organizations like WRA.

Thank you, New Belgium!



2011

PARTNER ORGANIZATIONS

Albuquerque Bernalillo County
Water Utility Authority

American Lung Association in Colorado

American Rivers

American Whitewater

American Wind Energy Association

Arizona Land and Water Trust

Audubon Arizona

Audubon Colorado

Audubon Society of Greater Denver

Audubon Society of Utah

Audubon Wyoming

Aurora Water

Aveda Corporation

Biodiversity Conservation Alliance

Blancett Ranches

Boulder County, Colorado

Boulder Water Utility

Bristlecone Alliance

Carpe Diem

Centennial Water and Sanitation District

Center for Advancing Sustainable Architecture

Center for Biological Diversity

Center for Naval Analysis

Center for Resource Conservation

Ceres

Chama Peak Land Alliance

Citizens for Dixie's Future

Citizen's Water Advocacy Group

City of Boulder, Colorado

City of Cottonwood, Arizona

City of Flagstaff, Arizona

City of Prescott, Arizona

The Cochise Water Project

Colorado Backcountry Hunters and Anglers

Colorado Conservation Voters

Colorado Department of Natural Resources

Colorado Department of Public
Health and Environment

Colorado Environmental Coalition

Colorado Gas Producers

Colorado Governor's Energy Office

Colorado Harvesting Energy Network

Colorado Mountain Club

Colorado River Water Conservation District

Colorado Riverkeeper

Colorado Solar Energy Industries Association

Colorado Springs Utilities



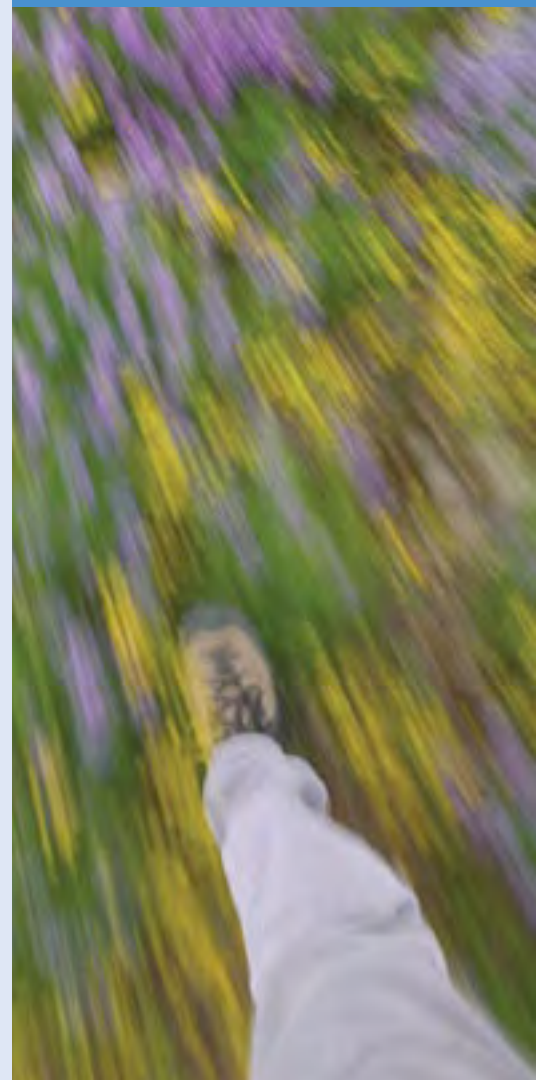
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|--|--|--|
| Colorado Trout Unlimited | HEAL Utah | Oil and Gas Accountability Project |
| Colorado Water Conservation Board | High Country Citizens' Alliance | The Ormond Group |
| Colorado Waterwise Council | Huachuca Audubon | Pacific Institute |
| Colorado Wilderness Network | Idaho Conservation League | PacifiCorp |
| Colorado Wildlife Federation | Interstate Renewable Energy Council | Poudre Waterkeeper |
| Colorado Working Landscapes | Interwest Energy Alliance | Powder River Basin Resource Council |
| Commercial Energy Users Coalition | League of Women Voters of Salt Lake | Prescott AMA Groundwater Users Advisory Council |
| Conservation Voters of New Mexico | Liberty Water Company – Sierra Vista | Progressive Leadership Alliance of Nevada |
| Counselor Chapter of the Navajo Nation | LightHawk | Prosperity Works |
| Crested Butte Land Trust | Living Rivers | Protect the Flows |
| Dakota Resource Council | National Audubon Society | Public Service Company of Colorado (Xcel Energy) |
| Defend our Desert | National Outdoor Leadership School | Public Service Company of New Mexico |
| Defenders of Wildlife | National Park Service | Pueblo Board of Water Works |
| Denver Water Department | National Parks Conservation Association | Red Cliffs Audubon Society |
| Diné CARE | National Regulatory Research Institute | Red Lady Coalition |
| Earthjustice | National Renewable Energy Laboratory | Red Rock Forests |
| Earthworks | National Trust for Historic Preservation | Renewable Energy Industry Association – New Mexico |
| EcoFlight | National Wildlife Federation | Resource Media |
| El Paso Electric Co. | Natural Resources Defense Council | River Network |
| Environment Colorado | The Nature Conservancy | Rocky Mountain Climate Organization |
| Environment New Mexico | Nevada Chapter of American Institute of Architects | Rocky Mountain Energy Campaign |
| Environmental Defense Fund | Nevada Conservation League | Rocky Mountain Farmers Union |
| Environmental Working Group | Nevada Wilderness Project | Rocky Mountain Institute |
| Fort Collins Utilities | New Energy Economy | Rocky Mountain Wild |
| Friends of Great Salt Lake | New Mexico Coalition for Clean Affordable Energy | Salt River Project |
| Friends of the Verde River | New Mexico Environmental Law Center | San Juan Citizens Alliance |
| Gila Watershed Partnership | New Mexico Public Interest Research Group | Save the Colorado |
| Glen Canyon Institute | New Mexico Wilderness Alliance | Save the Poudre |
| Grand Canyon Trust | Northern Colorado Water Conservancy District | Sheep Mountain Alliance |
| Great Old Broads for Wilderness | Northern Plains Resource Council | Sierra Club |
| Great Salt Lake Audubon Society | Northwest Colorado Council of Governments | Sierra Club, Rio Grande Chapter |
| Greater Yellowstone Coalition | Nuestro Rio | Sierra Club, Rocky Mountain Chapter |
| Gunnison County, Colorado | | |
| Headwaters Economics | | |

Sierra Club, Utah Chapter
SkyTruth
Solar Alliance
Solar Energy Industries Association
Sonoran Institute
Southern Nevada Water Authority
Southern Utah Wilderness Alliance
Southwest Energy Alliance
Southwest Energy Efficiency Project
Southwest Research and Information Center
Southwestern Public Service Co.
SunEdison Corporation
Think New Mexico
Thompson Divide Coalition
Town of Clarkdale
Trout Unlimited
U.S. Army Corps of Engineers
U.S. Bureau of Reclamation
U.S. Department of Defense – Texas
U.S. Department of Defense
– Fort Huachuca, Ariz.
U.S. Department of Energy,
Wind Powering America
U.S. Environmental Protection Agency
U.S. Geological Survey
Union of Concerned Scientists
University of Arizona Graham
County Cooperative Ext.
University of Arizona Water
Resources Research Center
University of Arizona Water Wise
University of Colorado – Boulder
University of Colorado – Natural
Resources Law Center
Upper San Pedro Partnership

Uranium Watch
Utah Airboat Association
Utah Clean Energy
Utah Dept. of Natural Resources
– Division of Water Rights
Utah Environmental Congress
Utah Moms for Clean Air
Utah Physicians for Healthy Environment
Utah Rivers Council
Utah Waterfowl Association
Verde Valley Regional Economic Organization
The Vote Solar Initiative
Wasatch Audubon Society
Wasatch Clean Air Coalition
Western Clean Energy Advocates
Western Clean Energy Campaign
Western Colorado Congress
Western Conservation Foundation
Western Electricity Coordinating Council
Western Energy Project
Western Environmental Law Center
Western Governors' Association
Western Grid Group
Western Mining Action Project
Western Organization of Resource Councils
Western Water Assessment
Wild Utah Project
Wildearth Guardians
The Wilderness Society
Wilderness Workshop
Wyoming Outdoor Council
Wyoming Wilderness Association
Wyoming Wildlife Federation
Yavapai County Water Advisory Committee

2011

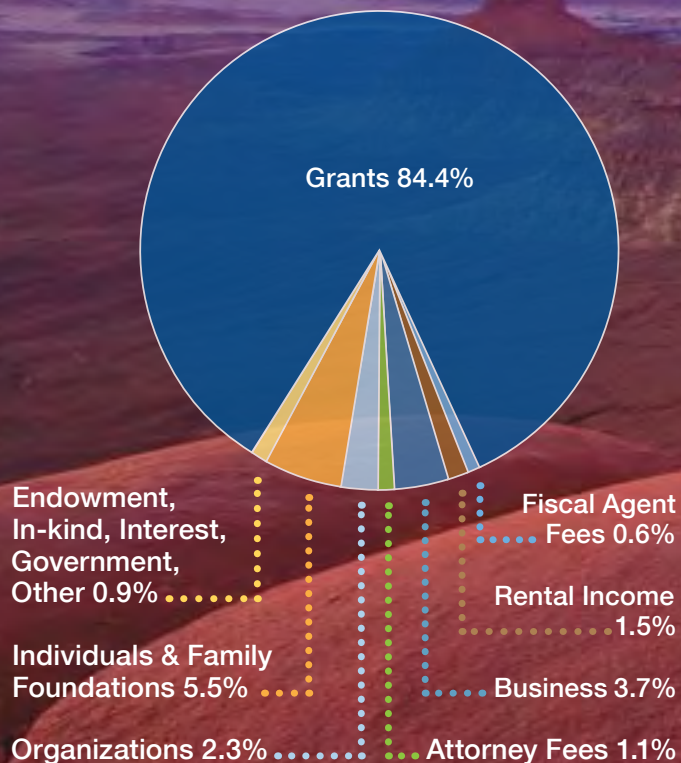
PARTNER ORGANIZATIONS



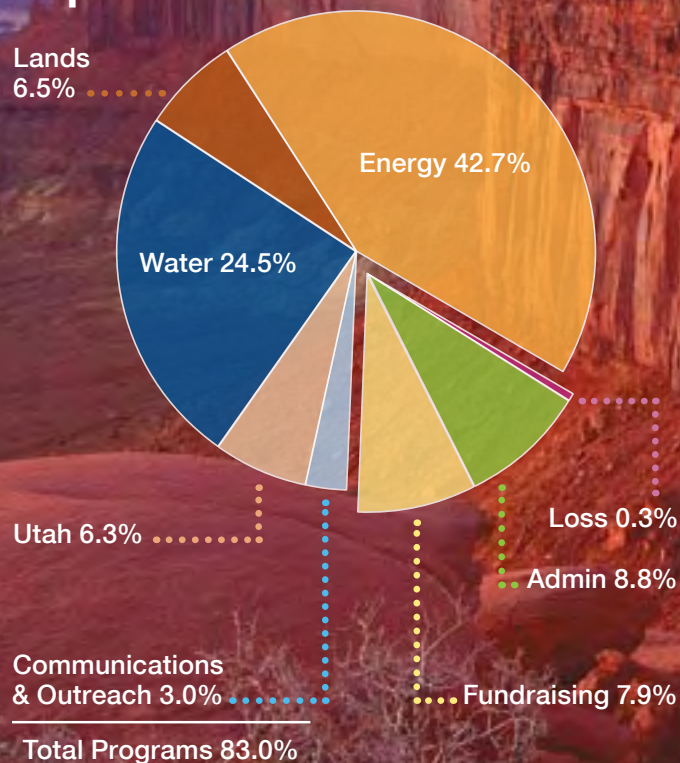
2011

FINANCIAL SUMMARY

Revenue



Expenses





2011

| | | |
|----------------------|----------------------------------|--------------------|
| Revenue | Grants | 3,950,300 |
| | Individuals & Family Foundations | 258,947 |
| | Endowment | 2,892 |
| | Organizations | 109,328 |
| | Attorney Fees | 50,000 |
| | Interest Income | 12,091 |
| | Other | 12,065 |
| | Government | 9,230 |
| | Business | 173,050 |
| | In-kind | 1,725 |
| | Rental Income | 71,651 |
| | Fiscal Agent Fees | 30,000 |
| TOTAL REVENUE | | \$4,681,279 |

| | | |
|----------------------------------|-------------------------------|--------------------|
| Expenses | Expenses by Program | |
| | Energy | 1,751,465 |
| | Lands | 264,964 |
| | Water | 1,006,732 |
| | Utah | 260,010 |
| | Communications & Outreach | 124,736 |
| | Total Program Expenses | 3,407,907 |
| | Fundraising | 322,666 |
| | Administration | 363,200 |
| | Loss on Disposal of Assets | 11,448 |
| Total Nonprogram Expenses | | 697,314 |
| TOTAL EXPENSES | | \$4,105,221 |

| | |
|---------------------------------|-------------|
| Change in Net Assets | \$576,058 |
| Net Assets at Beginning of Year | \$5,409,091 |
| Net Assets at End of Year | \$5,985,149 |

Board of Officers & Directors, 2011

| | | |
|-------------------|-------------|----------------|
| Sarah Krakoff | Boulder, CO | Chair |
| David Robertson | Boulder, CO | Vice President |
| A.J. Grant | Boulder, CO | Secretary |
| Ken Ransford | Basalt, CO | Treasurer |
| Christopher Wirth | Boulder, CO | Treasurer |

| | |
|--------------------------|--------------------|
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| Patrick De Freitas | Salt Lake City, UT |
| Merritt Frey | Salt Lake City, UT |
| Donna House | Alcalde, NM |
| Paul Komor | Boulder, CO |
| Robert Martin | Longmont, CO |
| Heidi McIntosh | Salt Lake City, UT |
| Bryan Morgan | Boulder, CO |
| John Taylor | Boulder, CO |

Leadership Council

| |
|------------------------|
| Maggie Fox |
| David Getches |
| Eugene and Emily Grant |
| James Kelley |
| Jay Kenney |
| Robert Musser |
| Gail Schwartz |
| Michael Yokell |

Staff, 2011

| | |
|--------------------|--|
| Penny Anderson | Energy Program Administrator/ IT Operations Manager |
| Jason Bane | Communications Manager |
| Drew Beckwith | Water Policy Manager |
| Laura Belanger | Water Resources Engineer |
| David Berry | Chief of Policy Analysis |
| Andria Bronsten | Office and Human Resources Manager |
| Michael Chirapolos | Lands Program Director |
| Jennifer Coken | Western Clean Energy Campaign Director |
| Kerry Cowan | Individual Giving Manager |
| John Curl | Senior Policy Analyst |

| | |
|---------------------|---|
| Richard Dougherty | IT Manager |
| Rob Dubuc | Staff Attorney |
| Gwen Farnsworth | Senior Energy Policy Advisor |
| Jorge Figueroa | Water Policy Analyst |
| Gary Graham | Transmission Director |
| Robert Harris | Staff Attorney |
| Daniel Heilig | Staff Attorney |
| Michael Helmstetter | Individual Giving Officer |
| Kathryn Holm | Vice President of Finance and Administration and Facilities Management |
| Nancy Kelly | Senior Policy Advisor |



WRA Staff

| | |
|-------------------|------------------------------|
| Jeremy Lewis | Transmission Policy Analyst |
| Victoria Mandell | Senior Staff Attorney |
| Steven Michel | Energy Program Chief Counsel |
| Bart Miller | Water Program Director |
| Glenda Murphy | Administrative Assistant |
| Regina Nichols | Paralegal/Office Manager |
| John Nielsen | Energy Program Director |
| Amelia Nuding | Water/Energy Analyst |
| Christine Quenroe | Bookkeeper |
| Peter Roessmann | Communications Officer |

| | |
|------------------------|--|
| Anita Schwartz | Vice President of Development, Communications, and Program Administration |
| Karin Sheldon | President |
| Linda Stitzer | Arizona Senior Water Policy Advisor |
| Stacy Tellinghuisen | Senior Energy/Water Policy Analyst |
| Madeleine Tengler | Development Associate |
| Nicole Theerasatiankul | Development and Communications Coordinator |
| Jennifer Walker | Utah Office Director |
| Phil Williamson | Senior Policy Advisor |
| Justin Wilson | Western Clean Energy Campaign Co-Director |



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WESTERN RESOURCE
ADVOCATES

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BOULDER, CO 80302

Above: Elk bugling in fall-colored aspens.

Front: Buffalo cow and calf in field of wildflowers
with the Grand Tetons as a backdrop. ►