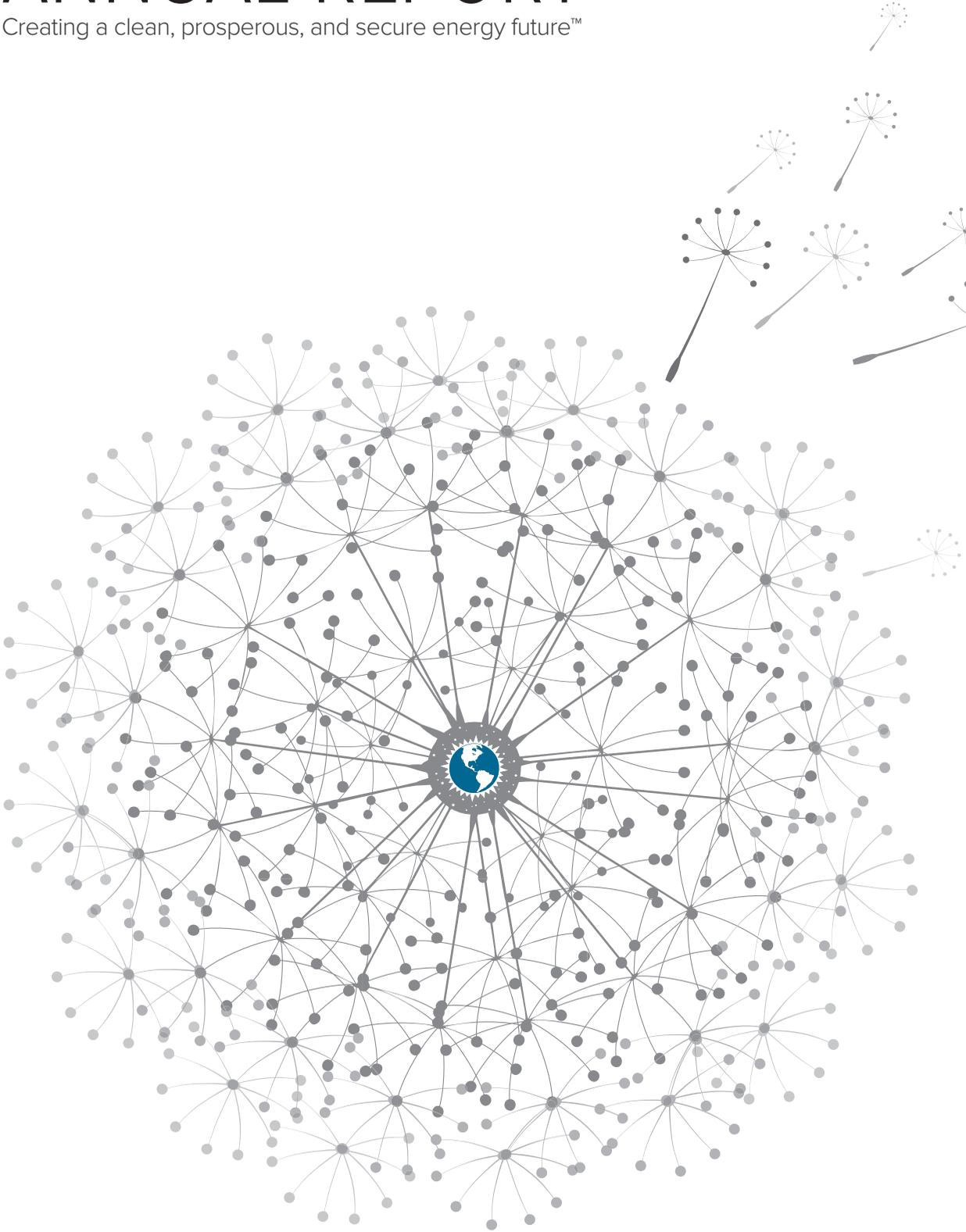


2012–2013



# ANNUAL REPORT

Creating a clean, prosperous, and secure energy future™



SCALING IMPACT



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**Our Printing and Paper**

This issue of RMI's *Annual Report* is printed on elemental chlorine-free paper. Specifically, it is #2 FSC-certified CPC Matte Book and FSC-certified CPC Matte Cover, Sappi Papers in Minnesota, sourced from SFI-certified pulp. Using certified paper products promotes environmentally appropriate and economically viable management of the world's forests.

LETTER FROM THE

# COFOUNDER AND CHIEF SCIENTIST

Last year, on RMI's 30<sup>th</sup> birthday, we challenged ourselves—and the world—to scale up implementation of solutions for a new energy era. I'm happy to say we're succeeding in doing just that. RMI's 31<sup>st</sup> year has been pivotal. Even as a U.S. shale-gas and shale-oil boom raises vigorous debates about fossil fuels' place in our energy system, efficiency and renewables are progressing even faster and often at lower costs, so they're starting to turn the tide toward the clean, prosperous, and secure future we roadmapped in the 2011 book *Reinventing Fire*.

In 2012, modern renewables such as wind and solar received more investment globally—over a quarter trillion dollars' worth—than fossil-fueled and nuclear power plants combined, and in China, they added more kilowatt-hours. Three of the world's four biggest economies—China, Japan, and Germany—as well as India generated more electricity from non-hydro renewables than from nuclear power. Only in America did many leaders still stand arguing on the platform after the renewable-energy train had left the station. But happily, from Texas to California and New Jersey to Iowa, offsetting leadership flourished at the state and local level.

Every week, it seems, we read yet another report of record installations for wind and solar, efficiency unlocking substantial energy and economic savings, and renewables supplying increasing portions of reliable electricity. In other words, efficiency and renewables are scaling for exponential impact. That's equally evident in RMI's programs and solutions, some decades in the making, now coming to fruition in the marketplace—and not just in iconic singular projects, but increasingly at large scale via widespread adoption.

But while we're seeing positive signs of progress, we mustn't relax our dogged determination to see the long energy transition through. Fossil fuels still supply over three-fourths of the world's energy; efficiency and renewables must make ever-greater progress against their old, dirty, insecure, but still powerful rivals. Our economy, our climate, our health and environment, and our security are at stake.

Scaling RMI's impact is vital if we are to achieve our *Reinventing Fire* vision: a U.S. free of oil, coal, and nuclear energy by 2050. Efficiency and renewables, intelligently deployed and rapidly adopted via the right collaborators and solutions, can get us there. We can succeed in realizing a world thriving, verdant, and secure, for all, for ever. Thank you for joining and speeding us on the journey.

Amory B. Lovins  
Cofounder, Chief Scientist, and Chairman Emeritus



LETTER FROM THE

# EXECUTIVE DIRECTOR

In Chinese astrology, 2013 is the Year of the Snake, an animal associated with fire. How fitting, then, that as RMI continues to reinvent fire across the four energy-using sectors of the U.S. economy—transportation, buildings, industry, and electricity—we launch Reinventing Fire: China, an ambitious initiative that brings together influential partners to chart a clean energy path for the country that burns half the world's coal and is now becoming the world's largest oil importer. Together, China and the United States will largely determine the trajectory of global energy use and carbon emissions. The future of our intertwined economies is the future of the world.

Fire is an appropriate symbol, not just for our work reinventing fire in the U.S. and China, but also as a way to think about RMI's exponential impact. Like the flame of a match that ignites and spreads like wildfire, so do RMI's solutions and impact start from very specific projects and efforts and then grow into something far greater.

Our deep retrofit process featured in the Empire State Building and refined in additional projects is now being replicated by that project's owner, other owners, and major partner firms in more than 70 other buildings with studies or projects under way around the country. Our Hypercar concept for ultralight, ultrastrong, ultraefficient autos made from carbon-fiber composites is starting to be realized in the latest upmarket offerings from automakers such as VW and BMW, and we are working to bring lightweight carbon fiber composite materials to mass-market. Our work with solar power and the Electricity Innovation Lab is identifying and unblocking barriers to igniting rapidly accelerating adoption for energy efficiency and renewables. And our work in such places as Fort Collins, Colorado, is showing how solutions enabling the transition from fossil fuels to efficiency and renewables can help transform whole communities.

Next year's Chinese zodiac calendar brings the Year of the Horse—an animal I know and love. It symbolizes speed and perseverance—attributes RMI will continue to call upon as we tenaciously scale our impact over the coming year.

Marty Pickett  
Executive Director



Letters



## RMI'S WORK IN CONTEXT:

# EFFICIENCY, RENEWABLES, AND NATURAL GAS ON THE RISE

Although fossil fuels still provided 78 percent of the world's 2011 final energy use, efficiency and renewables are rapidly gaining headway. Solar and windpower worldwide grew in 2012 by 58 percent and 18 percent respectively. Excluding big hydro dams, which supply one-sixth of global electricity, renewables produced 5.2 percent of the world's 2012 electricity, added 84 billion watts of capacity, and thanks to plummeting costs, needed 13 percent *less* investment than in 2011 to add 6 percent *more* capacity. **Here in the U.S., for the third time in five years, wind beat out natural gas to lead new capacity additions, adding more than 10,000 MW of capacity in 2012. Meanwhile, solar photovoltaics (PVs) added 48 percent of total first-quarter-2013 capacity and in Q2 had their second-best quarter ever.** In short, RMI's vision of a clean, prosperous, and secure energy future is already becoming a reality in states and nations that choose the best buys first.

Meanwhile, energy efficiency continues to grow as well. In 2012 efficiency loan programs reached more than 30 states and weatherization improved more than 1 million homes under the U.S. Recovery Act. Utilities spent \$6.9 billion on energy efficiency. Business invested extensively. **The electricity needed to produce a dollar of GDP, adjusted for weather, fell by an unprecedented 3.4 percent in 2012 alone as stagnant or falling demand became the industry's "new normal."**

RMI's longstanding leadership in microgrid development is timely too, as microgrids' global installed capacity is forecast to compound by more than 17 percent a year in the next decade, boosting distributed generation and grid reliability. By late 2012, more than 400 microgrid projects were in operation or under development worldwide. Annual revenue from microgrids is projected to jump from \$8.3 billion in 2013 to more than \$40 billion by 2020.

Alongside the exciting growth of renewable energy, there is currently a natural gas boom in the United States, mostly from fracking shale. Some believe shale gas is a necessary bridge to a clean energy future. Others fear it risks displacing, or at least delaying, the essential transition to efficiency and renewables. While it's true that fracking might overcome its major risks and uncertainties to strengthen and stretch the gas transition, the new story about abundant, stably priced energy for the long term is less about gas than about the fuel-free competitors now outpacing and increasingly outcompeting it—efficiency and modern renewables.

Yes, **gas helped slash U.S. coal-burning by 19 percent in the past two years, but in 2012, efficiency saved nearly twice as much coal.** Gas-fired power is beating old coal and nuclear plants' operating costs, helping get 14 operating or planned nuclear units terminated in the first two-thirds of 2013. Yet our own Colorado wholesale utility Xcel Energy, the



largest U.S. provider of windpower with 4.9 GW, is buying another 1.5 GW of windpower because, having no fuel-price risk, it's likely cheaper and less risky over time than volatile gas-fired power. **In recent California auctions, new solar power now beats new gas power. And in places such as Australia, unsubsidized wind power is already cheaper than new-build, gas-fired generation.**

All of these developments confirm that the new energy era is slowly rising up around us. RMI is committed to accelerating this

market-based shift. As such climate-related disasters as Superstorm Sandy have shown us, and as other signs of the vulnerability of America's brittle power system confirm, the need for this shift is urgent. RMI's work to move America, and the world, beyond fossil fuels to an economy powered by efficiency and renewables is more important than ever before. RMI's foresight and skill, proven in three decades of leading electricity reform—as featured in the March 2013 issue of trade journal *Public Utilities Fortnightly*—now propel us to even greater achievements.

**"In March 1985 we published Amory Lovins's article titled "Saving Gigabucks with Negawatts." . . . This month we're re-publishing Lovins's 1985 article . . . because it was so prescient; much of what Lovins predicted has indeed come to pass."**

- *Public Utilities Fortnightly*, March 2013

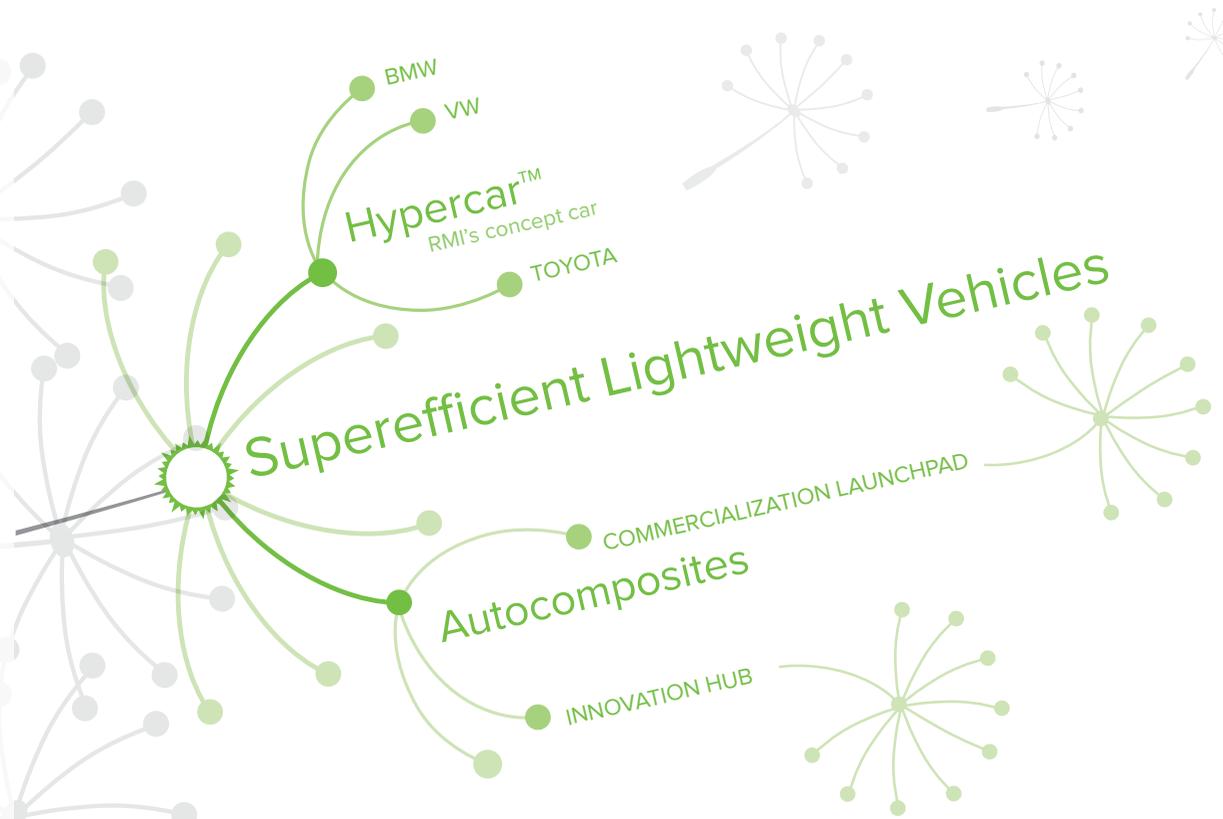
# MAKING ULTRALIGHT, ULTRA-EFFICIENT AUTOS A REALITY

If we're going to wean our automobiles off oil—through drastic efficiency gains, enabling electrified powertrains that can eliminate oil use altogether—the paramount opportunity is to lighten our autos. The energy needed to move a typical car is at least two-thirds caused by its weight. Yet between 1980 and 2006, the average weight of our cars climbed 26 percent, so our two-ton personal autos now use about 8.8 million barrels of oil *per day*—half the oil that costs Americans \$2 billion a day at the pump, plus \$4 billion a day for just the hidden economic and military costs of oil dependence.

Shedding that obesity works best by replacing steel with carbon-fiber composites—until 2013, used mainly in high-end sports and luxury models. But BMW's just-released 2,630-pound i3, starting at \$41,350 and due in U.S. showrooms next spring, is the first mainstream auto to use a carbon-fiber-aluminum-mix body redesigned from the ground up. BMW reportedly plans to ramp up i3 production to about 30,000 a year, and possibly higher. But that's still far below what's needed to transform automaking.

RMI's Autocomposites project is making that transformation happen. Following a nine-month research program and a November 2012

workshop that included 45 major players from across the automotive carbon fiber composite supply chain, RMI and industry partner Munro & Associates created **the Autocomposites Commercialization Launchpad—with eight major companies already signed on—to advance the design, production, testing, and implementation of one or more carbon-fiber parts on Model Year 2018 vehicles with high-speed production volume of at least 50,000 units per year.** That will finally bust many of the remaining barriers—as much cultural as technical or economic—to high-volume ultralight automaking.



## THE HYPERCAR™ COMES TO LIFE

In 1991, RMI invented the gamechanging Hypercar concept, combining ultralight, ultrastrong composite materials with ultralow drag and rolling resistance, hybrid or otherwise electrified powertrain, and highly integrative design. In 1993 this work won the ISATA industry conference's Nissan Prize, and later, a World Technology Award. In 2000, our Hypercar spinoff and two European Tier One partners virtually designed such a radical vehicle. *Automobile Magazine* commented, "We'll take two." But the Hypercar didn't reach production. It was, in a sense, a car before its time...until now.

Fast forward to 2013 and Volkswagen's release of the XL1, a radically efficient carbon-fiber 2-seater boasting a plug-in hybrid powertrain. From its 1,753-pound curb weight to its sleek aerodynamics and 235-mpg rating, its basic parameters are eerily similar to RMI's Hypercar analyses of 20 years earlier. The concept has come to life, and Europeans—and maybe Americans—can soon lease one.



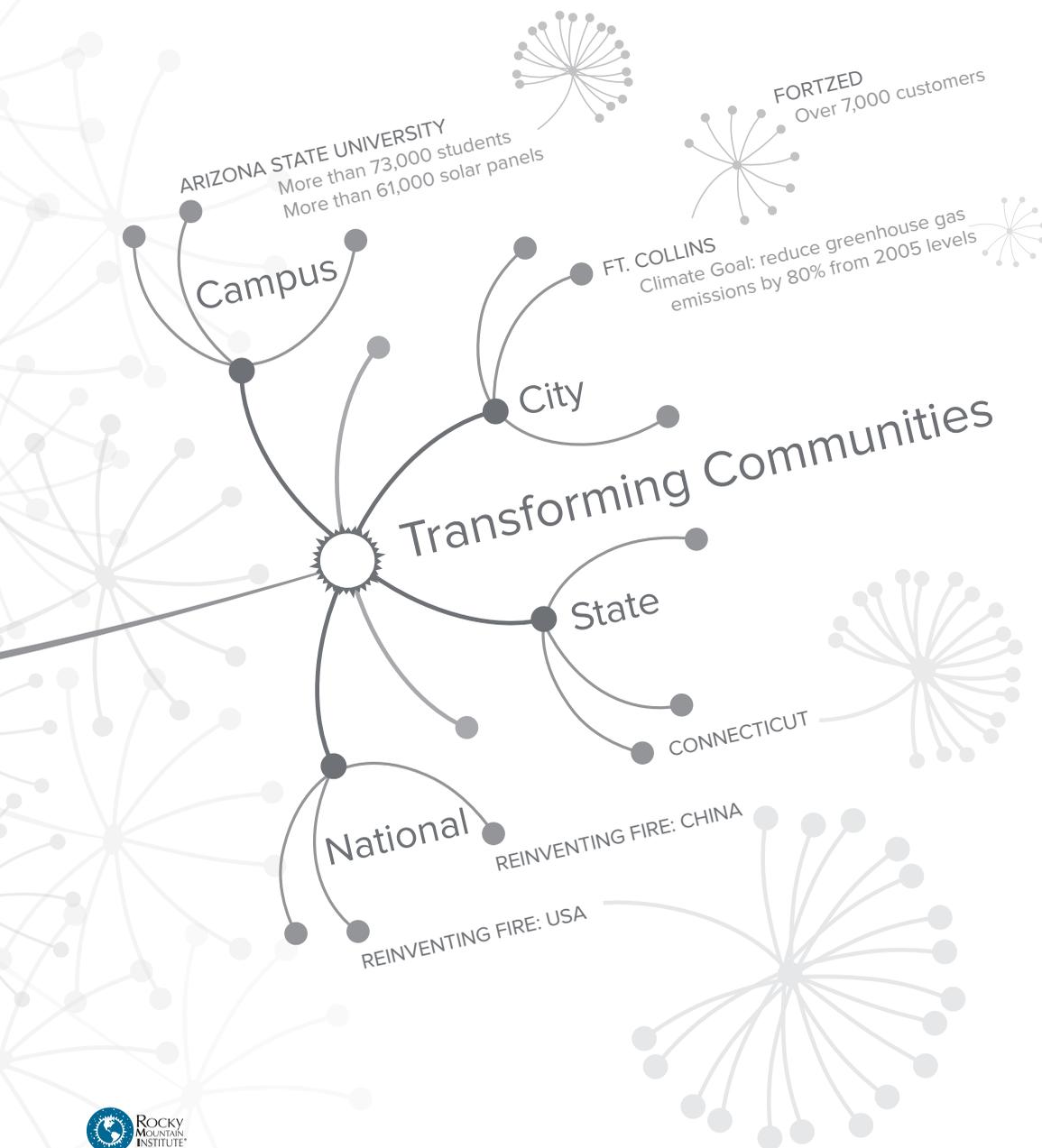
"The Volkswagen XL1 is a hypercar in the way that might make Amory Lovins smile. That's a nod to one of the creators of the original 1990s Hypercar project from the Rocky Mountain Institute."

- *The Washington Post*

# TRANSFORMING COMMUNITIES' ENERGY STRATEGIES



**Reinventing Fire** offers a comprehensive vision and pathway to a brighter energy future for the United States, integrating solutions that cut across traditional sectoral boundaries. A great microcosm in which to do that—small enough to be tractable, big enough to matter—is communities. From campus-wide initiatives to citywide programs to statewide recommendations, RMI is helping communities take charge of their energy use to move towards a clean, prosperous, secure energy future.



## A CARBON-NEUTRAL CAMPUS

**Arizona State University (ASU), America's largest university, has committed to carbon neutrality by 2025.** It's a bold goal, but as with many higher education institutions in the U.S., money is tight and student population growth is significant. RMI is partnering with Ameresco and ASU to craft a roadmap to achieve this challenging goal over the next twelve years. Through whole-system analysis, we have set out to bridge the gap between what is theoretically possible and what can actually be achieved under realistic financial constraints. It will require optimizing building efficiency and thermal district energy systems; rethinking campus, faculty, and student transportation; and building an electricity infrastructure based on microgrids and a lot of renewable generation.

If ASU reaches its carbon neutrality goals on time, that alone would be significant. In addition, the cities of Tempe and Phoenix are watching and promise to follow suit. Other major universities are also looking to ASU as they start their own plans to attempt carbon neutrality.

## A NET-ZERO-ENERGY CITY DISTRICT

**The City of Fort Collins, Colorado, may soon have a net-zero-energy district—a district that produces as much energy as it consumes—in the heart of downtown, built upon a foundation of energy efficiency and local renewable generation.** Called FortZED (Zero Energy District), the effort, launched in 2007, involves the City; its municipal utility, Fort Collins Utilities; local nonprofit UniverCity Connections; and the Colorado Clean Energy Cluster. The district encompasses Colorado

State University and a large section of Old Town, Fort Collins' historic downtown area. In November 2012, RMI brought together some of the nation's leaders in net-zero-energy development, including members of RMI's Electricity Innovation Lab (e-Lab) initiative, to provide strategic direction. The FortZED-specific effort also has the potential to expand to the entire community.

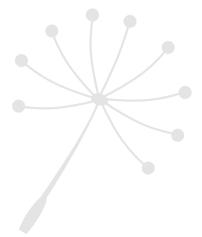
**Meanwhile, RMI is helping Fort Collins explore how it could reach and even accelerate its goal to cut greenhouse gas emissions by 80 percent from 2005 levels by 2050.** That's no small feat since nearly three-fourths of electricity and some 95 percent of all energy consumed comes from coal, oil, and natural gas.

## A STATEWIDE REINVENTING FIRE

Keeping the lights on and the engines of commerce and innovation humming in the State of Connecticut requires a stable, secure energy supply—and a lot of energy. The state uses 750 trillion BTUs of energy per year—mostly from fossil fuels and nuclear power, and only three percent from renewables.

**RMI advised the state in thinking through its near- and long-term energy strategies to drive towards its carbon goals—emissions 10 percent below 1990 levels by 2020 and 80 percent below 2001 levels by 2050—while strengthening the economy.** Helping find cost-effective strategies to lower energy in the industrial and buildings sectors, while integrating new and innovative strategies in electricity, can help the state meet today's challenges and start a transformation to a durable energy future.

# CREATING THE GRID OF THE FUTURE



During the summer of 2012, RMI launched something unique—the Electricity Innovation Lab (e-Lab). e-Lab engages thought leaders and decision makers from across the electricity sector: utilities, regulators, grid operators, large customers, distributed renewables and technology companies, and nonprofits. We've brought together incumbents and insurgents, providers and consumers, technologists and policymakers, to learn, collaborate, and innovate together to create a whole new electricity system.

Why such a diverse group? Because the fast-moving challenges facing today's electricity system are enormously complex, requiring cooperation among actors who are often at odds. In short, e-Lab is working on solutions to problems that no stakeholder can tackle alone.

## AN ELECTRIC GRID IN FLUX

Four major motivations drive RMI's leadership of and participation in e-Lab:

1. The current U.S. system based on central thermal power generation and long-distance transmission needs fundamental changes to achieve RMI's vision of an 80 percent renewable, half-distributed, resilient electricity future.

2. Simply maintaining the aging and already antiquated infrastructure of the current grid will require up to \$2 trillion in investment, just through 2030. Now is the time, before we commit to decades more of the same old power system, to rethink how we might invest smarter for a far better result. After all, *Reinventing Fire* found a transformed system could cost roughly the same as the old-style one.

3. Rapid growth in distributed energy resources (DERs)—including owner- and third-party-financed solar, energy efficiency, and demand response—is speeding change and shifting the relationships between utilities and customers. DERs on the customer's side of the meter have created a two-way relationship that's rapidly displacing power flows solely from utility to customer.

4. Superstorm Sandy and other threats to the grid have heightened interest in grid resilience and security. Efficiency, distributed renewables, and microgrids offer big advantages over large, slow-startup central plants and long transmission lines.

## ENVISIONING THE ELECTRICITY SYSTEM OF THE FUTURE

As the rapid proliferation of DERs shifts the utility-customer relationship, old utility one-size-fits-all business models are quickly becoming outdated. e-Lab's influential spring 2013 report, *New Business Models for the Distribution Edge*, offered possible solutions for migrating utilities to new business models more compatible with DERs and a clean, distributed energy future. In June 2013 David Roberts of *Grist* called it "the best thing I've read on utilities and distributed energy."

Nowhere is the need for new business models more evident than with distributed rooftop solar, a lightning rod for disputes among utilities, third-party solar financiers/

installers, and customers. The vast majority of rooftop solar in the U.S. is net-metered, balancing a customer's solar generation and grid-purchased power at the same price. But such simplistic policies, while they've usefully driven initial solar adoption, don't adequately account for either the benefits or the potential costs solar PV offers to the greater system.

RMI and e-Lab's follow-up report, *A Review of Solar PV Benefit and Cost Studies*, started the important work of identifying these benefits and costs, places of consensus or disagreement, and most importantly, gaps in knowledge. What *Greentech Media* called an "even-handed analysis" is now the launching point for partnering with utilities and other stakeholders to develop real-world pricing approaches for solar PV. Meanwhile, RMI and other e-Lab partners have joined together for on-the-ground projects, including with the City of Fort Collins (page 11) and the U.S. Navy (page 21).

Transmission tower image courtesy of Shutterstock. e-Lab image copyright RMI.



# DRIVING SOLAR POWER COSTS DOWN

RMI continues to invest in ideas to drive down solar photovoltaic systems' total cost, whether purchased or financed. Despite massive declines in module prices, total installed cost still requires too much capital out of pocket for the average citizen. The good news is that solar financing is rapidly expanding, supporting about 75 percent of all new residential solar installs. However, where financing is available it is backed by high financing costs comparable to that of credit cards, out of alignment with the low asset risk solar represents.



## REDUCING SOFT COSTS

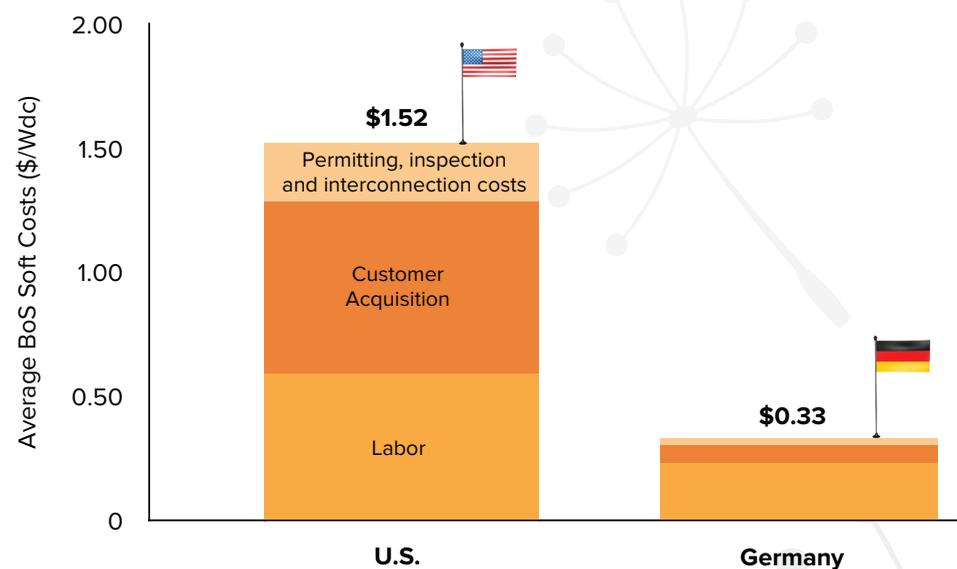
The U.S. Department of Energy's SunShot targets, based on RMI's pathfinding 2010 balance-of-system (BoS) work, revealed how to save nearly half of non-module costs. Now RMI and the National Renewable Energy Laboratory are working together, leveraging SunShot funding, to develop a roadmap aimed at cutting the total cost of PV systems 75 percent by 2020 by focusing primarily on the biggest and hardest part (over half today's total)—“soft costs” like permitting, installation, and inspection. Australia's soft costs are far below America's; Germany's are one-fifth of ours. So in cooperation with the Georgia Tech Research Institute, RMI's Simple BoS initiative has partnered with Germany's key solar installers to analyze, adapt, and adopt their best practices. **Findings from the study will enable U.S. installers to halve soft costs and continue solar power's fast march to wide competitiveness.**

## SOLAR FRIENDLY COMMUNITIES

We're also helping purge Byzantine procedures for permitting, inspection, and grid connection, starting in our home state of Colorado. Partnering with the Department of Energy, Colorado Solar Energy Industries Association, American Solar Energy Society, Boulder County, and the cities of Denver, Fort Collins, and Golden, RMI has developed a roadmap and rating system to recognize and reward communities that streamline their permitting process. As a result, **ten communities statewide have already streamlined permitting and are now certified as Solar Friendly Communities.** We also worked with fire officials, solar installers, and building department officials to develop a compromise between the solar industry and firefighters that still ensures firefighter safety while maximizing the amount of rooftop space that can be used for solar. **Now we're poised to replicate the Colorado success of Solar Friendly Communities through targeted partnerships that will roll out the work nationwide.**

## LOWERING THE COST OF CAPITAL

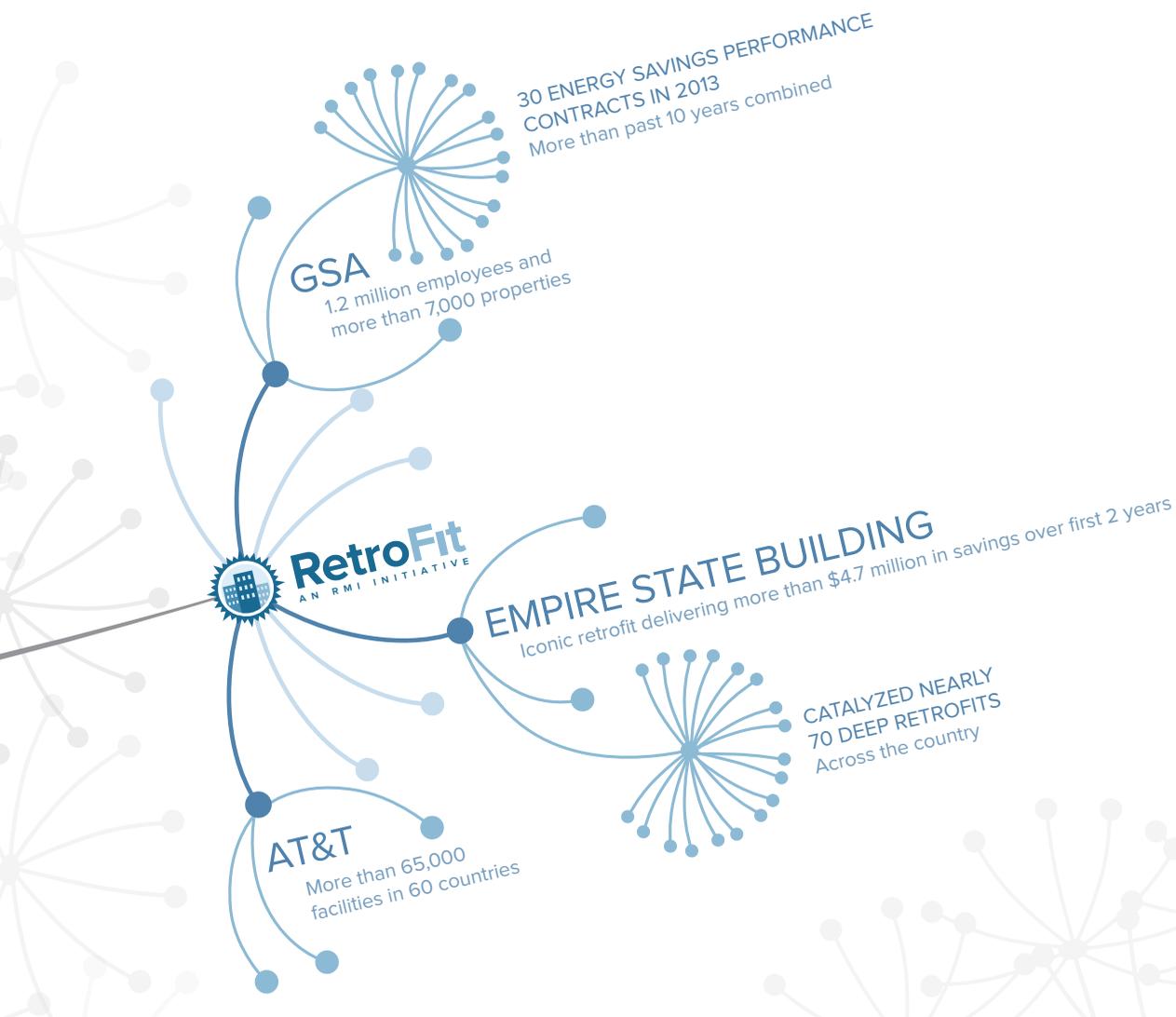
Our third line of attack on soft costs is through the capital markets. Despite a robust solar market, few lenders take part and fewer charge reasonable rates, often because efficiently underwriting loans requires both more scale and more clarity about industry and project risks than the market has provided. RMI's work with two working groups, truSolar and Solar Access to Public Capital (SAPC), is changing that. By establishing uniform credit screening, underwriting, and leasing standards for residential, commercial, and industrial PV projects, RMI and leading names in solar and finance—including DuPont, Assurant, Standard and Poor's, Underwriters Laboratories, and the National Renewable Energy Laboratory—are producing the necessary requirements to increase finance participation and lower the cost of capital. In FY 13 truSolar produced a prototype of the credit screen, and we are currently entering beta phase to test the credit score against real projects. SAPC created standard lease documents and is preparing for a mock filing with 17 banks and finance groups. **This approach holds the exciting potential to unlock underwriting capital, reduce project failures, and cut the levelized cost of solar electricity by 8–16 percent.**



Solar panel image courtesy of Shutterstock.

# MAKING AMERICA'S BUILDINGS SUPEREFFICIENT

Buildings in the U.S. consume 42 percent of total energy and 72 percent of electricity. They use more energy than any entire country except the U.S. and China. Yet investing an extra \$0.5 trillion in the nation's 120 million buildings between now and 2050 could save \$1.9 trillion. It's really hard to do that building by building, so RMI focuses on triggering change at scale—largely by transforming the energy strategy for entire portfolios of buildings.



## EMPIRE STATE BUILDING

Few buildings in the world are as iconic as New York City's Empire State Building. Its 2010 deep retrofit—whose design RMI coled with energy service company Johnson Controls (JCI) and property manager Jones Lang LaSalle (JLL)—surpassed energy performance results for the second straight year, saving \$2.4 and \$2.3 million in years one and two, respectively, and increasing the value of the building significantly. Due to its prominent success, JCI and JLL have invested to shift their business models toward deep retrofits and to roll out similar deep retrofits at **nearly 70 other projects across the country**—exactly the experience-led scaling effect we sought.

## GENERAL SERVICES ADMINISTRATION

Another huge lever is the nation's largest landlord, the General Services Administration, which manages more than 7,000 properties hosting more than 1.2 million federal employees—nearly all federal buildings except those of the Postal Service and Department of Defense. With tight government budgets, even for energy efficiency retrofits, GSA often works with energy service companies (ESCOs) that perform efficiency retrofits in return for a share of the energy costs they save. But with RMI's help, GSA and its ESCO partners are going further. First, we helped create the National Deep Energy Retrofits program for GSA. Then, we educated key GSA and ESCO stakeholders on how to achieve deep retrofits. The combined impact of everyone's shared commitment has been profound: **GSA's average expected energy efficiency gain on retrofits more than doubled from 18 percent to 39 percent, with some projects surpassing 60 percent**, and in 2013 GSA plans to execute close to 30 energy savings performance contracts—more than in the past ten years combined.

## AT&T

Few examples of scaling are as potentially impactful as RMI's work with telecommunications giant AT&T. Its extensive real estate portfolio—one of the largest in the world—includes more than 65,000 facilities in 60 countries. RMI teamed up with AT&T to help cost-effectively reduce energy consumption in these facilities. AT&T already has taken steps toward implementing some of RMI's recommendations. Broadly communicating AT&T's results will enable corporate office energy managers across the U.S., and beyond, to save more energy with even higher returns.

## DEEP RETROFIT VALUE PROJECT

Deep retrofits, which save half or more of a building's energy use and cost, don't only save energy and enable more cost-effective renewable supply. **Efficient buildings' dramatically better performance makes their occupants happier, healthier, and more productive, thus reducing absenteeism, raising sales and lease rates, boosting rents, and otherwise creating major real estate value.** Real estate decision makers used to ignore such value-adds but in hypercompetitive markets can no longer afford to leave that money on the table by only making superficial building improvements. That's why RMI's Deep Retrofit Value Project is creating frameworks and standards that the industry can use to express these values, including documenting how many basis points each efficient or green feature adds to observed market capitalization rates. This accelerates efficiency and in particular makes deep retrofits more common because the extra value makes undertaking larger projects more feasible and justifiable.

A NEW FIRE FOR THE DRAGON:

# CHARTING A CLEAN ENERGY PATH FOR CHINA



In 2011, RMI published *Reinventing Fire*, a business-led energy roadmap for shifting the U.S. off oil and coal by 2050, at a \$5 trillion net savings, by aggressively deploying energy efficiency and renewables. Now RMI is embarking on an equally bold initiative that could transform the global energy landscape: conduct a similar analysis for China.

Together China and the U.S. account for 38 percent of global energy use and 43 percent of global energy-related CO<sub>2</sub> emissions. China recently surpassed the U.S. to become the world's largest gross energy consumer and CO<sub>2</sub> emitter, although the U.S. still uses and emits more per person. As the world's largest energy consumer, China burned over four billion tons of coal in 2012—more than the rest of the world combined—and is about to become the world's largest oil importer.

**The simple truth is that any path to a new energy era—and especially one that tackles global climate change—must pass through China. Which is why RMI has launched an exciting new collaborative effort, Reinventing Fire: China.**

RMI is working in a unique partnership of Chinese and American experts, including China's leading national energy-analysis organization (the Energy Research Institute of the National Development and Reform Commission, NDRC, which leads China's strategic planning), Energy Foundation China (also sponsored by NDRC), and the China Energy Group at Lawrence Berkeley National Laboratory. Combining their expertise with RMI's three-plus decades of effort driving

the efficient and restorative use of resources creates a team equal to the challenge and complexity of the task.

The official launch took place on June 19, 2013, with approximately 90 senior officials, corporate leaders, and academics in attendance, led by NDRC's Vice-Chair and including the Ministry of Science and Technology, the Ministry of Housing and Urban-Rural Development, and the United States Department of Energy. **A representative from the World Bank commented that he had never seen this "Who's Who" of China's energy establishment in one place before—a testament to the timeliness of the project, the enthusiasm it's attracted, and the ability of RMI to convene at the highest levels.**

Reinventing Fire: China will provide knowledge that can lead to actions—policies, technology development, and adoption approaches—to improve China's overall energy efficiency and speed the adoption of renewables, both to the maximum feasible extent and with a sharp eye on economics. The timing is perfect, as the project will be able to provide guidance on China's energy strategy in the upcoming 13<sup>th</sup> Five Year Plan, many of whose key authors are on the project's steering committee and eager for its findings.

“We do not yet have a model of sustainable energy development that works for the world. Both the U.S. and China need to work together in this bold effort to reinvent fire. We need to liberate our thinking and be brave in our research.”

- Zhou Dadi, Director General Emeritus of the Energy Research Institute



The work has only just begun, but the momentum is strong and the shared enthusiasm of all involved is serving as a powerful engine to advance Reinventing Fire: China. China has been the world's biggest economy for 18 of the past 20 centuries, and is expected soon to retake that title in this century. For some of the best energy thinkers

and practitioners in our two countries to work together—identifying the most promising new ways to improve China's energy system as radically as we've shown the U.S. can do, and conversely to learn from China's remarkable experience to improve U.S. practices—is important for the security and prosperity not just of both our nations but of the entire world.

China image courtesy of Shutterstock.

# LEVERAGING LEADING ADOPTERS

RMI has become a go-to resource on how to source renewable energy, especially among big energy users with enough purchasing power to move markets and change industry practices, and with “stretch” goals that help reshape industrial sentiment.

## RENEWABLES PURCHASING

Nestle Waters North America (NwNA), which has a national network of plants, has a goal to **use 100 percent renewable energy**. RMI is helping NwNA find an effective renewable electricity sourcing strategy to meet these goals, and accelerated implementation targeting renewable electricity is already underway. NwNA wants to set an example nationally for distribution-intensive and consumer-focused companies, and RMI wants that example to be compelling and influential.



Solar panels and Navy images courtesy of Shutterstock.

## EFFICIENCY LEAPS

This year, RMI also helped one of the country’s largest private freight fleet operators identify opportunities and set goals to improve logistics efficiency—a program that already had reduced consumption dramatically over the past 10 years. **If all fleets met these same goals, RMI’s Reinventing Fire targets for trucking efficiency would be close to two-thirds met.**

## MICROGRID INNOVATION

RMI also works with change leaders in government—helping, for example, to speed microgrid innovation on Naval bases. Participants in an RMI-led effort developed solutions to improve the microgrid design process, established the approach and data needs to quantify the microgrid business case, and outlined an evolutionary path for microgrid participation in markets.

The Navy is thus taking a leading role in the testing and validation of both the technical and economic dimensions of microgrid technology. The Navy’s *Strategy for Renewable Energy* spells out the importance of microgrids, especially as they relate to harnessing the maximum potential of renewable generation.

**“In parallel with deploying renewable generation, DoN must also continue the effort to pursue development of smart microgrids on our installations. Being able to generate power independently is of strategic importance, but will not significantly improve an installation’s security unless the power is available during blackouts or other incidents affecting grid reliability...”**

What’s more, RMI’s Chief Scientist continues to advise the Chief of Naval Operations and teach the Navy Secretary’s energy course at the Naval Postgraduate School—work that helps develop and strengthen the Navy’s and other Services’ rapid shift to microgrid architectures that make military bases’ power supplies highly resilient and set the pace for civilian adoption.



## OUR WORK WITH LEADING ADOPTERS TRIGGERS A SERIES OF CASCADING BENEFITS:

### 1. DIRECT IMPACT

*The direct impact of big buyers’ switch from fossil fuels to clean renewables*

### 2. LEADER EFFECT

*The “leader effect” as competitors follow suit, helping to scale demand for renewable power*

### 3. DEMAND PULL

*The resulting “demand pull” on renewable energy suppliers, who scale up their projects and further cut their costs.*

# SPREADING THE MESSAGE

Solutions can't scale in a vacuum. We need to spread the message. In the past year, RMI traveled far and wide. The number of visitors to our redesigned website, [rmi.org](http://rmi.org), and blog, *RMI Outlet*, increased 41 percent and 74 percent respectively over the previous year. RMI's work was also featured in a wide variety of print, online, and broadcast media.



# DEVELOPMENT REPORT



At RMI, donor development is about cultivating deep relationships with our broad base of supporters—relationships essential to furthering the Institute's mission. In 2013 we were particularly excited that many of our donor relationships began to expand well beyond financial support. Certainly, like most nonprofits, RMI depends on donors' financial support, yet more and more we are also seeking to benefit from the many other ways supporters can participate in our mission—spreading the word, engaging on social media, and participating in advisory panels and program evaluation, for example.

Like other nonprofits, we have found that traditional models for engaging our supporters are no longer sufficient to sustain our mission. In their place we are developing a new model of donor engagement, one that is more comprehensive, and better reflects the growing importance that supporters' insights and influence can play in addition to their financial gifts.

We are humbled by the wealth of experience, insight, and influence of all of you who support us. Given the monumental task at hand to transform global energy use, we need to leverage that potential to the fullest extent possible. Whether it is in developing new programs, evaluating old ones, or more, RMI's supporters can be a passionate, talented, and energetic army to aid in our shared mission. Furthermore, our supporters can be an important partner in spreading RMI's insights and innovations. What better way to test and refine our programmatic messages, and to access channels to grow our programs to a scale we'd otherwise struggle to access on our own, than to enlist our supporters' talents?

We are extremely grateful for that support, and hope to grow not only our base of supporters, but also the relationships we have with our supporters, over the coming years.

Donor image copyright RMI.

# FINANCIAL COMMENTARY

Rocky Mountain Institute's financial performance improved dramatically for fiscal year 2013. Strong philanthropic support, together with the proceeds from the sale of the Windstar property, increased GAAP revenues 60 percent over 2012 actuals. Excluding this one-time, extraordinary event, revenues rose approximately 20 percent compared to the previous fiscal year. This increase in revenue allowed RMI to strengthen its programs and capacity to deliver results, begin the conceptual design of a new building, increase cash reserves, significantly reduce long-term debt, and end the year with net assets of \$11.76 million—\$4.20 million over the previous fiscal year's end.

Fiscal year 2013 GAAP revenues of \$16.4 million were well above our FY 2012 revenues of \$10.2 million. Although foundation philanthropic giving declined (-\$557k) and professional fee-for-service revenue was less than the past year (-\$383k), individual and corporate support significantly increased (\$7.13M). This increase included a generous bequest from a long-time donor and a donation from the Windstar Land Conservancy (jointly governed by RMI) for earnings from the sale of property (see facing page). Operationally, RMI continued its discipline in spending, while building capacity in our development and programmatic areas—total operating expenses rose \$940k (8.4 percent) for FY 2013.



Ed McCullough  
Director of Finance



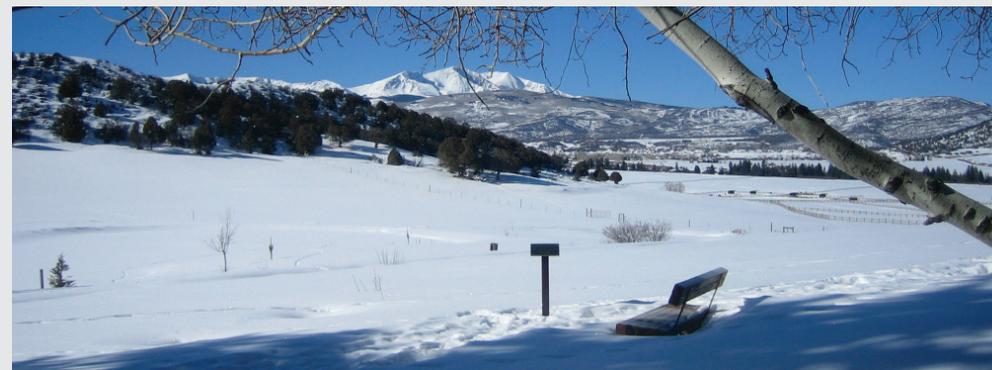
## STAFFING UP

RMI's team is critical to our success in scaling impact. By that measure we experienced robust growth during fiscal year 2013. RMI hired 29 exceptionally talented individuals, for a net increase of 11. Our diverse team is as strong as ever, with deeply experienced and accomplished new hires joining us from across government, nonprofit, business, academic, military, and start-up backgrounds. You'll find details at [www.rmi.org/staff](http://www.rmi.org/staff).

Interns played a crucial supporting role as well. This year we once again hosted an amazing group of bright and enthusiastic future leaders, thanks to our internships sponsored or endowed by Fred and Alice Stanback with Duke University, Argosy Foundation with students from Colorado universities, the Phillip Austin Semmer Memorial Internship Endowment, the Eric Konheim Memorial Internship Fund, and MAP Fellows from Stanford University.

## WINDSTAR PROPERTY

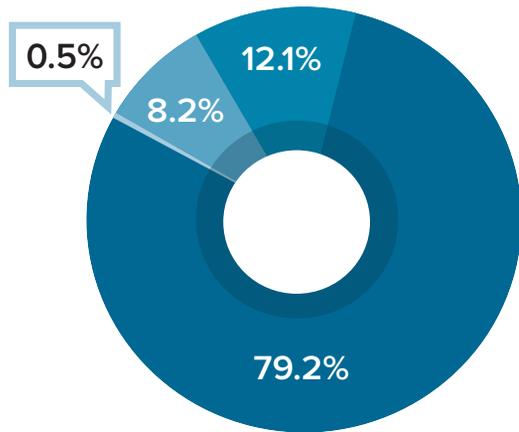
In April 2013, RMI received proceeds from the sale of the Windstar property, in which it had purchased a 50 percent interest in 1996 and where its Snowmass, Colorado, office has been located for 20 years. RMI and the now-dissolved Windstar Foundation created a new nonprofit, Windstar Land Conservancy (WLC), to hold title to the land and steward and restore it to full ecological health. The three entities placed a conservation easement on the property that forever preserves 927 of the 957 acres from development and provides public access to the conserved area. WLC has dissolved and the easement's beneficiaries, Pitkin County and Aspen Valley Land Trust, will continue to monitor care of the land.



# FINANCIALS

## OPERATING EXPENSES

(% OF TOTAL OPERATING EXPENSES)

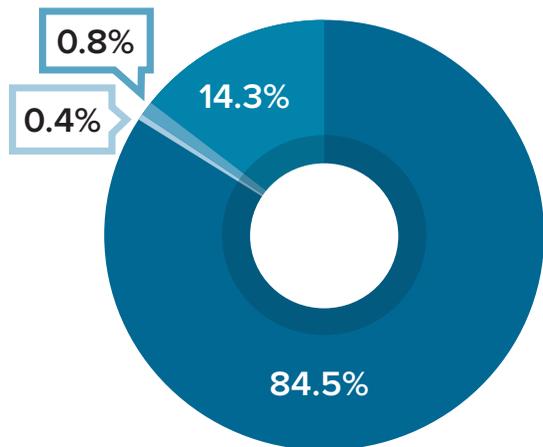


EXPENSES (thousands of dollars)		
PROGRAM SERVICES	\$9,602	79.2%
FUNDRAISING	1,465	12.1%
MANAGEMENT & GENERAL	995	8.2%
FACILITIES	54	0.5%
<b>TOTAL EXPENSES</b>	<b>\$12,116</b>	



## OPERATING REVENUES

(% OF TOTAL OPERATING REVENUES)



REVENUE (thousands of dollars)		
CONTRIBUTIONS & GRANTS	\$13,894	84.5%
COLLABORATION	2,347	14.3%
IN-KIND DONATIONS	135	0.8%
OTHER REVENUE	73	0.4%
<b>TOTAL REVENUE</b>	<b>\$16,449</b>	



## BALANCE SHEET—AUDITED

(THOUSANDS OF CURRENT DOLLARS)

### ASSETS

	6/30/2013	6/30/2012	6/30/2011
CASH & MARKETABLE SECURITIES	621	929	2,544
CAPITAL RESERVE FUND	7,752	4,344	4,669
GRANTS ESCROW FUND	1,619	1,594	1,588
ACCOUNTS RECEIVABLE	455	588	248
GRANTS & PLEDGES RECEIVABLE	300	324	—
INVENTORY	2	12	1
PROPERTY & EQUIPMENT (NET)	1,663	1,626	1,494
ASSETS RESTRICTED FOR ENDOWMENT	802	708	747
OTHER ASSETS	261	155	233
<b>TOTAL ASSETS</b>	<b>\$13,475</b>	<b>\$10,280</b>	<b>\$11,524</b>

### LIABILITIES AND NET ASSETS

	6/30/2013	6/30/2012	6/30/2011
ACCOUNTS PAYABLE	270	265	157
COMPENSATED ABSENCES	185	204	228
ACCRUED PAYROLL	247	231	238
OTHER ACCRUED EXPENSES	865	783	949
CURRENT PORTION - LIABILITIES	78	120	230
LINE OF CREDIT	—	750	—
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,645</b>	<b>2,353</b>	<b>1,802</b>
<b>LONG-TERM LIABILITIES</b>	<b>68</b>	<b>367</b>	<b>380</b>
<b>TOTAL LIABILITIES</b>	<b>1,713</b>	<b>2,720</b>	<b>2,182</b>
<b>NET ASSETS</b>	<b>11,762</b>	<b>7,560</b>	<b>9,342</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$13,475</b>	<b>\$10,280</b>	<b>\$11,524</b>

**STATEMENT OF ACTIVITIES**—AUDITED  
(THOUSANDS OF CURRENT DOLLARS, GAAP BASIS)

**OPERATING REVENUE AND SUPPORT**

	12 MONTHS ENDING 6/30/13	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/12	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/11	% OF OPERATING REVENUE
COLLABORATION	2,347	14.3%	2,730	26.6%	1,991	15.7%
FOUNDATION & GOVERNMENT GRANTS	2,149	13.1%	2,706	26.4%	1,925	15.2%
INDIVIDUAL & CORPORATE CONTRIBUTIONS	11,746	71.4%	4,617	45.1%	8,561	67.5%
PUBLISHING & ROYALTY REVENUE	40	0.2%	28	0.3%	5	0.0%
CONTRIBUTED FACILITIES/IN-KIND DONATIONS	135	0.8%	135	1.3%	135	1.1%
OTHER REVENUE	32	0.2%	28	0.3%	76	0.6%
<b>TOTAL OPERATING REVENUES &amp; SUPPORT</b>	<b>\$16,449</b>	<b>100.0%</b>	<b>\$10,244</b>	<b>100.0%</b>	<b>\$12,693</b>	<b>100.0%</b>

**OPERATING EXPENSES**

	12 MONTHS ENDING 6/30/13	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/12	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/11	% OF OPERATING REVENUE
PROGRAM SERVICES	9,602	58.4%	8,639	84.3%	8,288	65.3%
EXPENSES ON BEHALF OF WLC	54	0.3%	57	0.6%	68	0.5%
MANAGEMENT & GENERAL	995	6.0%	1,245	12.2%	1,372	10.8%
FUNDRAISING	1,465	8.9%	1,236	12.1%	1,136	9.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$12,116</b>	<b>73.7%</b>	<b>\$11,177</b>	<b>109.1%</b>	<b>\$10,864</b>	<b>85.6%</b>
<b>OPERATING MARGIN</b>	<b>\$4,333</b>	<b>26.3%</b>	<b>\$(933)</b>	<b>-9.1%</b>	<b>\$1,829</b>	<b>100.0%</b>

**NON-OPERATING REVENUE**

	12 MONTHS ENDING 6/30/13	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/12	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/11	% OF OPERATING REVENUE
GAIN/(LOSS) ON SALE OF ASSETS	—	0.0%	—	0.0%	—	0.0%
GAIN/(LOSS) ON SALE OF INVESTMENTS	258	1.6%	(428)	-4.2%	295	2.3%
INVESTMENT INCOME	135	0.8%	66	0.6%	116	0.9%
GAIN/(LOSS) ON OTHER INVESTMENTS	—	0.0%	—	0.0%	(109)	-0.9%
<b>TOTAL NON-OPERATING INCOME</b>	<b>\$393</b>	<b>2.4%</b>	<b>\$(362)</b>	<b>-3.5%</b>	<b>\$301</b>	<b>2.4%</b>

**NON-OPERATING EXPENSES**

	12 MONTHS ENDING 6/30/13	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/12	% OF OPERATING REVENUE	12 MONTHS ENDING 6/30/11	% OF OPERATING REVENUE
DEPRECIATION	282	1.7%	280	2.7%	303	2.4%
FACILITIES CONTRIBUTED EXPENSE	135	0.8%	135	1.3%	135	1.1%
INTEREST EXPENSE	107	0.7%	72	0.7%	35	0.3%
<b>TOTAL NON-OPERATING EXPENSES</b>	<b>\$524</b>	<b>3.2%</b>	<b>\$487</b>	<b>4.8%</b>	<b>\$473</b>	<b>3.7%</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$4,202</b>	<b>25.5%</b>	<b>\$(1,782)</b>	<b>-17.4%</b>	<b>\$1,657</b>	<b>13.1%</b>

LETTER FROM THE

# CHAIR OF THE BOARD OF TRUSTEES

As we move into the next year I extend my sincere thanks on behalf of everyone at RMI to Michael Potts, who has stepped down after six years as CEO of RMI and two previous years as a Trustee. Under Michael's leadership, RMI sharpened its programmatic focus to help shift the nation towards a new energy era based on efficiency and renewables. *Reinventing Fire*, RMI's ambitious and bold business-led plan to get the U.S. profitably off oil, coal, and nuclear energy by 2050 while supporting a larger economy, was an outcome of that effort.

We are also very fortunate to welcome Jules Kortenhorst as RMI's new chief executive officer after a wide international search. As the founding CEO of the European Climate Foundation, whose *Roadmap 2050* is the European analogue to *Reinventing Fire*, Jules brings significant experience and understanding of the global energy issues RMI works to solve. Jules has held leadership positions across both the energy and business sectors, and his background spans government, industry, entrepreneurship, and nonprofit work, complementing RMI's focus on implementing market-driven initiatives across all four sectors that use fossil fuels. I am enthusiastic about Jules's ability to scale the impact of RMI and accelerate our nation's and the world's energy transition.

RMI's commitment to hiring the most talented individuals, as evidenced by Jules and the other passionate employees who make up the RMI team, and its equally strong commitment to cultivating those individuals, was highlighted this year when *Outside Magazine* named RMI in its 2013 list of "100 Best Places to Work." Not only is RMI a great place to work, but we also do great work. RMI has exciting days ahead as its projects scale up to create greater impact around the world. The Board of Trustees is proud to help RMI realize its ambitious vision and to help lead the shift to a clean, prosperous, and secure future.



Tom Dinwoodie  
Chair of the Board of Trustees



ROCKY MOUNTAIN INSTITUTE'S

# BOARD OF TRUSTEES

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**David Allen**, Seattle, Washington. BA (U. Washington) accounting. Principal and Executive VP of McKinstry, an innovative \$0.7-billion Seattle-based engineering, construction, energy, and facility services firm. Board Chair, Economic Development Council; Director, Washington Clean Technology Alliance.

**Sharman Altshuler**, 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, 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 U. California 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 College). Member of MOFGA, One Billion Rising organizer, Slow Money investor. Director, Caulkins Family Foundation.

**Thomas Dinwoodie**, Chair of the Board of Trustees, RMI, Richmond, California. BS (Cornell) structural engineering, MS (MIT) mechanical engineering, MA (U. California 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. BA (U. Chicago) humanities & geology. Engineering director, Hydrodynamics Lab, U. Chicago; mechanical and optical engineer and project manager, various aerospace companies; Founder and former President, Alphametrix, Ltd.; VP, Aspen Science Center; 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.

# BOARD OF TRUSTEES

(CONTINUED)

**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, D.C. BS, MSEE, PhD (Stanford) electrical engineering. U.S. Under Secretary of Energy 2009–10. Previously Provost & SVP, Johns Hopkins University, Dean of Engineering, Duke University. Winner, 2008 Fritz Medal Award and Washington Award. Numerous publications, 129 patents. Director, Cisco Systems, AES Corporation, and Boston Scientific.

**Amory B. Lovins**, Snowmass, Colorado. Cofounder, Chief Scientist, Chairman Emeritus of RMI. MA (Oxon. Spec. Resoln.), 12 doctorates h.c. Hon. AIA, FRSA, Swedish engineering academician. Physicist, consultant, 31 books, 490 papers, numerous awards, ten visiting chairs (most recently Stanford Engineering School 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. Former 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. Advisory Board, People & Planet Positive, IKEA. Jury, Dutch Postcode Lottery's Green Challenge prize.

**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 (law firm), Managing Partner, Fahr LLC (climate and energy operations of Tom Steyer). Founding Managing Director, Estabrook Funds. Chairman, Boettcher Foundation. Author, Drafting Business Contracts.



RMI Awarded  
€900,000 (\$1,141,625)  
by Dutch Postcode Lottery

RMI was honored this year to receive its fifth annual grant from the Dutch Postcode Lottery (Nationale Postcode Loterij). The Lottery presented this generous award at its annual Goed Geld ("Good Money") Gala in February 2013 at Amsterdam's Concertgebouw, which is celebrating its 125<sup>th</sup> year. President Clinton, who initially introduced RMI to the leadership of the Lottery, spoke to the event's 1,200 representatives of the Lottery's many beneficiaries.

Since 1989, the Dutch Postcode Lottery has been raising funds to support organizations working for a fairer, greener world. The Lottery has grown to become the Netherlands' biggest charity lottery and the world's third-largest private funder, and has given almost €4 billion to human and environmental causes since its founding. At its 2013 Gala, the Lottery awarded a record €291 million. RMI is honored to be a beneficiary and partner of the Postcode Lottery, along with 88 other charitable organizations from around the world. Funding from the Dutch Postcode Lottery is instrumental in carrying out RMI's mission significantly expanding our reach and deepening our impact.

## RMI LEGACY SOCIETY

The RMI Legacy Society was formed to honor those individuals who remember Rocky Mountain Institute with their gift of a bequest or other planned gift in their will or estate plan.

Esther & Francis Bligh	Bruce Hathaway & Karen Sagstetter	Deborah Reich
Diana Beuttas	Margaret & Charles Hollowell	Mark & Judith Schaffer
Kathie K. Brown	Joanne E. Horton	Joan Semmer
Joanne & Michael Caffrey	Stanton Klose	Joel Shapiro
Jonathan Peretz Chance	Erika Leaf	Jane Sharp-MacRae
Anne Cooke	Marge Wurgel & Keith Mesecher	Sally Dudley & Charles Sieloff
Carol G. Dano	David Muckenhirn	Etel & Joseph B. Thomas, IV
Richard Ford	James M. & Louise Wilson Noyes	Raymond D. Watts
Cheri A. Glaser	Ann Pruitt	Susan Weber
Kay C. Haines		T. Walley Williams
John & Marcia Harter		Anonymous (17)

**CONTRIBUTIONS TO RMI BETWEEN 1 JULY 2012 AND 30 JUNE 2013**

**HEROES  
\$1,000,000 and above**

The Estate of Esther & Francis Bligh  
Dutch/Nationale Postcode Loterij  
Alice & Fred Stanback

**VISIONARIES  
\$100,000–999,999**

Rachel & Adam Albright  
Ayrshire Foundation  
Peter Boyer & Terry Gamble Boyer  
Dinwoodie-Meservey Family  
Mac & Leslie McQuown  
Reuben & Melinda Munger  
The Estate of Deborah Reich  
Evan Williams & Sara Morishige Williams  
Anonymous

**PATHFINDERS  
\$50,000–99,999**

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Mr. Robert T. Haines & Mrs. Kathryn C. Haines  
Gary Rieschel  
Schmidt Family Foundation  
The Flora L. Thornton Foundation  
Wiancko Charitable Foundation  
Jack & Suzy Wadsworth  
Anonymous

**INNOVATORS  
\$25,000–49,999**

Charles Babbs  
The Bunting Family Foundation  
Caulkins Family Foundation  
Craigslis Charitable Fund  
Johnson Controls, Inc.  
MAP  
Rudy & Alice Ramsey Foundation

The Estate of Jane Sharp MacRae

Anonymous (2)

**PIONEERS  
\$10,000–24,999**

Ray C. Anderson Foundation, Inc.  
Anonymous Charitable Trust  
Arntz Family Foundation  
David & Patricia Atkinson  
Carl & Daryl Bass  
Markell Brooks  
Judith & C. Frederick Buechner  
Carolyn Foundation  
David I. Caulkins  
John N. Caulkins  
Mary Caulkins & Karl Kister  
EarthShare  
Sandra Pierson Endy  
Energy Future Holdings, Ralph Cavanagh

Jeremiah Fass  
John H.N. Fisher & Jennifer Caldwell  
John & Elaine French  
The J.M. Kaplan Fund, Richard Kaplan & Edwina Sandys  
Amory & Judy Hill Lovins  
David & Laurie Wyly Matthews  
The Alice Pack Melly & L. Thomas Melly Foundation  
The Moses Feldman Family Foundation

Pacific Gas & Electric Company  
Rockefeller Family & Associates  
Jeff Tannenbaum & Nisa Geller  
Chris & Lela Wadsworth  
Estate of Raymond D. Watts  
Windstar Land Conservancy  
Sue & Jim Woolsey  
Margaret & Martin Zankel  
Anonymous (2)

**INTEGRATORS  
\$5,000–9,999**

Jeffrey Abramson  
Madhav Acharya  
Paul M. Anderson Foundation  
Anonymous Fund at Aspen Community Foundation  
Arches Foundation, Sara Ransford  
Jim Aresty  
Argosy Foundation  
Yvon & Malinda Chouinard  
Loring & Louise Conant  
The Geraldine R. Dodge Foundation, Robert & Elaine LeBuhn  
Randy Essex & Angelyn Frankenberg  
Suzanne Farver & Clint P. Van Zee  
Mr. & Mrs. Thomas L. Friedman  
Joyce Goodman  
John & Marcia Harter  
Gloria & Bennie Hildebrand  
Beth Hinnen  
Harold & Elizabeth Janeway  
Richard & Marianne Kipper  
B Brand Konheim Charitable Trust, in memory of Eric Konheim  
Bud & Colleen Konheim  
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Willard & Katharine Overlock  
Marty Pickett & Edgell Pyles  
Michael & Gwenn Potts  
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Robert & Leslie Speidel  
The Walton Family Foundation, Inc.  
Judd Williams & Anne Bonaparte  
T. Walley Williams, III  
Anonymous (2)

**OPTIMIZERS  
\$1,500–4,999**

Ann Acheson & Dennis LeMond  
The Acorn Foundation, Ralph Wanger & Leah Zell Wanger  
Peter & Patricia Adler  
Anonymous Fund at the Denver Foundation  
Joel Appel  
Apple Gifts Matching Program  
Brian & Valerie Arbogast  
Tomakin Archambault  
Richard & Joanne Barsanti  
Richard & Debra Barth  
Barbara Bell  
Mac Bell  
Loren Blackford  
Pamela & John Blackford  
Kathy & Bjorn Borgen  
William F. Brady  
Willard B. Brown  
Jackie & John Bucksbaum  
Joan & Michael Busko  
Ames Byrd  
Connie & Jim Calaway  
Alison Carlson  
Carolina Solar Energy II, Richard Harkrader  
Penney & Dennis Carruth  
Carson Irving Punt Trust  
Eleanor Caulkins  
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Darren & Julie Cooke  
Kip & Hilary Crosby  
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Lois-ellin Datta  
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John & Marcia Donnell  
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Charles & Chase Ewald  
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Michael Fain & Judith Barnard  
Fanwood Foundation  
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The Firefly Trust, the Carter & Joan B. Norris Family  
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Gregory A. Fowler & Julie B. Lovins  
Thomas Gabbard  
Gannett Foundation  
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Randy Goldstein  
Susan & William Green  
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Ned & Libby Harvey  
Sue & Bob Helm  
Numa & Emily Hero  
Jeff Hoel  
Logan Hurst & Nancy Reynolds  
Robert Hutchinson  
Charles N. Jaffee & Marvina Lepianka  
Michael & Chantal Jennings  
Michael Johnston  
Kane Family Foundation  
Michael & Laura Kaplan  
Inga & Nicholas J. Karolides  
Helen J. Kessler  
Deepak & Raewyn Khosla  
Sue Klem  
Paul Klingenstein & Kathleen Bole, in honor of Peter Boyer  
John Langhus  
Peter Laundry & Shirley Dugdale Laundry  
Charles W. Lemke  
Roger & Florence Liddell

JoLynn Long  
Liza Loop  
Glenn Lyons & Nancy Gerdt  
Robert & Margaret Marshall  
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Bert J. Maxon  
McBride Family & Aspen Business Center Foundation  
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Money/Arenz Foundation, Inc.  
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Judith & Werner Neuman  
Wally Obermeyer  
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