



WESTERN RESOURCE ADVOCATES

ANNUAL REPORT 2013

Protecting the West's Land, Air, and Water



From the President

Western Resource Advocates is the recognized regional leader in developing solutions that cut carbon pollution, increase investments in renewable energy, and preserve Western lands and rivers. I am honored to be chosen as its new president and to have the opportunity to lead such an accomplished and well-respected organization. My predecessor, Karin Sheldon, did an excellent job building Western Resource Advocates. I am thankful for her leadership and know I have big shoes to fill.

In the coming months, I look forward to developing key strategic initiatives that guard against water supply shortages, defend our natural resources, reduce water pollution, and aggressively address climate change in the region.

Looking back at the amazing work that Western Resource Advocates did in 2013, I realize how many successes have come from the organization's experience and understanding of our connection to our natural environment.

In 2013, the Energy Program advanced renewable energy and energy efficiency capabilities in the West. Our organization worked at the center of a successful effort to develop a new law to increase Colorado's Renewable Energy Standard from 10% to 20% for rural electric cooperatives, providing a model for other states throughout the region. Western Resource Advocates expanded energy efficiency investments in New Mexico by developing and helping to secure a policy that requires increased investment (3% of utility revenues) in energy efficiency programs. In Nevada, Western Resource Advocates developed and helped enact policy revisions that remove loopholes and energy efficiency credits from Nevada's Renewable Portfolio Standard, leading to increased renewable energy investments in the state.

Our Lands Program helped protect public lands from oil shale and tar sands development, protected important sage-grouse habitat, and incorporated environmental and clean energy considerations within planning processes for transmission expansion in the West, a key step in supporting the expansion of our renewable energy resources. Western Resource Advocates, with our partners in the Colorado environmental community, also played an important role in the adoption of strong rules to reduce methane emissions from gas facilities in Colorado.

Our Water Program successfully promoted water conservation and efficiency while also finding solutions that protect the quality of streams and groundwater. And, we played the lead role in a hearing to strengthen reporting requirements for toxins or carcinogenic chemicals that can contaminate water at drilling and hydraulic fracturing or "fracking" sites.

This year marks the 25th anniversary of the founding of Western Resource Advocates. I am excited to have the opportunity to work with you, our excellent staff, and the larger conservation community to celebrate the many successes we have had over the last quarter century. More importantly, I look forward to building on our success to ensure that our iconic landscapes, our rushing rivers, and our wide-open skies receive the protection worthy of our Western heritage. All of us at Western Resource Advocates know that we can't do this alone, and we are grateful to our broader family of supporters who make our work possible. Thank you.

Jon Goldin-Dubois

President

Energy PROGRAM HIGHLIGHTS

Our Energy Program advocates for increased use of the West's natural bounty of renewable energy resources and for improved energy efficiency to reduce the environmental impacts of electricity production. Climate change, caused by greenhouse gas pollution 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 longer duration of drought and wildfires, reduced snowpack and river flows, 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 meet electricity demand. In addition to state-by-state efforts to increase the use of renewable energy and efficiency for utilities, Western Resource Advocates engages in innovative partnerships with western energy providers to encourage adoption of effective and economically viable greenhouse gas reduction strategies. These strategies will lead to clean energy economies and improved health and air quality for the West.

RESULTS:

✓ Western Resource Advocates secured Colorado Public Utilities Commission approval of 450 MW of new wind power and 170 MW of new solar power for Xcel Energy. The renewable resources proposed by Xcel represent clean energy investments of over \$1.3 billion.

- ✓ Western Resource Advocates worked at the center of a successful effort to develop a new law to increase Colorado's Renewable Energy Standard from 10% to 20% for rural electric cooperatives. This will spur an additional 400 MW of renewable energy development in Colorado by 2020—a clean energy investment of \$600 million.
- ✓ Western Resource Advocates expanded energy efficiency investments in New Mexico by developing and helping to secure a new policy that requires 3% of utility revenues to be directed toward energy efficiency. This will result in roughly \$40 million per year in energy efficiency investments.
- ✓ Our involvement in a Nevada utility resource planning proceeding secured \$16.8 million per year in additional energy efficiency funding.

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Coal Plant Issues

Western Resource Advocates is leading efforts to convince utilities and regulators to move to alternative energy sources. We provide analyses to states and utility companies that show the environmental, health, and 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:

- ✓ Western Resource Advocates won an important court victory in Colorado that stopped the coal industry's latest attack on the Colorado Clean Air-Clean Jobs Act that will retire five Denver-area coal plants. Protecting the act from judicial challenge is part of an ongoing effort to ensure that 900 MW of coal-fired generation approved for retirement as a result of the act is, in fact, shut down.
- ✓ Western Resource Advocates played an important role in the closing of three coal-fired units, with a combined generating capacity of 560 MW, at the Four Corners Power Plant at the end of 2013. The effect of this closure is a reduction of 14,000 metric tons of nitrogen oxide emissions per year and a reduction of 2500 metric tons of sulfur dioxide per year. These pollutants cause premature mortality and various respiratory diseases. In addition, closing the three units

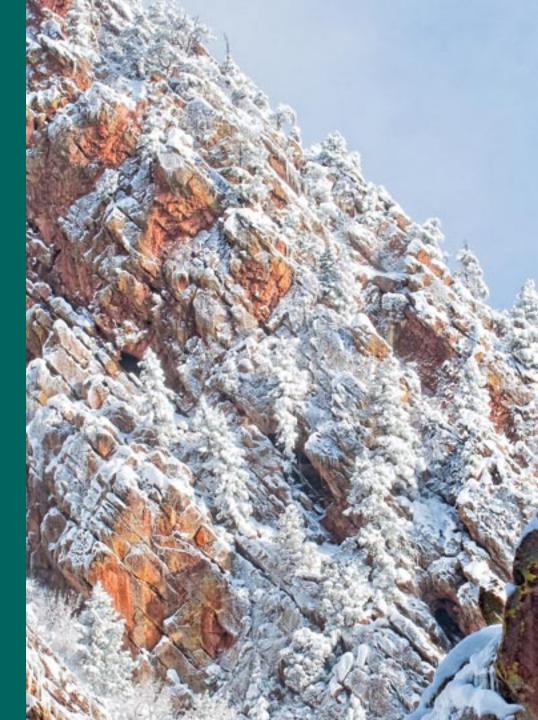
- could potentially reduce carbon dioxide emissions up to 5 million metric tons per year. The Four Corners Power Plant is located on the Navajo Nation west of Farmington, New Mexico.
- ✓ Western Resource Advocates helped drive Public Service Company of New Mexico's decision to close 50% of the San Juan Generating Station (900 MW) by 2017. San Juan Generating Station is a coal-fired power station near Waterflow, New Mexico. These retirements will reduce greenhouse gas emissions by roughly 6 million tons per year, improve health for indigenous communities in the Four Corners region, and increase visibility at Mesa Verde National Park and Bandelier National Monument
- ✓ Western Resource Advocates helped negotiate a solution to Arizona's Navajo Generating Station emission issues. This included the retirement of one unit at the plant, which will avoid nearly 6 million tons of CO₂ emission per year. The agreement also requires the Department of the Interior, which has an ownership share in the plant, to make additional CO₂ reductions and to facilitate renewable energy and other clean energy investments. The CO₂ commitment will cut carbon emissions by an additional 11 million metric tons over the next 20 years and uses an innovative, creditbased carbon reduction program developed by Western Resource Advocates to ensure that the carbon pollution reductions are genuine and accurately measured.



Lands

PROGRAM HIGHLIGHTS

The stunning landscapes of the West are legendary, and are 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 Western Resource Advocates, we are committed to safeguarding the ecological integrity of our treasured public lands and wildlife for future generations to enjoy and appreciate.





Defending Western Lands from Oil and Gas Development, and Other Environmentally Damaging Activities

RESULTS:

- ✓ Western Resource Advocates is one of only a few environmental organizations directly involved with the Air Quality Control Commission's rulemaking to reduce methane—a dangerous contributor to climate change—and haze-causing pollutants from oil and gas facilities in Colorado. Through our work, both pollutants became part of the rulemaking that will not only remove 90,000 tons of haze-causing pollutants—comparable to a year of discharge from cars and trucks in the state—and 64,000 tons of methane from industry, but will also set a precedent for future regulations in the United States.
- ✓ Western Resource Advocates worked with the Audubon Society to develop focused legal work that pressured the Bureau of Land Management (BLM) to reject initial lease proposals for oil and gas development that could compromise survival of Greater sage-grouse. Ultimately, this has led to the greater protection of thousands of acres of sage-grouse habitat.
- ✓ Western Resource Advocates won a ruling in the Federal District Court in Utah that now forces the Forest Service to consider the impacts of unauthorized off-road vehicle use (ATVs, motorized dirt bikes, etc.) in its travel planning process for the Wasatch-Cache National Forest. This ruling sets a precedent for the entire West and will result in a more thorough vetting of the harms to natural values such as water quality, wildlife habitat, and solitude.



Stopping Oil Shale and Tar Sands Development

Oil shale and tar sands development would irrevocably alter the West by depleting water resources, exacerbating climate change, polluting the air, and scarring lands and natural habitats. The development and use of these fuels would have a carbon footprint 25–75% greater than that of conventional fuels. 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. Western Resource Advocates is guiding the debate by insisting on adequate environmental protections and by building a consensus that development decisions must be based on sound science.

Over the past few years, Utah has become the focus of efforts to develop oil shale and tar sands. This is because Utah has the only tar sands in the United States. In addition, the BLM opened more public lands in Utah to oil shale and tar sands leasing—500,000 acres—than in Wyoming and Colorado combined. Currently, 140,000 acres of state lands in Utah are under active lease for oil shale and tar sands development.

RESULTS:

- ✓ Western Resource Advocates convinced the BLM to reduce the public lands open to leasing by more than 1,600,000 acres across Colorado, Utah, and Wyoming. In addition, the BLM will require companies that hope to expand their oil shale operations beyond the research stage to disclose the environmental consequences of full shale development and to prove that their technologies are commercially viable and compatible with resource protection.
- ✓ Western Resource Advocates expanded our campaign to address new proposals to develop oil shale and tar sands in Utah.
- ✓ We successfully contested permits for Red Leaf's oil shale operations in Utah. The project would have developed 17,000 acres of land and generated 50–100 years of waste to be stored in giant clay cells that could leak and harm lands, wildlife, and groundwater. The proposal was withdrawn and the project is on hold. Instead, Red Leaf has advanced a proposal to build a single experimental capsule.

- ✓ Western Resource Advocates monitored a proposal by Enefit, a government-owned Estonia company that has plans to build a Utah plant that would produce 50,000 barrels of crude a day from oil shale. We filed comments on the BLM's consideration of a right-of-way application for the Enefit, stressing that the BLM must consider both the direct and cumulative impacts that the development will have on climate, air and water quality, and the Colorado Basin.
- ✓ Western Resource Advocates took a challenge of a ground water permit for the PR Spring tar sands mine to the Utah Supreme Court. We contested the Division of Water Quality's (DWQ) decision not to require a groundwater permit for the operations, and argued that the agency failed to safeguard localized groundwater expressed in seeps and springs. We expect a decision in late 2014.

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Moving Renewable Energy Across the West

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. Western Resource Advocates is at the forefront of designing transmission planning and siting standards, as well as criteria for connecting areas rich in renewable energy—all while protecting sensitive lands, wildlife, and water resources.

RESULTS:

✓ Western Resource Advocates' leadership with transmission planning within the Western Electricity Coordinating Council, along with our support for development of several environmentally responsible transmission lines for renewable energy, is facilitating greater integration of renewable energy into the grid and thus reducing climate change threats.





Water

PROGRAM HIGHLIGHTS

Water, or more often the lack thereof, is a defining feature of the landscape, history, and culture of the West. Water scarcity makes intelligent use of this essential resource critical to a sustainable future. **Western Resource Advocates** 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 rooftop solar power—that don't consume water.





Protecting the West's Rivers

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

RESULTS:

- ✓ We secured a huge success by protecting flows in the San Miguel River in southwestern Colorado. After two years of close partnership with Western Resource Advocates, the State of Colorado agency staff obtained a water right that will protect year-round baseflows and significant spring peak flows that benefit fish, wildlife, and recreational boating in a 20-mile stretch of one of the state's most scenic rivers.
- ✓ Western Resource Advocates' leadership was essential to the Colorado Oil & Gas Conservation Commission's strengthening the reporting requirements to protect surface streams and groundwater from spills of potentially toxic or carcinogenic chemicals at drilling and hydraulic fracturing ("fracking") sites. We were the only conservation group to participate in the hearing. We also testified in support of Colorado legislation that would increase fines for violations of oil and gas regulations.
- ✓ Western Resource Advocates appealed a water quality permit granted to PR Spring tar sands mine in Utah for failing to consider impacts on groundwater resources and for failing to test for likely pollutants. We are challenging the PR Spring project because it would set as a precedent the unacceptable practice of disposing of tar sands waste by dumping millions of tons of tailings contaminated with petrochemicals in untreated piles.

Promoting Sustainable Water Supplies

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 common sense strategies, such as tiered water rate structures, smart land-use planning, landscape regulations, and reuse of existing supplies.

RESULTS:

- ✓ Western Resource Advocates organized Land Use Leadership Alliance workshops to decrease the water footprint of new residential development. These well-attended workshops brought water and lands planning departments from five growing Colorado communities together with elected officials. We are working with participants to implement onthe-ground changes that will reduce water use.
- ✓ Western Resource Advocates published three reports on the benefits of conservation and finding alternative water supplies: (1) Filling the Gap: Meeting Future Urban Water Needs in the Platte Basin, Wyoming; (2) Conservation Synergy: The Case for Integrating Water and Energy Efficiency Programs; and (3) a report on water conservation strategies for the Town of Camp Verde, Arizona. We are now advancing recommendations from these reports with state and local decision-makers.

Energy-Water Nexus

Energy and water are entwined, as use of one resource results in consumption of the other. For example, coal plants use a lot of water for cooling, and water pipelines require energy to move water. 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 sustainably.

RESULTS:

✓ Western Resource Advocates collaborated with Xcel Energy in Colorado and six water utilities in the Denver-Metro area to develop and adopt a joint energy-water conservation program for commercial businesses. This program will include direct installation of energy and water saving measures such as pre-rinse spray valves and faucet aerators, and is expected to fully launch in the summer of 2014. This collaboration is the first of its kind in Colorado and lays the foundation for further collaboration in the future.

Our joint energy-water conservation collaboration with Xcel Energy is the first of its kind in Colorado.





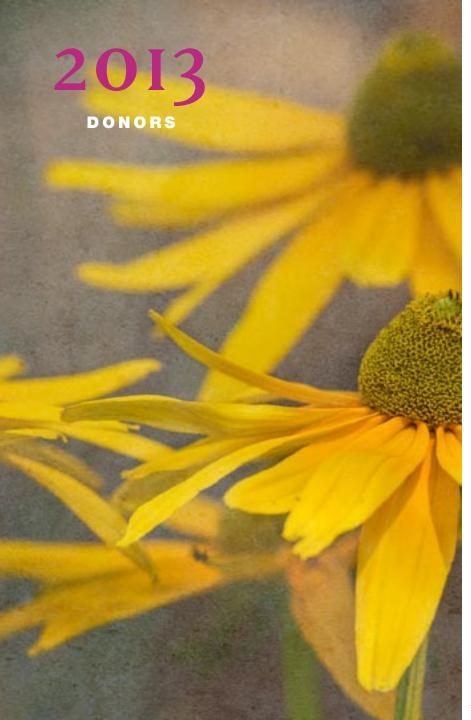


Defending Utah's Great Salt Lake Basin

Western Resource Advocates 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:

✓ As a result of our efforts, a mining company has significantly reduced the proposed footprint of its planned expansion in Great Salt Lake. This project originally threatened the highly productive Bear River Bay—where millions of birds rest, feed and breed—and Gunnison Island, the home of one of the most important populations of American white pelicans. The new plan will steer expansion away from the northeastern edge of the lake, will reduce the overall expansion footprint by 30,000 acres, and will relinquish an application to consume 353,000 acre feet of lake water annually.



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Thank you to the Aveda Corporation, international distributor of plant-derived beauty products, and more than 100 Aveda salons, experience centers, and institutes that work tirelessly each Earth Month to raise funds for, and awareness of, Western Resource Advocates' work to protect the West's water!



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Donor Profile Dale LeMonds Owner, Inspire Greatness Aveda Institutes

Core components of Aveda's mission are to care for the world we live in, give back to society, and set an example for environmental leadership. Nobody lives that mission with more enthusiasm than Dale LeMonds and his group of Aveda schools. In 2013, Dale, his staff, and the students at the Inspire Greatness Institutes in Arizona, Utah, and Colorado raised almost \$100,000 for Western Resource Advocates' work to protect the West's water.

Dale grew up in the Midwest and says he came to Colorado "because of the mild winters and beautiful wide open spaces. It is also a halfway point between Minnesota, where I grew up, and Arizona where my wife Lisa did." The LeMonds moved here so Lisa could attend school, but have stayed to raise their family because of everything the West has to offer. "The wide-open spaces, the national and state parks, the abundant wildlife" were all important to them when choosing where to raise their children.



Dale became aware of Western Resource Advocates through our close partnership with the Aveda Corporation, and he and his team have been supporting our work since 2007.

"Growing up in the land of 10,000 lakes, I've always had a deep appreciation for water." That connection stayed with Dale, and deepened upon realizing how scarce water is in the West. That knowledge led Dale to make sustainability and philanthropy an integral part of his business.

"Our organization has over 500 team members and students who see multiple guests every day. By creating an awareness of the 'little things' we can do to reduce our footprint, we can all work together to make a big impact," said Dale.

"We are proud to know that by supporting Western Resource Advocates we are protecting the natural resources that sustain us and preserving the beauty of Mother Earth for ourselves, our families, and for future generations."

Under Dale's leadership, the Inspire Greatness Institutes make protecting and conserving water resources a part of their everyday operations. Their generous annual gifts to Western Resource Advocates ensure that they are making a positive investment in the West.





Western Resource Advocates thanks
the following individuals for their support during 2013.

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Charles Stein

Hope Stevens

Madelyn Stevens Jennifer Stewart

Linda Stitzer

Kathryn Stockton

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Joe Zbegner Jill Zender

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Gail Zweibel

32 Anonymous Donors

Western Resource Advocates in the News

Regional and national media is increasingly looking to Western Resource Advocates as a primary voice on land, air, and water issues in the West. In 2013, Western Resource Advocates appeared in the media on average once every 16 hours.



August 15, 2013

Committee hears alternative to Lake Powell Pipeline project

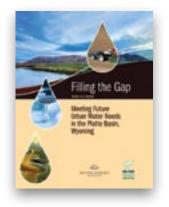
"Conservation needs to be the primary focus," said Western Resource Advocates Water Energy Analyst, Amelia Nuding. "Do conservation. Do reuse. Maximize what you've got."



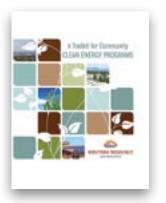
September 15, 2013

A Sea Change in the Electric Grid; PNM, Others Pressured to Use Less Coal

"Climate change is a big issue that the EPA is dealing with now, and utilities will have to face that," Steve Michel, chief counsel for Western Resource Advocates said. "If utilities continue to lock down on dirty resources, saying it's the cheapest way forward for customers, they'll suffer, because it won't be the cheapest way forward. Smart utilities will get out in front of these issues and manage them in the smartest way possible."









The New York Times

June 9, 2013

Supporting Oil and Gas, but Resisting Encroachment

"As companies here and across the energyrich West look for new places to drill,
they are increasingly looking toward more
densely populated areas, and bumping
into environmentalists and homeowners.
In a study last year, the environmental
advocacy group West Resource Advocates
found that 32 schools in northern
Colorado were within 1,000 feet of a
well."

The Salt Lake Tribune

March 16, 2013

Air Pollution, state Rep. Mike Noel, and me

"I am concerned about the future of our children and grandchildren. Air pollution along the Wasatch Front endangers almost every child living in Utah. State agencies must be given the mandate, flexibility and resources needed to resolve what has become a public health emergency."

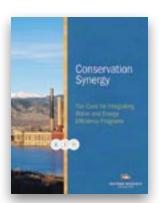
—Joro Walker, Senior Attorney and Utah Office Director.



August 16, 2013

Federal officials cut water delivery for Lake Mead, speeding reservoir's decline

"This is like the 'check engine' light coming on in your car," said Bart Miller of the Boulder, Colo.-based Western Resource Advocates. "It's a message from the Colorado River telling us that something is wrong, and we need to fix it soon."

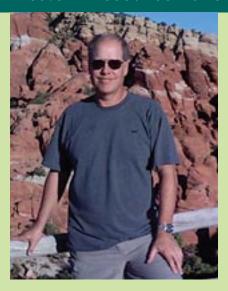








Donor Profile John Loewy Western Resource Advocates Board of Directors



Where are you from originally, and what was it that brought you to the West?

I grew up in a small town in Ohio. My journey to Colorado was a winding one with extended stops in Wisconsin, Washington, D.C., and Oregon along the way. After 10 years in Oregon, my wife Polly and I, along with our children Dan and Katrina, thought about where we would like to live and what we would like to do. Colorado's natural beauty and welcoming attitude toward new arrivals made it the clear winner. I have not regretted that decision once during the 16 years we have lived here.

How did you come to care about the environment?

As a child most of my "play" time was spent outdoors: biking, swimming, ice skating, and camping. But I do not think I had an appreciation for the opportunities that were available to me. It was much later, when I began working on renewable energy and energy conservation policy, that I made the intellectual connection between human activity and the quality of our environment. On a more emotional level, I still remember my first visit to Colorado. I took a skiing trip to Aspen and I could not believe that snowfall could be so beautiful! It is an accumulation of those kinds of experiences over time that deepened my appreciation for the world around me and sharpened my commitment to preserving it.

How did you first become aware of Western Resource Advocates and what led to your support of our work?

Through my work with other conservation organizations in Colorado I became aware of Western Resource Advocates and its innovative work. Western Resource Advocates was always spoken of with respect, especially for the great members of the staff and the terrific work they do. Effective conservation advocacy requires coalitions that blend together the strengths of their members around achieving common goals, and Western Resource Advocates is a critical member of those coalitions.

In your opinion, what makes Western Resource Advocates uniquely effective in addressing the West's environmental issues?

I would say at least two things. First, as a regional organization, Western Resource Advocates is able to take a broader view of the West—one that is unrestricted by state borders. It looks holistically at watersheds, mountain ranges, energy development, and climate change from that perspective. Second, Western Resource Advocates is an innovator that takes that broader view and comes up with practical solutions. The organization has the tools and experience to effect change in public policy around those solutions.

What would you say to someone who is considering giving his or her support to Western Resource Advocates?

It will be a smart investment in the future. I am proud to serve on the Western Resource Advocates board and to support the great work of this organization. The challenges going forward are harder, not easier. Western Resource Advocates will be leading the fight for our environment and unique western quality of life.

Western Resource Advocates is an innovator that takes that broader view and comes up with practical solutions.



2013 Feature Artists Photography For A Change

When Dana Bove from Photography For A Change contacted Western Resource Advocates, we were honored to learn that he and his partners had selected our organization to receive proceeds from the sale of their work. When you buy a print from Photography For A Change, Western Resource Advocates gets a check!

Not only do we love Photography For A Change's work, we are also grateful for their dedication to protecting the West's land, air, and water.

As Dana says, "Simply broken down, this endeavor is about a cadre of photographers, their inspired vision of our natural environment, and the offering of all profits from art-quality prints to two Boulder non-profits that are manifesting change. Western Resource Advocates is one of those carefully selected organizations. The other organization, Attention Homes, serves youth in crisis. You can see an entirely new show every three months on our website (www.photographyforachange.com), as we continually tap into the wealth of talented photographers, both locally and around the country."

Western Resource Advocates wishes to express our great appreciation for our friends at Photography For A Change. We hope you will visit them online at www.photographyforachange.com and support them in their efforts to support us. It is a great partnership.

About the Photographers



Dana Bove

"Photography has become a renewed passion over the last several years. I love so many aspects of photography, from soaring raptors, faces captured in gorgeous light, incredible natural scenes around our Boulder home, and a special love for flowers that I inherited from my mom. It has been a joy developing Photography for a Change. I am not only able to bring very talented photographers and their creative images out into the world, but in doing so I can give back to our planet and those that live here."

Alan Bogart

"I have been an active photographer for more than 35 years. My wife, Dianne, and I have traveled extensively around the world, and our favorite city is Venice, Italy. I enjoy photographing landscapes and showing the beauty and diversity in God's creation. My wife and I developed a love for Colorado many years ago while traveling from California to photograph fall colors in western Colorado. Once I 'retired' in 2010, we were able to move to Longmont, Colorado. In addition to photographing landscapes, I enjoy looking for graphic designs in both architecture and nature."





Bryce Bradford

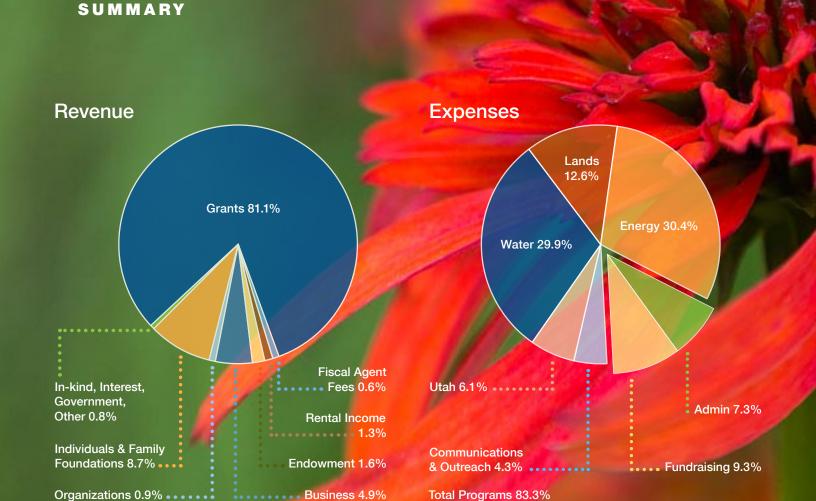
"It took me a winter of spinning signs at stoplights to save up for a used camera in the summer of 2008, after my junior year of high school, but it was worth it. Talk about a life-changing 'Craigslist Buy.' Eventually I moved to Colorado and have become obsessed with chasing storms, staying up through the night to watch the stars, and living on the road to experience as much of nature as I can. As artists, we are free to express our visions through our imagery. That being said, you may notice that my images can be quite intense as I do spend significant amounts of time editing them to convey my own vision or feelings."

Daniel Joder

"Although I carried a camera for many years during my many youthful adventures throughout the American Southwest, I never seriously pursued photography as art. In 2009, though, something in my right brain clicked and I now consider myself an artist whose tool just happens to be a camera. I find photography to be a wonderfully meditative experience and it helps me to 'see' deeper into this wonderful world of ours. Whether I am making cityscapes, street portraits, landscapes or abstracts, I tend to prefer black and white as I think this pushes the viewer to pay closer attention to shape, form, texture, tone, and—ultimately—the story behind the image."



2013 FINANCIAL



	Revenue	Grants	3,850,988
		Individuals & Family Foundations	412,662
		Endowment	76,513
		Organizations Attorney Fees	44,508
		Interest Income	10.061
			18,261
		Other	5,534
		Government Business	8,379 232,177
		In-Kind	232,177 6,453
The second second		Rental Income	62,560
		Fiscal Agent Fees	30,000
		TOTAL REVENUE	\$ 4,748,035
	Expenses	Expenses by Program	
		Energy	1,147,527
		Lands	476,485
		Water	1,130,942
		Utah	229,910
		Communications & Outreach	163,480
		Total Program Expenses	3,148,344
		Fundraising	352,601
		Administration	276,283
		Loss on Disposal of Assets	1,634
		Total Nonprogram Expenses	630,518
		TOTAL EXPENSES	\$ 3,778,862
		Change in Net Assets	969,173
		Net Assets at Beginning of Year	\$ 5,130,564
		Net Assets at End of Year	\$ 6,099,737

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