

2017

ANNUAL
REPORT



**WESTERN
RESOURCE
ADVOCATES**

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Our work remains grounded in our vision for the West as a region where vibrant communities exist in balance with nature.

– Jon Goldin-Dubois



Mountain Goats in Glacier National Park, MT

From the President

I won't sugarcoat it. In many ways, 2017 was horrifying from the perspective of people such as you and I who care about the places we live and the planet we inhabit. On the federal level, we went backward on critical environmental policy. The new administration began systematically weakening our bedrock environmental laws and reducing the size of culturally and ecologically important places and national monuments, including Bears Ears and Grand Staircase-Escalante in Utah. And the administration worked every way it could to roll back environmental and conservation protections at the expense of our air, water, and communities.

But in spite of the administration's steps, which history will prove took us in the wrong direction, something positive arose across the West — at the county commission level, at state public utility commissions, in the offices of some of our governors, and in our work at Western Resource Advocates. It was a new resolve to advance policies in our states to address the carbon pollution warming our climate; move toward cleaner and more efficient power sources; and protect our imperiled lakes, rivers, and wildlife habitat.

In so many ways, I am inspired by our accomplishments and advancements outlined in this Annual Report — achieved in spite of the challenges at the federal level.

Over the course of the past year, we sometimes found it necessary to raise our voices in opposition and join new partners on innovative policies to keep more water in our rivers, lakes, and streams.

We also found partnership among once unusual allies: those within industry who have come to realize that there is a strong business case for conservation and environmental protection and that by investing in clean energy and water conservation, we create jobs and pave the way for more resilient Western economies.

Our work remains grounded in our vision for the West as a region where vibrant communities exist in balance with nature. And that vision serves as an organizing principle, aligning our work into the future.

We are committed to working to ensure that:

- **Western rivers and lakes will have abundant clean water to support habitat for fish and wildlife, communities and agriculture, and world-class recreational opportunities. The Colorado River will flow to the sea.**
- **Our homes, buildings, and transportation systems will be powered by clean energy. The West will prosper in a zero-carbon economy.**
- **Half of Western landscapes and habitat will be protected and connected to support thriving wildlife populations and unparalleled opportunities to enjoy the West's natural beauty.**
- **The West will have clean air and clean water to support healthy communities and vital habitat.**

Of course, none of this is possible without the steadfast commitment of our donors and supporters, the foundations that provide guidance and long-term support, and the alliance of thousands of Westerners who share our vision for the region.

I invite you to learn more about our accomplishments and continue your partnership with WRA. Your support ensures that we can continue our momentum, overcome challenges, and secure the future that the American West wants and deserves.

Together we can #ProtectTheWest.

For the West,

Jon Goldin-Dubois, President





Conserving Western Lands

The Western Lands Program works to protect and connect Western lands and resources in order to ensure that the quality of life Westerners enjoy is preserved for future generations. WRA strives for a future where half of Western landscapes and habitat will be protected and connected to support thriving wildlife populations and enhance local economies and outdoor recreation while continuing to enable unparalleled opportunities to enjoy the West's natural beauty.



Conserving Western Lands Success Highlights

Launched a 5-Year Plan for Action on Western Lands

In 2017, WRA's Western Lands Program underwent a successful strategic planning process resulting in a refreshed vision and set of goals and objectives to guide the program over the next five years. We envision that half of Western landscapes will be protected and connected to support thriving wildlife populations and unparalleled opportunities to enjoy the West's natural beauty.

To achieve this vision, the program has set four long-term goals:

1. Western states will have robust and durable financing programs for state land acquisition, conservation, and active management.
2. Fragmented lands with high ecological, recreation, and cultural values are connected to support responsible access and thriving wildlife populations.
3. Oil and gas development is directed to areas of least conflict to increase protected acreage in high-priority landscapes.
4. Forest lands within priority watersheds and airsheds are protected from the threats of development.

Mobilized Supporters to Defend Western Public Lands

As the administration began taking systematic steps to weaken protections for public lands — including in Bears Ears and Grand Staircase–Escalante national monuments — and erode our bedrock laws safeguarding air and water quality, WRA resolved to join the fight against these rollbacks in the courts and by promoting fact-based, pro-conservation policies at the state level. Simultaneously, WRA began mobilizing its networks of supporters and allies and launched efforts to engage members of Congress and state governors, urging them to ensure that public lands remain protected.

Below: Pika with storm approaching



Advancing Clean Energy

WRA envisions a future in which our homes, buildings, and transportation systems are powered by clean energy so that the West prospers in a zero-carbon economy. Our Clean Energy Program works to encourage energy efficiency and help transition electricity production away from fossil fuels and toward clean, renewable energy. Modernizing the way we generate and use energy is essential to prevent climate change, improve air quality, and protect public health.



Advancing Clean Energy Success Highlights

A New Plan to Replace Coal-Fired Power Plants with Clean Wind and Solar Energy

WRA partnered with Xcel Energy-Colorado and other stakeholders in presenting the “Colorado Energy Plan” to the Colorado Public Utilities Commission. The Plan, approved in 2018, will reduce customers’ bills by retiring older, less-efficient, coal-fired power plants and replacing them with over 2 gigawatts of new, low-cost advanced energy resources such as wind, solar, and battery storage — enough to power nearly 600,000 homes. The Plan also will create new rural economic opportunities, improve air quality, and avoid up to 4 million tons of greenhouse gas emissions each year.

Success at New Mexico’s Public Regulation Commission

WRA saw success in 2017 when New Mexico’s Public Regulation Commission (PRC) adopted WRA’s recommendation to better enforce the New Mexico law requiring utilities to spend 3% of their revenues on energy efficiency. The PRC also finalized the implementation of Public Service Company of New Mexico’s Renewable Energy Act plan, ensuring that 50 megawatts of new solar power (enough to power approximately 20,000 homes a year) along with a substantial amount of new wind and geothermal generation will be developed quickly to serve New Mexico customers.

Nevada Coal Plant Retired Early, 100 MW Solar Project Approved

In 2017, NV Energy retired its 250 MW Reid Gardner 4 coal plant. WRA and coalition partners advocated for the retirement and for the acquisition of the Techren 100 MW Solar PV Project. The utility took both actions in further implementation of landmark 2013 legislation providing for the retirement of coal generation and its replacement with a mix of natural gas and renewable generation.



Below: Solar panel installation



Above: Wind Farm

Worker insalling solar panels



Ensuring Healthy Rivers

The Healthy Rivers Program works to protect and ensure that there is enough water in our Western rivers to sustain fish and wildlife habitat, support local towns and farms, and facilitate outdoor recreation. We envision a future in which our rivers are the core of our communities and the Colorado River renews its flow all the way to the Gulf of California.



Ensuring Healthy Rivers Success Highlights

A Plan to Secure Water for Our Rivers, Communities, and Agricultural Heritage in Colorado

Colorado's Water Plan created a new path to protect our state's rivers, secure clean water for our communities, and preserve our agricultural heritage. Now, our water future depends on funding elements of the plan that benefit our environment but historically have lacked resources. In 2017, we successfully worked with the legislature and the state to secure millions of new dollars for projects related to river health, urban water conservation, increased flexibility, and innovative water agreements for agriculture.

Preventing Proposed Dams on Maroon and Castle Creeks

WRA partnered with local conservation group Wilderness Workshop and engaged in negotiations throughout 2017 to find alternatives to the city of Aspen's applications to build on-river dams on Maroon and Castle creeks in headwaters areas amid iconic mountain valleys, including along the road to the beautiful Maroon Bells-Snowmass Wilderness. WRA and partners promoted alternatives to the dam proposals, including water conservation and reuse, and smaller off-site water storage that could provide the city with secure water supplies with significantly fewer environmental impacts.

Tools to Help Keep Water in the Verde River

Arizona's 200-mile-long Verde River supports wildlife habitat, supplies clean water to communities — including Phoenix — and drives ecotourism. However, the growing strains on the river threaten its health. In collaboration with nonprofit partners, WRA worked throughout 2017 to help find a way to reduce the pressure on the Verde and keep it flowing. WRA developed a comprehensive land/water toolkit to help land-use planners, elected officials, and water managers integrate water management into land-use decisions. The toolkit contains 41 tools, each with

relevant case studies of successful implementation in other communities, and links to over 100 additional resources. Not only will it help empower communities to protect the Verde, it is also a roadmap that can be followed to protect other Arizona rivers.



Improving Air Quality

The West's great vistas can be marred by pollution, and residents in our cities can suffer severe health impacts from increased ozone and particulate pollution. WRA is focused on alternatives to move the West's power sources and transportation away from dirtier fuels and toward cleaner energy. Despite setbacks at the national level, WRA is working successfully in several Western states to create local and regional solutions by reducing carbon pollution and other greenhouse gases.

Success Highlights

New Mexico Clean Energy Standard

WRA crafted and introduced an innovative Clean Energy Standard to lower carbon pollution from electric utilities by 4% a year from 2012 levels, resulting in an 80% reduction by 2040. The Clean Energy Standard is supported by New Mexico's Attorney General, Prosperity Works, and the Union of Concerned Scientists. The standard would be a market-based program that is cost effective, easy for utilities to implement, and transparent.

Cleaner Air, Cleaner Vehicles in Utah

WRA advocated to advance electric vehicle use and help ensure that they are powered with more clean energy. The Utah Public Service Commission approved a WRA-supported pilot project for smart electric vehicle charging, offering financial incentives to customers to encourage electric vehicle charging at night when more clean energy sources supply our electricity, which would limit the need for new fossil fuel power plants to serve peak demand during the day. The program also offered millions of dollars in incentives to add charging stations throughout the state.

Historic Executive Order and a New Climate Blueprint for Colorado

A month after Colorado's governor signed a historic Executive Order setting limits on greenhouse gas emissions, both statewide (26% by 2025) and specifically for power plants (35% by 2030), WRA and Conservation Colorado released **Colorado's Climate Blueprint**, a new analysis that maps out specific policies that the state legislature and executive agencies can implement to drive further carbon pollution reductions to avoid the most severe effects of climate change.

Below: Electric vehicle charging station



Left: Fishing Crystal Reservoir, CO

Collaboration

Working Together to Protect the West



WRA's 2017 Protect the West celebration

The Outdoor Industry Association: Protecting the environment and growing the economy go hand in hand

WRA was proud to recognize the efforts of the Outdoor Industry Association (OIA) in 2017 at our annual Protect the West celebration. The OIA has mobilized its over 1,300 member companies and its larger network to become a strong voice for conservation and recreation. The association's commitment to issues, such as the protection of public lands and fighting climate change, has been a game changer — when an \$887 billion industry and its members speak, people listen.

In 2017, the outdoor industry helped lead the opposition to the Trump administration's move to shrink Bears Ears National Monument. In response to the state of Utah's support for reducing protections for federal public lands, the OIA moved its hallmark trade show, Outdoor Retailer — which generates an estimated \$45 million in annual local spending — from Salt Lake City to Denver.

We posed a few questions to OIA Executive Director Amy Roberts about the industry's recent collaboration with WRA and other conservation groups and why its members believe it is good business to protect landscapes, rivers, and our climate.

In 2017, the Outdoor Industry Association made a renewed commitment to back up its conservation values with action. What has the year been like?

This past year has been one that has presented many challenges but is also one that has elevated the outdoor industry to a new level. Over the past year, we have seen some of the largest threats to conservation, climate, and our public lands and waters in recent history. While it has been disappointing to see these attacks on our environment, it has been inspiring to see brands stepping up to protect these special places and stand up for critical conservation and climate

issues. It was a year that reinvigorated the industry to become more active in policy and politics.

How has collaborating with nonprofit organizations like WRA enhanced the conservation advocacy of OIA and its members?

The outdoor industry was founded on the values of innovation and exploration and has a natural value-set and understanding that it is critical to protect and conserve our environment. These values have resulted in a long tradition of collaborating with the nonprofit community to protect the places where we play. WRA is one of these partners because of the work they do

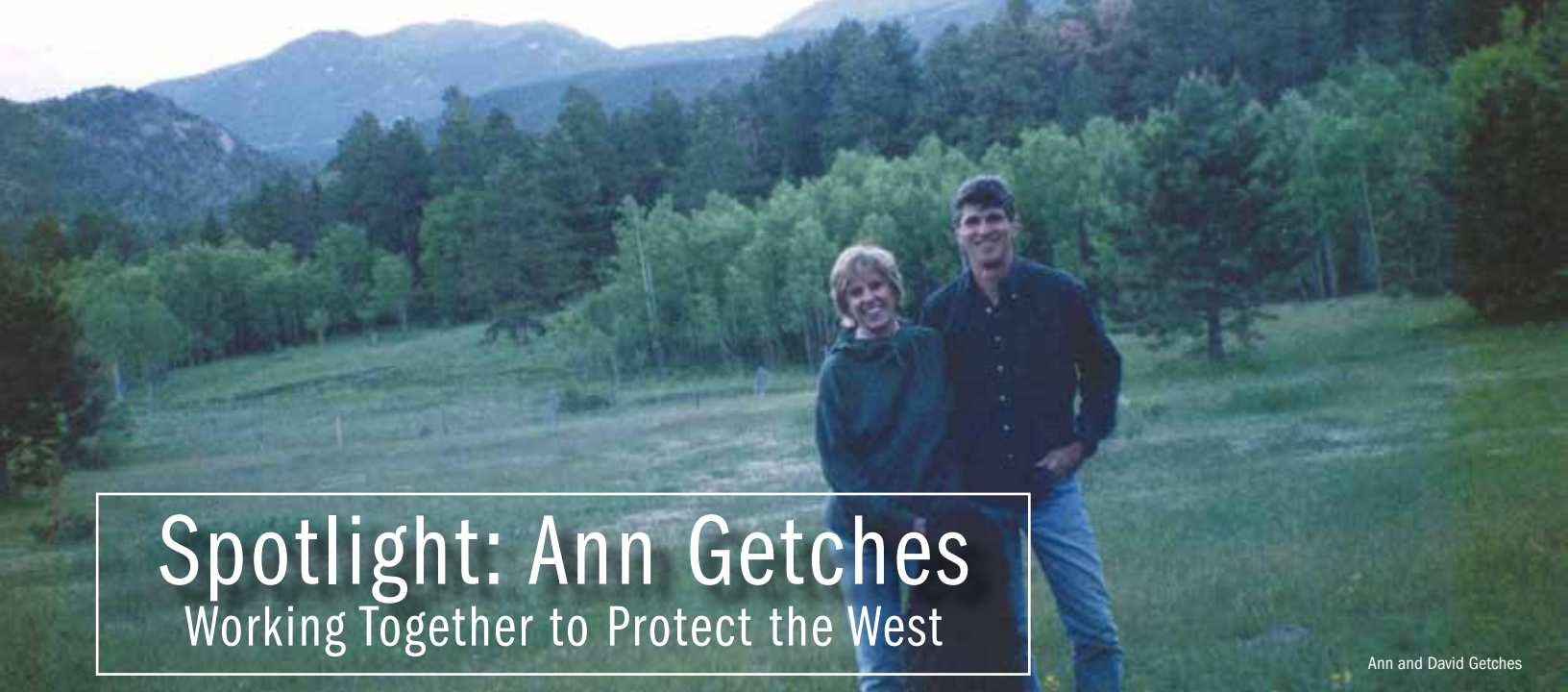
across the West to find strong scientific and policy-based solutions to some of the most critical issues that our industry faces: protecting public lands, addressing critical water issues, and developing solutions to protect us from the threat of climate change. Their presence and understanding of issues across the West, home to most of America's public lands, continues to make them an invaluable partner in conservation.

With ongoing threats to our public lands, air, and water, what are OIA's future plans to build on its successful collaboration with groups like WRA?

There are no lack of opportunities and threats that will continue to arise when it comes to protecting our public lands and waters and addressing climate change. This is why we will continue to work in Washington, D.C., and in state capitals and local communities across the country to stand up for positive change that moves us toward a new future of clean energy and protected lands and waters. We will continue to work to dispel the narrative that a choice needs to be made between protecting the environment and growing the economy because, as evidenced by the \$887 billion outdoor recreation industry, they truly go hand-in-hand.



“This past year has been one that has presented many challenges but is also one that has elevated the outdoor industry to a new level.”
– Amy Roberts, Outdoor Industry Association Executive Director



Spotlight: Ann Getches

Working Together to Protect the West

Ann and David Getches

How were you introduced to WRA?

I was first introduced to WRA through my late husband David [the former dean and Raphael J. Moses Professor of Natural Resources Law at the University of Colorado Law School]. He and Kelley Green, WRA's founder and first executive director, were associates, and she reached out to him to become the first board chair. At that time, WRA was called the Land & Water Fund of the Rockies. David remained on the board for many years. I worked with Kelley to help her find a building for the fledgling organization. We settled on the Baseline Road location, and it seems like it has been a good move.

Why do you support WRA?

WRA's analysis of issues has always been important. WRA takes a different approach than other organizations by working regionally across the West. I really like the idea of finding local attorneys in various critical locales who help local communities with their natural resource issues. There are community-wide solutions that can benefit us all. WRA takes a collaborative, holistic approach, which leads to meaningful results. Personally, Rudd Mayer was especially influential to my involvement with WRA. As a passionate advocate for renewable energy and a longtime member of the WRA family, she used her special magnetic talents

to appeal to thousands of folks to get involved in conservation and, in turn, put their money toward wind power. I guess it is that special, personal contact that I find appealing.

Why is conservation important to you?

I remember looking at the Saturday Evening Post as a child and reading an article about saving water and Ivory bar soap. It caught my attention. My family lived a modest lifestyle, so conservation of everything seemed important. Later, our daughter made a comment at her father's memorial that people frequently mention to me: David turned the water on and off

while brushing his teeth; it was a small way to save water. Some people found this funny. I don't think any of us thought that was strange. It was just what we did as part of our lifestyle — so was turning off lights when we left a room. You can take personal responsibility for our natural resources, even in these small ways, rather than feeling entitled to use everything you can afford.

For about 40 years, I have not purchased meat. This seems like a major way to conserve our resources. Don't get me wrong: I like the taste of beef; it is satisfying. But I am mystified about the amount of natural resources used to produce a pound of beef when the same amount of protein could be produced with fewer environmental consequences.

What is your connection to the West?

I was born in the city of San Fernando, California. In a way, that isn't the West in the same way that Colorado is the West. I have lived in Colorado since 1971. For a total of 29 years, I have had a presence on Magnolia Road. For about 10 years of that time, our family had a teepee and enjoyed it immensely — including living up there as primitively as possible but also hosting large parties and even two weddings. It was a special time in my life. I saw stars, moons, and seasons with awe.

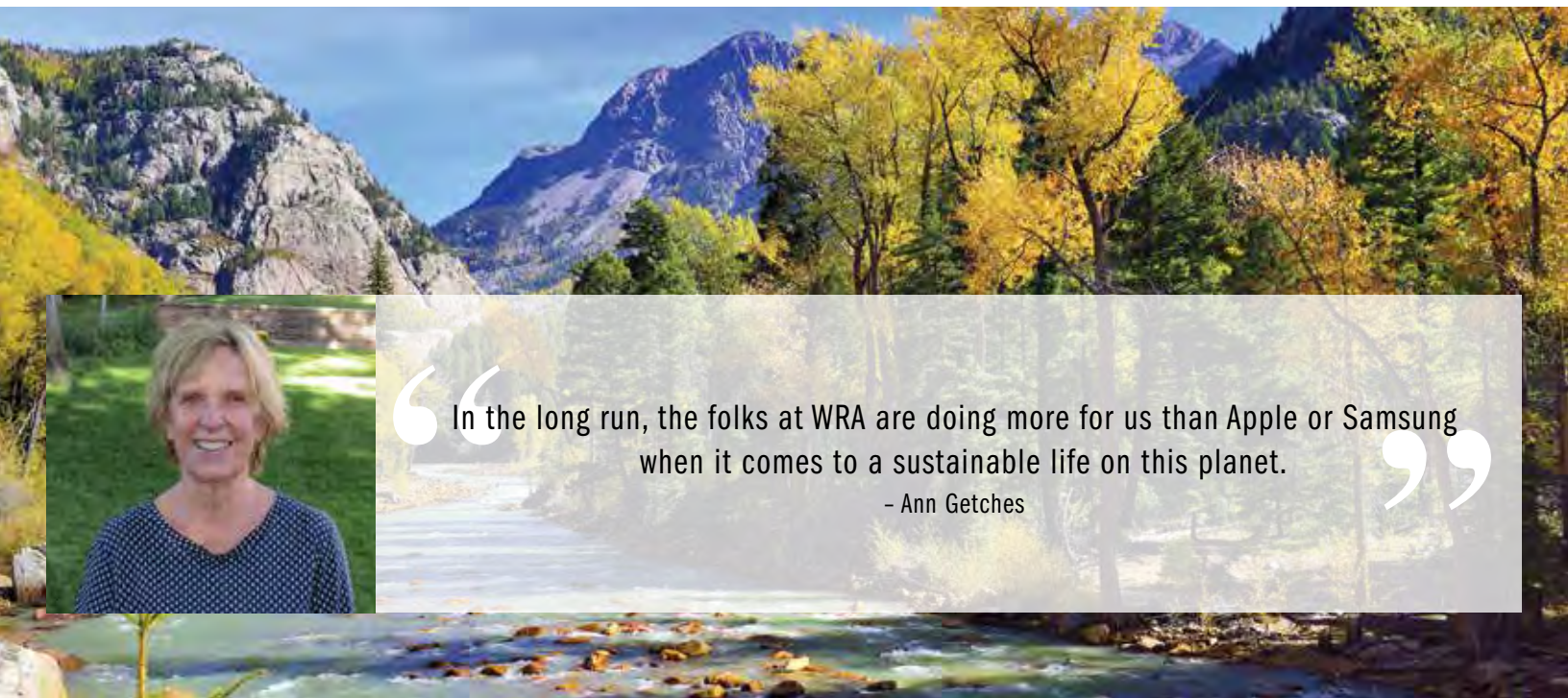
What is your favorite place in the West?

It would be wrong for me not to say my little slice of paradise on Magnolia Road. But I do

worry about it losing its beauty through forest fires and the development of Gross Reservoir.

What would you like people to know about WRA?

WRA is an organization that works on all the environmental issues that matter to Coloradans and other residents throughout the West. Think about it: Fresh water, clean air, and scenic lands are there for us to cherish. I am grateful to the people who choose to use their legal and other advanced degrees to work at a nonprofit like this one. It's not all about the money we can make; it matters that we help conserve and protect these natural resources that we all rely upon so heavily. In the long run, the folks at WRA are doing more for us than Apple or Samsung when it comes to a sustainable life on this planet.



“In the long run, the folks at WRA are doing more for us than Apple or Samsung when it comes to a sustainable life on this planet.”
– Ann Getches

WHERE WE WORK

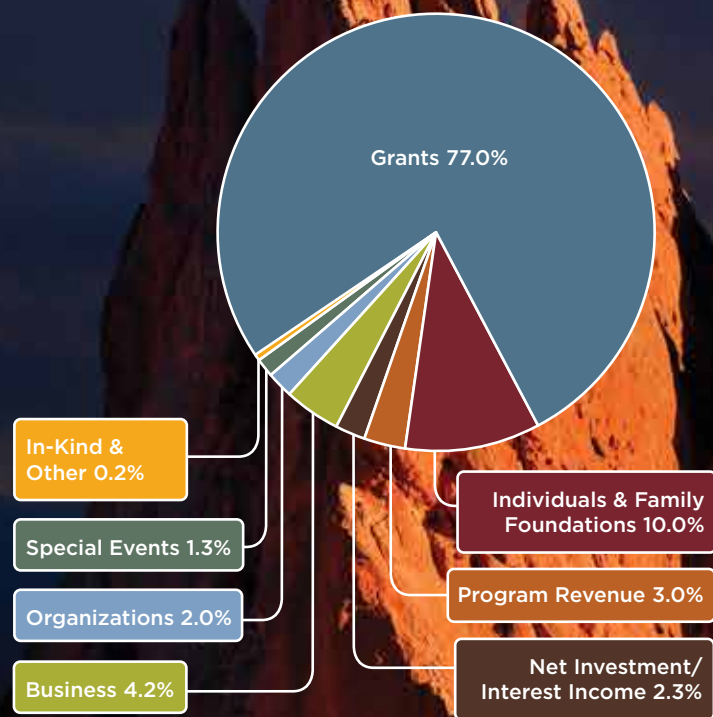
Western Resource
Advocates works
across the Interior
West in Arizona,
Colorado, Nevada,
New Mexico,
Montana, Utah,
and Wyoming.



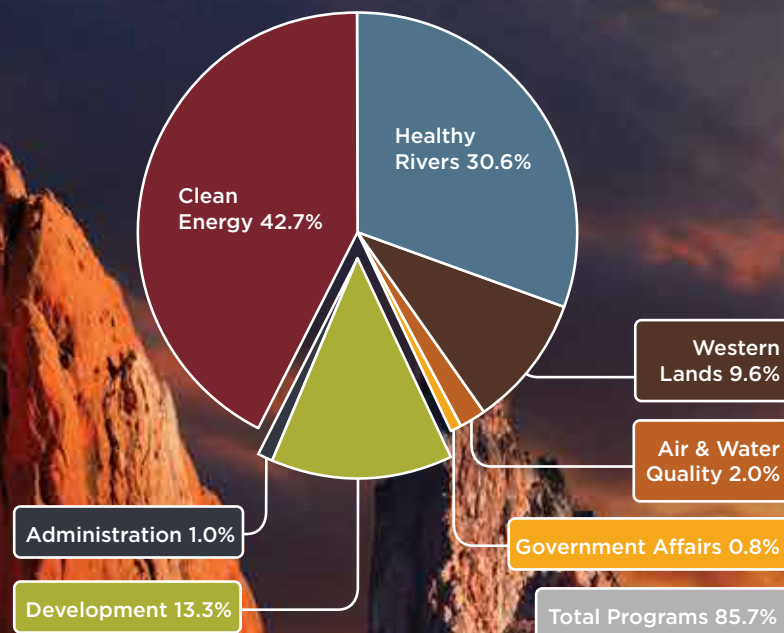
2017

FINANCIAL SUMMARY

REVENUE



EXPENSES



REVENUE

Grants	4,483,167
Individuals & Family Foundations	584,416
Program Revenue	176,717
Net Investment/Interest Income	134,275
Businesses	243,602
Organizations	113,507
Special Events	72,436
In-Kind & Other	11,437

TOTAL REVENUE	5,819,557
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EXPENSES

Clean Energy	2,094,249
Healthy Rivers	1,499,565
Western Lands	473,091
Air & Water Quality	101,068
Government Affairs	37,191

TOTAL PROGRAM EXPENSES	4,205,164
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Supporting Services	
Development	653,903
Administration	51,567

TOTAL EXPENSES	4,910,634
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Change in Net Assets	908,923
Net Assets at Beginning of Year	5,162,227
Net Assets at End of Year	6,071,150

WHO WE ARE

2017 Board of Directors



Bryan Morgan
Chair
Boulder, CO



Ron Binz
Treasurer
Denver, CO



AJ Grant
Vice Chair/Secretary
Boulder, CO



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Phoenix, AZ



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Salt Lake City, UT



Donna House
Ohkay Owingeh, NM



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Ariel Calmes
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Jon Goldin-Dubois
Rachael Hamby
Robert Harris
Sophie Hayes
Gabriella Hunt
Ella Jeffers
Pam Johnson
Robert Johnston
Nancy Kelly
Abby Kuranz
Steve Michel
Bart Miller

Energy Program Assistant and IT Coordinator
Strategic Engagement Manager
Water Resources & Environmental Engineer
Water Policy Analyst
Staff Attorney
Outreach and Events Manager
Information Technology Manager
Staff Attorney
Senior Energy Policy Advisor
Senior Staff Attorney
President
Western Lands Policy Analyst
Senior Staff Attorney
Senior Staff Attorney
Executive Assistant
Accounting Manager
Office Administrator
Senior Staff Attorney
Senior Policy Advisor
Email and Digital Marketing Specialist
Deputy Director, Clean Energy Program
Healthy Rivers Program Director

Kim Mitchell
Glenda Murphy
Maria Nájera
Regina Nichols
John Nielsen
Amelia Nuding
Elizabeth O'Connell
Erin Overturf
Charlotte Roehm
Ricki Runions
Harrison Schmitt
Laurel Smith
Adam Stafford
Jennifer Talhelm
Stacy Tellinghuisen
Jamie Traffica
Rick Trilsch
Joro Walker
Ken Wilson
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Snezhana Yermakov

Senior Water Policy Advisor
Legal Assistant
Government Affairs Director
Office Administrator & Legal Assistant
Clean Energy Program Director
Senior Water Resources Analyst
Individual Donor and Stewardship Officer
Deputy Director, Clean Energy Program
Deputy Director of Water Planning
Development Coordinator
Vice President of Programs and Strategy
Administrative Assistant
Staff Attorney
Communications and Marketing Director
Senior Climate Policy Analyst
Earned Media Manager
Vice President of Finance and Administration
General Counsel
Engineering Fellow
Digital Communications Coordinator
Foundation Relations Manager



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PROTECTING THE WEST'S LAND, AIR, AND WATER

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**For a full list of WRA successes, please visit our
website www.westernresourceadvocates.org**

Above: Lounging Elk Family, CO
Front: Ostler Peak, UT