



A BRIGHTER ENERGY FUTURE

Annual Report 2011–2012

The central graphic of the cover features a satellite image of the Earth, showing North and Central America. This image is overlaid with three large, semi-transparent circles in shades of blue and purple. A bright, horizontal lens flare effect cuts across the center of the composition. Overlaid on this graphic is a list of key themes in a light blue, sans-serif font.

Health JOBS
National Security
ENERGY INDEPENDENCE
CLIMATE PROTECTION
competitiveness ECONOMY
Environmental Stewardship

“Our thirtieth year at Rocky Mountain Institute was the most exciting yet. It’s the year we moved from researching and publishing *Reinventing Fire*’s ‘grand synthesis’ of America’s energy solutions to scaling up their implementation.”

—Amory B. Lovins





PRACTICAL TRANSFORMATION A Letter from our Co-Founder, Chairman, and Chief Scientist

Rocky Mountain Institute drives the efficient and restorative use of resources through practical transformation. With applied hope, relentless patience, and high ambition, through gamechanging innovation and hands-on collaboration with private-sector partners in transportation, buildings, industry, electricity, and design process, we are moving the United States (then others) beyond oil and coal by 2050.

A year after its autumn 2011 publication, our roadmap, *Reinventing Fire*, is in fourth printing. Half a million TED-talk views, over a hundred lectures and briefs, and innumerable interviews

and blogs are moving our message to our prime audience—business and military leaders—and far beyond. The reception has been strong and positive. Now my 60 coauthors have refocused their talents on the sectoral implementation initiatives and projects featured in this *Annual Report*.

These efforts aim to take to scale, led by business for profit, tripled energy productivity, energy independence, elimination of oil and coal, a secure and three-fourths-renewable electricity system, and 82–86% carbon reduction. *Reinventing Fire* showed how to achieve all this at a \$5-trillion saving, with no need for new inventions or national laws. We're therefore busting barriers and enlisting partners to achieve across America the dramatic energy transition already well underway in Germany, Denmark, and China and rapidly emerging in Japan and India.

Whether you read only the brief summaries that follow or their amplifications and supporting materials at annualreport.rmi.org, I hope you'll agree that in this 30th year, RMI has hit its stride and, with your help, is making impressive progress toward our vision of a world thriving, verdant, and secure, for all, for ever. We cherish your companionship on this exciting journey.

Amory B. Lovins



GAINING TRACTION TOWARD A NEW ENERGY ERA A Letter from our CEO

Many leaders, observing today's fossil-fueled economy, reasonably deduce that "you can't get there from here." It's just too big a task. If an energy transformation is impossible, why waste time on it?

With *Reinventing Fire*, RMI dispels that myth. An energy transformation is not only possible—it unlocks five trillion dollars of value! This rigorous and comprehensive study was peer-reviewed and well received. Our Reinventing Fire Initiative released a book, a multi-media campaign, and a nationwide speaking tour to publicize our findings.

Next step: challenge key industries to accelerate this transformation now. Leaders in transportation, buildings, industry, and electricity are consumed with their current challenges. To engage them in the journey to a new energy era, RMI mobilizes its signature blend of solid analysis, economic insight, and deep collaboration. To speed change that can actually happen, change that makes sense and makes money, RMI helps enlightened leaders unlock economic value today that drives toward a cleaner, smarter, safer tomorrow.

As we drive more deeply into the Reinventing Fire challenges, our work grows richer and more complex. So we have designed a new type of *Annual Report* that helps you engage more fully and easily with this exciting work. This hard-copy report outlines many of the major themes of our work, and it links to a complementary web-based "microsite" that gives you access to a much wider variety of insight and greater depth of information than we could contain in print.

The work of RMI is gaining traction, and momentum is building, yet the enormity of this transformation looms before us. As an RMI supporter, you have clearly chosen to be part of this transformation, and we are honored to have you on our team.

Michael Potts



Our Work, in Context

RMI's Initiatives, Projects, and Channels

An oil- and coal-free America must change two big stories—oil and electricity. Their uses are similarly concentrated: three-fourths of oil fuels mobility, while three-fourths of electricity runs buildings. The rest of both mainly runs industry. RMI works in depth with vehicles, buildings, and industry—which together can save much of the oil and coal and an increasing amount of natural gas—and on transforming the electricity sector. We accelerate change in each sector with specific Initiatives and smaller projects, each focused on what most needs doing that we can do best. These efforts, described more fully at www.rmi.org/AboutRMI, are summarized in the brochure included in this *Annual Report*. The following text highlights selected parts of that work.

RMI has developed a breakthrough design approach and competitive strategy for making automobiles oil-free. Making autos far lighter and lower-drag can propel them using two-thirds less energy. This in turn makes electric propulsion affordable and can improve crashworthiness. One of our projects to get all mobility off oil is featured on p. 6.

Two RMI Initiatives target U.S. buildings, which use more energy than any country except China and the U.S.—over \$400 billion worth a year, more than Medicare costs. Most of that energy is wasted, so investing \$0.5 trillion in advanced efficiency can save a present value of \$1.9 trillion. Buildings could save by 2050 more electricity than all coal and nuclear and most gas-fired plants now make—speeding and easing the shift to cost-competitive renewable power. Focusing on the biggest unmet need in real estate, RMI's RetroFit Initiative transforms older commercial buildings

so they perform better than new ones, thus permanently improving the building stock and radically reducing energy consumption. One of this Initiative's projects is highlighted on p. 7. RMI's complementary Initiative in Superefficient Housing (p. 8) shows how to make new affordable houses so efficient at no extra cost—saving money every month for the people who most need it, in public housing projects, campuses, Indian reservations, military bases, and low-income areas—that all their energy can come from cost-effective renewable sources.

Saving most of the electricity used in buildings and factories can help shift its production from 70% fossil-fueled to at least 80% renewable by 2050. Smart electric vehicles can also add distributed storage and flexible charging that help the grid accept varying solar and windpower. RMI's vision of a clean, safe, secure, and affordable electricity system, using no coal or nuclear fuel and ultimately phasing out gas-fired generation too, combines proven but novel concepts of grid integration and operation to achieve unprecedented resilience and cleanliness at comparable costs. Our Next Generation Electricity Initiative combines a major effort to help stakeholders devise new business and regulatory models and operating methods (p. 9) with accelerating solar power (p. 10).

These and other Initiatives and projects work through diverse channels, including major firms, startups, national and state governments, cities, professional groups and practitioners, educational institutions, and the military. RMI typically uses philanthropic gifts to create important learnings, then applies, refines, and scales them through collaboration with private firms, yielding further revenue, experience, reputation, teachable cases, and competitive pressure for emulation.



In under three years,
electric vehicles have
saved around
one million gallons
of gasoline and **8,700**
metric tons of CO₂
emissions in the U.S.

Starting a Global Movement

RMI is helping to prepare the world for the wide adoption of electric vehicles (EVs).

In May 2012, RMI's Project Get Ready formed an international collaborative with the Clean Energy Ministerial, International Energy Agency, UC Davis, and the Clinton Foundation. The Global Electric Vehicle Insight Exchange will track electric vehicle adoption in cities around the world. The partners' [EV City Casebook 2012](#) surveys the electric vehicle adoption efforts of 16 cities and regions. Project Get Ready works with cities and industry leaders to disseminate best practices for EV adoption. By creating a network of over 25 cities and 40 diverse strategic partners, this work identifies challenges and opportunities for the seamless transition to vehicle electrification.

How will EV readiness stories and resources change the world? By sharing this knowledge, cities around the world will have greater access to the tools they need to increase electric mobility and get affordable, desirable autos forever off oil.

To learn more about RMI's international work in the electric vehicle movement and other projects and initiatives of RMI's Transportation practice, see annualreport.rmi.org/transportation



More than **75%** of
the U.S. commercial
building stock is over
20 years old.
Much of it is ripe for a
deep energy retrofit.

Our Challenge to Building Owners

RMI has invited building owners to partner with us to radically rethink and reduce commercial buildings' energy use.

RMI designed the Portfolio Energy RetroFit Challenge to capture advanced energy efficiency across portfolios of buildings with common ownership and management. AT&T, the first firm to rise to the challenge to assess retrofit opportunities across its building stock, operates more than 65,000 properties in over 60 countries. In all, RMI intends to work with six building owners on this scalable approach, which uses "deep retrofit" techniques to save cost, enhance human health and productivity, and maximize real estate asset value.

How will the challenge change the world? Retrofitting one building at a time makes a difference in energy use and carbon emissions. But scaling energy savings across multiple buildings magnifies those savings and cuts their cost. Innovators lead market transformations—and RMI works with influential building owners to create cutting-edge energy results and share their stories. Let's think big.

To learn more about the Portfolio Challenge and other projects and initiatives of RMI's Buildings practice, see annualreport.rmi.org/buildings



Public housing
uses nearly **40%**
more energy per ft²
than private
housing.

Partnering for Efficient, Affordable Housing

RMI convenes partners to provide healthy, affordable superefficient housing for public housing authorities and residents.

Opportunity abounds. Public low-income housing uses nearly 40 percent more energy per square foot than private-sector housing. RMI's Superefficient Housing team regularly convenes ten public housing authorities, HUD, and Enterprise Green Communities to collaborate on breakthrough solutions for energy efficiency at no extra total cost.

How will our housing initiative change the world? People who can least afford it are burdened by bigger energy waste in their homes. Our housing work helps public housing residents and housing providers to save at least 60% of the energy in new affordable housing. Then renewables can affordably provide the rest of the energy, ultimately eliminating utility bills for those most in need.

To learn more about Residential Energy Efficient Leaders and other projects and initiatives of RMI's residential buildings practice, see annualreport.rmi.org/buildings



Generating electricity
produced more than
2,200 million tons
of CO₂ in 2011.

Toward A Secure and Reliable Electricity Grid

RMI formed e²Lab to help shift the U.S. electricity system to distributed and renewable resources such as solar and wind.

We must replace today's dirty, aging, insecure electricity system by 2050—but with what? New business, revenue, and regulatory models, new security threats, and new needs to integrate distributed and renewable resources like solar and wind into the grid all need faster, more creative reforms than this industry has ever experienced. Using its unique convening power, RMI launched e²Lab, a multi-year effort to help stakeholders in and around the electricity system to work together to scale and integrate distributed renewable resources. e²Lab will help industry leaders create innovative solutions to transform the electric grid more quickly and smoothly to achieve reliable and resilient supply, robust economics, innovation-friendliness, low or zero emissions, and intelligently managed risks.

How is e²Lab changing the world? e²Lab's influential and diverse leaders can together accelerate the transformation of our electric grid to a clean, safe and reliable one.

To learn more about e²Lab and other projects and initiatives of RMI's Electricity Practice, see annualreport.rmi.org/electricity



The average cost of new solar power in the U.S. dropped **45%** in just over two years.¹

Calling for *Balance* in the Solar Industry

RMI and our partners are collaborating to help make solar power economically viable through deep industry collaboration.

RMI's Solar Market Transformation Team began three years ago with seed funding from the U.S. Department of Energy. In 2011, DOE awarded the team additional grants to build upon insights gained at RMI's 2010 "Achieving Low Cost Solar PV" design charrette, funded by solar advocates Fred and Alice Stanback. This support enabled RMI's contribution to several industry cost reduction efforts, all aimed at making solar energy affordable for the everyday U.S. customer.

Under these new projects, RMI developed design criteria and an analytical framework in conjunction with the Georgia Tech Research Institute that is guiding the development of new, more affordable PV module and racking designs; partnered with local governments in Colorado to reduce rooftop solar permitting and inspection costs; and developed a suite of best-practice installation-cost-cutting methods in conjunction with solar industry trade associations for use by actors across the solar ecosystem.

How is RMI's Solar Market Transformation Program changing the world? We expect to halve best-practice non-solar-module ("balance of system" or BOS) costs over the next few years through a combination of these projects and new work on innovative solar finance. This is collaboration that pays.

To learn more about BOS and other solar projects and initiatives in RMI's Electricity practice, see annualreport.rmi.org/electricity

¹Ending in the second quarter of 2012.

Invest in a new energy future with RMI

Thank you for your support of RMI's work. We could not achieve our collective vision without support and commitment from our generous donors.

Give to RMI and join a group of visionary people who collectively support the transition from fossil fuels to a new energy era based on efficiency and renewables.

Your contribution allows us to transform insight and engagement into impact in the four energy-consuming sectors of the economy: transportation, buildings, industry, and electricity.

To learn more or make a donation, please contact us at **970-927-3851** or develop@rmi.org.

JOIN THE NATIONAL SOLUTIONS COUNCIL

The NSC brings together friends of RMI who are committed to understanding, supporting, and promoting RMI's work to create transformational change for the next generation.

LEAVE A LEGACY

Name RMI in your will and ensure that your charitable support will fuel RMI's approach to energy solutions in perpetuity. Make a simple designation or create a revocable trust that will create charitable opportunities for your children and grandchildren. Leave a specific dollar amount, a percentage of your estate, or what remains after other bequests have been satisfied.

GIVE TODAY

Make a monthly or quarterly gift
Honor a loved one's birthday, anniversary or other important milestone with an honoring or memorial gift
Give a gift of stock

To donate online, please visit

RMI.org/donate

Check with your employer's gift programs. Give through a payroll deduction with Earthshare. Double your impact by asking if your company matches your charitable contribution.

Rocky Mountain Institute is a §501(c)(3) charity, #72-2244146, donations to which are tax-deductible to the full extent permitted by law.

Financial Commentary

Fiscal year 2012 (1 July 2011–30 June 2012) was a financially challenging year for Rocky Mountain Institute. After successive years of revenue growth, this year marked a drop in philanthropic support. As this shift became apparent to management, the budget was revised and spending disciplines were modified to minimize the impact of the shortfall. RMI had built cash reserves in the previous few years, but ended this year with net assets of \$7.56 million, \$1.78 million less than the previous fiscal year’s end.

Fiscal year 2012 GAAP revenues of \$10.2 million were down from a record \$12.6 million in FY 2011. A significant decline in individual and corporate support (–\$3.94 million) produced the majority of the shortfall, partly offset by growth in foundation support (\$781K). Professional fee-for-service revenues increased \$739K (37%) as we began to apply our *Reinventing Fire* findings in practical applications. These efforts helped us to remain on track in building the capacity for our development and communication teams. Overall expenses increased slightly \$313K (2.8%) over the FY 2011 totals.

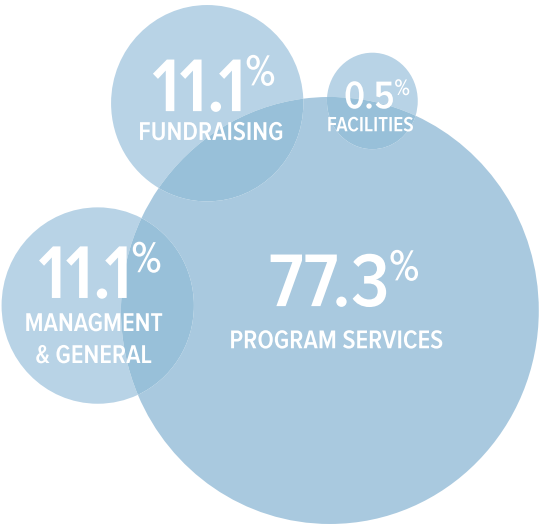
Effective management and the ongoing stewardship of resources have resulted in a programmatic efficiency of 77%, reflecting a

clear strategic focus and practical administration of expenses in the management and fundraising areas. As we continue to deepen our capabilities for engagement and influence, we emphasize practical and effective management of our resources. The additional capacity of our development and communication teams will enable RMI to advance our influence in the marketplace among supporters, decision makers, and key target audiences.

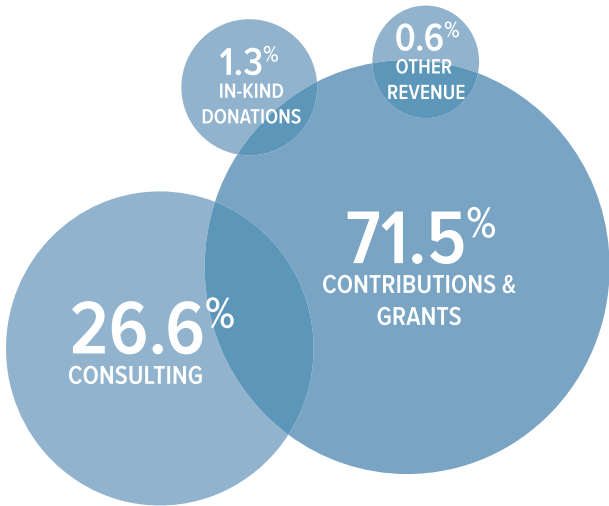


Ed McCullough
Director of Finance

Operating Expenses (Percent of Total Operating Expenses)



Operating Revenues (Percent of Total Operating Revenues)



Balance Sheet—Audited

ASSETS	6/30/12	6/30/11	6/30/10
Cash & Marketable Securities	929	2,544	1,133
Capital Reserve Fund	4,344	4,669	4,318
Grant Escrow Fund	1,594	1,588	1,569
Accounts Receivable	588	248	665
Grants & Pledges Receivable	324	-	242
Inventory	12	1	16
Property and Equipment (Net)	1,626	1,494	1,555
Assets Restricted for Endowment	708	747	704
Other Assets	155	233	360
TOTAL ASSETS	10,280	11,524	10,562
LIABILITIES AND NET ASSETS			
CURRENT LIABILITIES			
Accounts Payable	265	157	374
Compensated Absences	204	228	305
Accrued Payroll	231	238	228
Other Accrued Expenses	783	949	1,239
Current Portion—Liabilities	120	230	368
Line of Credit	750	-	-
Total Current Liabilities	2,353	1,802	2,514
Long-Term Liabilities	367	380	363
TOTAL LIABILITIES	2,720	2,182	2,877
NET ASSETS	7,560	9,342	7,685
TOTAL LIABILITIES & NET ASSETS	10,280	11,524	10,562

Statement of Activities—Audited (thousands of current dollars, GAAP basis)

OPERATING REVENUE & SUPPORT	12 Months Ending 6/30/12	% of Operating Revenue	12 Months Ending 6/30/11	% of Operating Revenue	12 Months Ending 6/30/10	% of Operating Revenue
Consulting	2,730	26.6%	1,991	15.7%	3,303	24.7%
Foundation & Government Grants	2,706	26.4%	1,925	15.2%	4,031	30.1%
Individual & Corporate Contributions	4,617	45.1%	8,561	67.5%	5,839	43.6%
Publishing & Royalty Revenue	28	0.3%	5	0.0%	12	0.1%
Contributed Facilities/In-Kind Donations	135	1.3%	135	1.1%	135	1.0%
Other Revenue	28	0.3%	76	0.6%	72	0.5%
Total Operating Revenues & Support	10,244	100.0%	12,693	100.0%	13,392	100.0%
OPERATING EXPENSES						
Program Services	8,639	84.3%	8,288	65.3%	9,459	70.6%
Expenses on behalf of Windstar Land Conservancy	57	0.6%	68	0.5%	102	0.8%
Management & General	1,245	12.2%	1,372	10.8%	1,274	9.5%
Fundraising	1,236	12.1%	1,136	9.0%	1,116	8.3%
Total Operating Expenses	11,177	109.1%	10,864	85.6%	11,951	89.2%

NON-OPERATING REVENUES	12 Months Ending 6/30/12	% of Operating Revenue	12 Months Ending 6/30/11	% of Operating Revenue	12 Months Ending 6/30/10	% of Operating Revenue
Gain/(Loss) on Sale of Assets	—	0.0%	—	0.0%	(3)	0.0%
Gain/(Loss) on Sale of Investments	(428)	-4.2%	295	2.3%	(39)	-0.3%
Investment Income	66	0.6%	116	0.9%	142	1.1%
Gain/(Loss) on Other Investments	—	0.0%	(110)	-0.9%	0	0.0%
Total Non-Operating Income	(362)	-3.5%	301	2.4%	100	0.7%
NON-OPERATING EXPENSES						
Depreciation	280	2.7%	303	2.4%	286	2.1%
Facilities Contributed Expense	135	1.3%	135	1.1%	135	1.0%
Interest Expense	72	0.7%	35	0.3%	85	0.6%
Total Non-Operating Expenses	487	4.8%	473	3.7%	506	3.8%
CHANGE IN NET ASSETS	(1,782)	-17.4%	1,657	13.1%	1,035	7.7%



A Note to the RMI30 Sponsors

On 10 May 2012, RMI marked its 30th anniversary with a successful event at the Empire State Building, whose deep retrofit, co-led by RMI, is saving two-fifths of its energy with a three-year payback.

RMI is grateful for generous support from the event's sponsors:

Autodesk
Coca Cola
Duke Energy
Johnson Controls
National Postcode Lottery
REPREVE by Unifi



A Letter from our Lead Independent Trustee

I begin my term with heartfelt thanks to Sue Woolsey, departing at the end of her second term as RMI's Lead Independent Trustee. RMI's advancement as a world-class organization owes much to Sue's experienced leadership, and we will miss her.

And welcome to our new Trustees: Dr. Kristina Johnson, David Allen, and Ted White, three passionate and energetic industry leaders who have already made clear marks on RMI's operations by stepping forth with experience and insight.

And thanks to those who supported RMI30, a memorable event this past May at the Empire State Building, which thanks to RMI is a beacon for deep energy retrofits, and the perfect venue

to celebrate RMI's 30 years of Think-and-Do achievements.

An energy systems revolution is underway. The seeds of this revolution were sown by RMI beginning 30 years ago, and *Reinventing Fire*, its most recent opus, sets the vision to 2050. Its detailed roadmap will require aligning interests, removing barriers, and spawning ideas to fully unleash the market engine. This is the next phase of RMI, for which it is refining its detailed strategy. And a recent organizational health survey indicates that undertaking this work is a staff whose passion and talent rank among the highest of all "think" or "do" organizations.

Key goals for the coming year include sharpening and implementing RMI's strategy, bolstering Development, addressing organizational health opportunities, and rounding out the Board with talented diversity. We are excited to lay this groundwork to realize the vision and mission of RMI, and for *Reinventing Fire*.

Sincerely,

Tom Dinwoodie

RMI Board of Trustees

John Abele, Shelburne, Vermont. BA (Amherst) physics & philosophy. Founding chairman of FIRST robotics and Boston Scientific Corporation (a \$6-billion global leader in less-invasive medicine). Numerous patents and publications.

David Allen, Seattle, Washington. BA (U. Washington) accounting. Principal and Executive VP of McKinstry, an innovative \$0.4-billion Seattle-based construction, energy and facility services firm. Director, Enterprise Seattle and Washington Clean Energy Alliance.

Sharman Altschuler, Cambridge, Massachusetts. BA (U. Vermont), VMD (U. Pennsylvania). Veterinarian. Trustee of Shelburne Farms, Cambridge Center for Adult Education, Burr and Burton Academy, The Farm School; President, Moonbox Productions.

Carl Bass, Berkeley, California. BA (Cornell) mathematics. CEO of Autodesk, the \$2.2-billion global leader in 3D design, engineering and entertainment software. Director, Art Center College of Design. Executive Advisory Board, Cornell Computing and Information Science and UC Berkeley School of Information.

Peter Boyer, San Francisco, California. BA (San Francisco State) American studies. Former owner, design-build residential construction firm. Artist, fine art painting, exhibited widely in U.S. and Japan. Trustee, The Ayrshire Foundation. Member, National Advisory Board, Union of Concerned Scientists. Director, Pacific Institute.

Mary Caulkins, Denver, Colorado. BA (Pitzer). Artist, philanthropist, lead investor in one of the largest U.S. LEED-H residential and solar community projects. Director, Caulkins Family Foundation.

Thomas Dinwoodie, Lead Independent Trustee, RMI, Richmond, California. BS (Cornell) structural engineering, MS (MIT) mechanical engineering, MA (Berkeley) architecture. Founder and CTO, SunPower Corporation Systems. Founder and

former CEO and chairman of PowerLight, a leading global supplier of photovoltaic products and systems. Over 30 patents.

Michael Fain, Aspen, Colorado. U. of Chicago, humanities & geology. Engineering director, Hydrodynamics Lab, U. of Chicago; mechanical and optical engineer and project manager, various aerospace companies; founder and former president, Alphametrix, Ltd.; National Council, NPR; co-author, with wife, Judith Barnard, of 11 contemporary novels.

Suzanne Farver, Woody Creek, Colorado. BA (Grinnell) economics ΦBK; JD (U. Denver); ALM envtl. mgt. (Class Marshal) (Harvard). Teaches corporate social and environmental responsibility classes to Harvard graduate students. Former executive director, Aspen Art Museum. Director, Denver Art Museum.

Arjun Gupta, Aspen, Colorado, and San Francisco, California. BA (St. Stephen's College) economics, BS & MS (Washington State), computer science ΦBK, MBA (Stanford). Chief believer, TeleSoft Partners. Oversaw investing in and helped build 61 companies. Former McKinsey consultant. Corporate boards. Aspen Institute Trustee.

Kristina M. Johnson, Washington DC. BS, MSEE, PhD (Stanford) electrical engineering. U.S. Undersecretary of Energy 2009–10. Previously Provost & SVP Johns Hopkins University, Dean of Engineering Duke University. Numerous awards and publications, 129 patents. Director, AES Corporation and Boston Scientific.

Amory B. Lovins, Snowmass, Colorado. Cofounder (1982), chairman, chief scientist of RMI. MA (Oxon. Spec. Resoln.), 11 doctorates *h.c.* Hon. AIA, FRSA, Swedish engineering academician. Physicist, consultant, 31 books, 460 papers, numerous awards, ten visiting chairs (most recently Stanford and Naval Postgraduate School).

Reuben Munger, Boulder, Colorado. BA Politics and Economics, BS Business Administration *mcl* (Washington and Lee U.). Founder &

Managing Partner, Vision Ridge Partners LLC. Was cofounder and CEO, Bright Automotive, and Managing Director, The Baupost Group LLC, a \$25-billion investment firm.

Martha C. Pickett, Snowmass, Colorado. Exec. Dir. & Gen. Counsel of RMI. BA (Guilford), MCDP (College of Architecture & Planning, CU Denver), JD (U. Denver). President, Windstar Land Conservancy. Advisory Board, Catawba College's Center for the Environment, Jury, Dutch Postcode Lottery's Green Challenge prize.

Michael Potts, Denver, Colorado. CEO of RMI. BA (Beloit). Former CEO American Fundware and VP Public Sector Solutions Div. Intuit. Advisory Board, U.Colo.-Denver Business School. Director, Kripalu Yoga Foundation and Curious Theater Company.

Chris Sawyer, Atlanta, Georgia. BA (UNC), MDiv (Yale), JD (Duke). Partner Alston & Bird. Former Chairman Trust for Public Land. Chairman, Chattahoochee River Coordinating Committee. Director, EDAW and Industrial Developments International. Chairman Board of Advisors, Yale Divinity School.

Ted White, Denver, Colorado. BA (Yale), JD (NYU). Name partner Moye White LLP, chairing Transaction Section. Author *Drafting Business Contracts*. Founding managing director Estabrook Funds. Chairman Boettcher Foundation. Charitable and civic boards.

Suzanne Woolsey, Lead Independent Trustee until May 2012, Harwood, Maryland. BA (Stanford), MA, PhD (Harvard). Chair, Colorado College, Institute for Defense Analyses, Smithsonian Environmental Research Center. Director, Fluor Corporation, Invesco Van Kampen Mutual Funds, Caltech. Member, Council on Foreign Relations. Former CCO/COO National Academies, associate director OMB, consulting partner Coopers and Lybrand, member *Washington Post* editorial board.



RMI Awarded \$1,192,493 by Dutch National Postcode Lottery/ Nationale Postcode Loterij

In February 2012, RMI received a grant from the Dutch Postcode Lottery (Nationale Postcode Loterij) its fourth annual gift from the Lottery. RMI's CEO Michael Potts and Executive Director Marty Pickett accepted the generous award at the Lottery's Goed Geld ("Good Money") Gala held in Amsterdam's historic Rijksmuseum, where refurbishment of the exhibit hall for the Dutch master painters has taken place and will open to the public in 2013. Funding from the Dutch Postcode Lottery is instrumental in carrying out RMI's mission as described in this report, and has significantly increased our ability to expand our work and reach.

At its 2012 gala, the Dutch Postcode Lottery, The Netherlands' largest charity lottery, awarded a record €284 million (\$376,416,148), to 85 charitable organizations working in the areas of development cooperation, human rights, nature conservation, the environment, and social cohesion in the Netherlands. Since its founding, the Postcode Lottery has given more than €3.5 billion to human and environmental causes, and it is the third largest private charitable donor in the world.

Contributions to RMI between 1 July 2011 and 30 June 2012

HEROES

\$1,000,000 and above
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