

HIGHERGROUND

2006 - 2007 Annual Report

Rocky Mountain Institute



From the Chairman

This year, an exciting and welcome storm broke over our heads: showers of recognition, flashes and rumbles of acceptance, and a flood of global demand for our help in taking solutions to scale.

RMI spent the year racing for higher ground—expanding our capabilities and effectiveness to step up to what the world now requires of us.

Our steadfast vision of a secure, just, prosperous, and life-sustaining world (“[Imagine a world...](#)”) strikes an ever-deeper chord with diverse people and organizations everywhere. RMI’s roadmap for this half-century of change is continuing to unfold in a series of gratifying shifts now snapping into focus.

For example, to much industry mirth in 1991, I suggested that a four-seat carbon-fiber car could weigh just 400 kg and get over 100 mpg. This October, Toyota showed such a car; the world’s top maker of carbon fiber announced a factory to mass-produce ultralight auto parts; and our Fiberforge spinoff’s new manufacturing process entered production at an aerospace plant. This summer, two transformational RMI car projects with the auto industry exceeded expectations. With leadership from Boeing in airplanes, Wal-Mart in heavy trucks, and the Pentagon in military energy efficiency, RMI’s 2004 *Winning the Oil Endgame* journey off oil is underway, and we’re focused intently on driving it faster, especially in automaking.

In 1976, I foresaw a dramatic market shift toward the decentralized production of electricity. Today, a sixth of the world’s electricity (slightly more than comes from nuclear energy) and a third of the world’s new electricity is so produced. Micropower and “negawatts” (saved electricity) provide most of the world’s new electrical services; central plants now provide less than half. In 2006, nuclear power added less new capacity than solar cells, or a tenth as much as windpower; bigger retirements cut global nuclear capacity by half a billion watts while micropower added about 34 billion watts. Decentralized renewables in 2006 got \$56 billion of private risk capital; nuclear, as usual, got zero (only central planners buy it). China has seven times as much decentralized renewable capacity, rising seven times as fast, as nuclear capacity.

Next comes the “Smart Garage,” linking battery-electric, plug-in-hybrid, or fuel-cell cars to the grid as power stations on wheels, with far more total generating capacity than all utilities own. By selling even a small fraction of parked cars’ spare power back to the grid (as I suggested in 1991), all the coal and nuclear plants could be put out of business. RMI is working with industry to develop both the “smart garage” and a competitive plug-in hybrid vehicle.

Nearly half of energy use and greenhouse-gas emissions occur in buildings, but that’d approach zero if buildings were optimally designed (some of our latest building designs are even net producers of renewable energy). RMI’s “Cooling the Warming” Initiative, reinforced by work with some of the world’s leading cities, developers, and design firms, aims to speed the green-building revolution we’ve led since the early 1990s, and to deploy new ways to be comfortable without the inefficient air conditioning that drives half the coal-plant construction in China.

In vehicles, industry, or buildings, we’ve discovered how to make huge energy and resource savings cost less than small or no savings. That integrative design approach, codified in my Stanford University School of Engineering [lectures](#) will next create a vivid casebook of Factor Ten Engineering that will bring our breakthrough results—so far in 29 sectors of the economy—to eager designers everywhere.

These and many other paths continue to converge on a bright future of abundance by design. The journey is arduous but rewarding. All of us at RMI treasure your companionship on this “road less traveled by”—a choice that will make all the difference.

AMORY B. LOVINS / *Cofounder, Chairman, and Chief Scientist*

From the Chief Executive Officer

For RMI, 2007 was a breakthrough year in many ways. We grew in scale, prominence, and impact. As the world awakened to the need for efficient and restorative use of natural resources, demand for our services and support for our research and outreach efforts hit record levels. In response, we worked hard to leverage this demand and support into increased mission impact.

The RMI team is striving to simultaneously expand our capacity, while focusing our efforts on projects that have the greatest impact. RMI's unique "entrepreneurial non-profit" model—where we leverage philanthropy to fuel research and outreach, then use client funding to support implementation—is amplifying our efforts in numerous industries. These successes are attracting more engagements as well as talented practitioners who relish the opportunity to make a bigger difference with the help of RMI. As a result, our research and consulting team roughly doubled in size in the last twelve months.

Accordingly, fiscal 2006-2007 saw a substantial jump in revenues for the second year in a row. To support this growth, we have attracted a number of new senior team members, and are investing in the infrastructure needed to support an enduring institution. We expanded our offices in 2007, and have an even bigger expansion planned for 2008. Our technology infrastructure is being refined and upgraded. And we have added a number of key executives with experience from various prominent organizations.

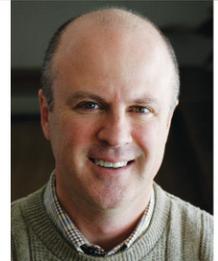
More demand, more support, more resources, more talent—these are the makings of a virtuous cycle that can create the changes we all have worked so long to effect. We are faced with a huge opportunity and an awesome responsibility to future generations. We at RMI—our staff, our clients, our supporters—must be prepared to rise to the occasion.

Accordingly, our focus in fiscal year 2007-2008 will be on **Increasing our Impact**. We are building on our strong reputation for innovation and thought leadership, and increasing the leverage of our work through a number of important changes. We are creating a dedicated research function in order to ensure a steady supply of innovations. And we are developing an entirely new communications strategy to make RMI insights and innovations more accessible to decision makers.

Most importantly, we are concentrating our research and consulting efforts around visionary strategic objectives. **Winning the Oil Endgame**, our 2004 roadmap to help the U.S. end dependence on foreign oil, led by business for profit, has already created substantial impact—and provides a template for similar dramatic changes in other industries such as buildings, utilities, and industrial processes. In 2008, we will apply all of our big thinking to these "high potential" areas.

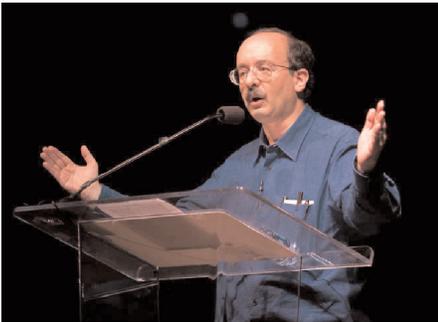
More than ever, the world needs the leadership that RMI can offer to help foster the efficient and restorative use of natural resources. We have an extraordinary opportunity to make a positive impact in a time of great change—and we are grateful to have you on this journey with us.

MICHAEL POTTS / *Chief Executive Officer*



25 YEARS AND COUNTING: RMI REACHES FOR HIGHER GROUND

This past year saw the celebration of RMI's 1982 founding, when the "abundance by design" concepts that RMI espouses seemed radical, daunting, perhaps even unachievable. Today we are witnessing a sea change in U.S. and world opinion regarding the efficient and restorative use of resources. Fortune 500 companies, local, state, and federal governments as well as individuals, are embracing concepts deemed radical not so long ago. Much can shift in 25 years.



The year was one of significant organizational change for RMI, highlighted by the transition of Amory B. Lovins to Chairman of the Board and Chief Scientist and the hiring of Michael Potts as Chief Executive Officer. This shift allowed Mr. Lovins to focus solely on strategic influence and special projects while placing an experienced entrepreneur with a strong non-profit background in charge of RMI's day-to-day operations. Across the board, RMI deepened its research and consulting bench with new hires. These internal changes will help RMI reach higher ground in its pursuit of the efficient and sustainable use of resources, a mission that has been furthered by the many accomplishments over the past year. Whether it was working with utilities to identify alternatives to fossil-fuel-based electricity generation, local governments to help institutionalize sustainability in their daily operations, architects to help incorporate sustainable design

elements into their buildings, engineers to test the feasibility of plug-in hybrid electric vehicles, or the U.S. military on continued implementation of *Winning the Oil Endgame*, RMI's accomplishments during the past year are impressive. Capping it all off was the hugely successful *RMI25* celebration in August. With more than 800 attendees at the August 10th gala, it was a proper tribute to RMI's groundbreaking work throughout the last 25 years as well as a spectacular launch for our continued success in the years to come.

Energy and Resources Team

Over the past year, RMI's Energy & Resources Team continued its work helping utilities across the United States incorporate elements of efficiency, renewable energy, distributed generation, and transmission and distribution upgrades into their resource planning. Working with mainstream, integrated utilities that have traditionally relied on coal for power generation, RMI helped them reduce the nation's reliance on fossil fuels.



RMI's work with Nebraska Public Power District, Duke Energy, and Kansas City Power & Light involved developing resource plans and identifying regulatory barriers to investments in energy efficiency and distributed resources. Our work with the Hawaiian electric utility sector has been the most comprehensive—spanning legislative and regulatory developments and community outreach as well as consultations with the Oahu, Maui, and Hawaii utilities—and we helped create a blueprint for utilities in other states. The Team worked with the City of Palo Alto Utilities on the development of a long-term resource plan—approved by the City Council in April 2007—based on RMI's Energy Resource Investment Strategy, which focuses on energy efficiency investments and the integration of distributed resources. RMI's efforts with Pacific Gas and Electric (PG&E) went beyond resource planning to include successfully working with a state regulatory body on a methodology for calculating



25 YEARS AND COUNTING: RMI REACHES FOR HIGHER GROUND

the avoided emissions of energy efficiency programs. The Team is now working with NSTAR, a Massachusetts-based gas and electric utility, on a pilot project aimed at achieving a 4-megawatt capacity reduction through demand-side solutions and distributed generation technologies.

Following a successful Resolution Copper Mining innovation workshop in June 2007, Team members have been working with Rio Tinto Iron Ore and Rio Tinto Technology and Innovation group on a series of workshops to improve the design of iron ore mines in Western Australia and Guinea, West Africa. Another project involves consulting with United Technologies Corporation on an interactive, Web-based tutorial to help employees understand its recently announced corporate greenhouse-gas reduction goal—a 12 percent reduction over 2006 levels by 2010. Much of the Team's future work will focus on further developing the concept of the Next Generation Utility, an integrated, distributed utility that relies on demand-side, distributed, and renewable resources to displace base-load generation and emphasize energy-efficient technologies for residential and commercial applications.



Built Environment Team

The Built Environment Team deepened its influence in the building industry by creating and inspiring sustainable development in more, larger, and increasingly significant projects. BET projects ranged from sustainable affordable housing to creating high-performance systems in the Deutsche Bank in Frankfurt, Germany to providing technical assistance for carbon reductions as part of the Clinton Climate Initiative starting with millions of square feet in New York. In collaboration with RMI's energy and transportation efforts, BET raised the environmental performance bar in community and city developments in Daybreak, Utah, the City of Cambridge, Mass., and Babcock Ranch in southwest Florida. BET also is assisting General Growth Partners in the creation of Summerlin Centre, a large mixed-use development near Las Vegas.

The Team also helped create many projects that were LEED certified by the U.S. Green Building Council in 2007, including the Laurance S. Rockefeller Preserve visitor's center in Grand Teton National Park (LEED NC Platinum), the Clinton Library in Little Rock, Ark. (LEED EB Platinum), and the Wisconsin Energy Conservation headquarters in Madison, Wisc. (LEED NC Gold).



Striving for "regenerative development" that gives back more than it takes, the Hawaii Gateway Energy Center, which produces more energy than it uses and creates clean water in the process, was recognized by the American Institute of Architects as one of the Top Ten Green Projects for 2007. Building on this success, BET is helping to create a large office building (800,000 square feet) in Paris that is also targeted to be "energy positive."



25 YEARS AND COUNTING: RMI REACHES FOR HIGHER GROUND



BET conducted important research during the year with the highlight being *The Energy Challenge: A New Agenda for Corporate Real Estate*. Funded by CoreNet Global, this report documents the barriers and enablers of creating energy-efficient buildings in large international corporations. This research is the initial backbone of a major BET initiative, *Cooling the Warming*. The research was followed by a concentrated short film, *High Performance Building: Perspectives and Practice*, which debuted at the November 2007 Greenbuild conference and is freely available at www.bet.rmi.org.



Plug-In Hybrid Electric Vehicle Team



This Team, assisted by RMI's newly formed MOVE (MObility and Vehicle Efficiency) Team, is exploring the design and development of a lightweight, functional plug-in hybrid electric vehicle (PHEV) in conjunction with vehicle-to-grid (V2G) technology. The Team was established to lead a consortium of companies, including Alcoa, Johnson Controls, Google, Tesla Motors, and the Turner Foundation, in the effort to bring a practical PHEV to market. This effort is complementary to RMI's overall focus on enabling current energy supply and use infrastructures to become more integrated and efficient. In addition to working with PG&E and Google.org on a small-scale PHEV demonstration project, the Team is working with PG&E and Duke Energy on RMI's "Smart Garage" concept, which aims to integrate the power grid, building stock, and vehicle fleet to improve efficiency and reduce costs and emissions. The MOVE Team—which is working to dramatically increase efficiency gains in the automotive, trucking, aviation, and freight sectors—is spearheading a market, business, and lifecycle analysis

for the PHEV project.

Green Communities Team

In November 2006, RMI brought together 32 directors of sustainability offices from cities and counties around the country and Canada to discuss barriers to institutionalizing sustainability in cities' daily operations, decision-making, and culture. The conference was the largest of its kind focused on local government-based sustainability initiatives. RMI will continue to analyze the best ways to help communities integrate sustainability initiatives into their programs and operations.



25 YEARS AND COUNTING: RMI REACHES FOR HIGHER GROUND

Continued Implementation of Winning the Oil Endgame

Three years after publication of the groundbreaking *Winning the Oil Endgame* (WTOE), RMI's implementation efforts are intensifying, led primarily by Mr. Lovins and Principal Scott Pugh, with assistance from teams across the organization. A large part of the work has focused on



helping the **U.S. military** institutionalize an energy efficiency mindset and transform military energy technologies to help reduce U.S. oil dependence. To that end, Mr. Lovins and Mr. Pugh serve on the Defense Science Board Task Force on military energy strategy, which is exploring many of the ideas contained in *WTOE*. They are also collaborating with the Office of the Secretary of Defense on military research into ultra-light materials. Mr. Lovins and Mr. Pugh expanded their outreach via visits and briefings to various military installations throughout fall 2006 and spring 2007, including Scott



and Wright Patterson Air Force Bases, West Point, the U.S. Strategic Command's Offutt Air Force Base headquarters, the Naval War College, U.S. Northern Command, and the Naval Postgraduate School. RMI was influential in the Air Force's decision to convene a conference in March 2007 focused on potential energy savings. Other projects include working with the Army's Rapid Equipping Force to examine potential energy savings at forward operating bases.

In the **heavy truck sector**, RMI's Michael Ogburn, a former Ford engineer, is spreading the message on development of doubled-efficiency fleets by presenting at conferences focused on heavy-truck efficiencies. In RMI's most notable trucking engagement (with Wal-Mart), the company's fleet transformation is well underway. By the end of 2008, every new truck in Wal-Mart's fleet will be 25 percent more fuel efficient than the trucks in its 2005 fleet. Building on the Wal-Mart project, RMI had consulting engagements with the Ports of Seattle and Tacoma and the Canadian Trucking Alliance.



RMI's achievements in the **lightweight-vehicle sector** include collaborating with the Hewlett Foundation on an October 2006 workshop on the interplay between lightweight vehicle safety and efficiency and preparing a white paper to address the weight-versus-safety issue. Opening a new avenue of dialogue, Mr. Lovins keynoted the National Automobile Dealers' Association convention in October 2006, and RMI accelerated its engagement with major automakers and original equipment manufacturers to discuss collaborating on ultra-light efficient vehicles, PHEVs, and V2G strategies. RMI also initiated confidential projects with major automotive Tier One suppliers and Silicon Valley and philanthropic financiers, and it also engaged the American Iron and Steel Institute and a major global aluminum Tier One supplier to explore the use of advanced materials beyond carbon composites. On a related note, RMI consulted on the recently announced \$10 million X-Prize for creating a 100-mpg vehicle by 2009, and it acquired a non-exclusive license to the intellectual property of the \$3 million *Revolution* concept-car design that RMI's Hypercar/Fiberforge spinoff designed with two European Tier Ones in 2000. RMI also continued its focus on feebates—which combine a fee on inefficient vehicles with a rebate for efficient ones—by hosting a feebate forum in Snowmass in June 2007.

25 YEARS AND COUNTING: RMI REACHES FOR HIGHER GROUND



On the **biofuels** front, RMI continued its work with the Hawaii Department of Business, Economic Development and Tourism on the development of a comprehensive energy strategy. RMI staff designed, organized, facilitated, and presented at the August 2006 Hawaii Biofuels Summit and gave additional presentations throughout fall 2006 at the Hawaii Energy Policy Forum, the Hawaii Bioenergy Conference, the Advancing Renewable Energy Conference, and the Society for Organizational Learning. In addition to conversations with oil industry CEOs, the American Association of Petroleum Geologists, and the Clinton Global Initiative, RMI helped organize and is participating in Wal-Mart's Alternative Fuels Sustainable Values Network—comprised of Wal-Mart, suppliers, and NGOs—to define a “sustainable” biofuel and create a biofuels plan for Wal-Mart. Staff have been working with the National Renewable Energy Laboratory to redesign the cellulosic ethanol conversion process to be more energy- and water-efficient, and conducted a workshop on the topic in June 2007. On the policy level, RMI submitted testimony on biofuels

to the U.S. Senate Energy and Natural Resources Committee in early 2007 in support of its Transportation Biofuels Conference.

In the **aviation sector**, RMI has been fostering a relationship with Boeing and others within the airline industry regarding climate change and energy efficiency. In the **financial sector**, RMI continues its discussions with former investment firm executives regarding serving as a liaison to Wall Street to help inform and shift the behavior of capital markets toward WTOE-type allocations.

RMI garnered significant **media attention** over the past year, highlighted by the January 2007 profile of Mr. Lovins in *The New Yorker* and followed by stories in the *Chronicle of Philanthropy* and *The Washington Post*, among others. Mr. Lovins was asked to write the oil page in the *Economist's* “The Year in 2007” special issue and the keynote blog series for [Yahoo! Green](#). His many presentations on WTOE included appearances at the World Economic Forum, the Commonwealth Club of San Francisco, and Google.org's Energy Efficiency Finance Forum, in addition to his ongoing lectures at the Stanford University School of Engineering. RMI's message is being heard around the world; in fact, WTOE is being translated into Chinese.

Organizational Changes

In addition to the transition of Mr. Lovins and Michael Potts, the reorganization of RMI's Breakthrough Design Team—with some staff moving to the PHEV effort, some to the Energy & Resources Team, and the remainder rebranded as the MOVE Team—bolstered RMI's ability to reach ever-higher ground in the years to come. During the past year, more than 20 staff members have been hired and four new Trustees brought onto the Board, deepening RMI's consulting and management expertise.

Reaching Higher Ground

Whole-system thinking continues to distinguish RMI and catalyze its many achievements, whether it's helping the State of Hawaii rethink its energy policy or Wal-Mart save \$310 million annually through transformation of its heavy truck fleet. This year, whole-system thinking characterized RMI's internal changes as well, with seasoned experts brought in to help the organization move to its next phase of development—indeed, to reach higher ground. As RMI looks to the future, whole-system thinking will continue to define the organization and underlie its endeavors, all in pursuit of a more sustainable, resource-efficient world.



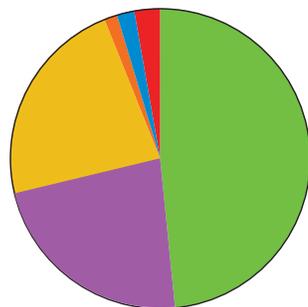


BALANCE SHEET - AUDITED / thousands of current dollars, GAAP basis

ASSETS	6/30/07	6/30/06	6/30/05
Cash and Marketable Securities	\$240	\$87	\$189
Capital Reserve Fund	4,622	4,418	4,517
Grants Escrow Fund	1,255	1,835	653
Accounts Receivable	1,685	914	419
Grants & Pledges Receivable	876	941	608
Notes Receivable	—	183	311
Inventory	39	87	79
Property & Equipment (Net)	1,689	1,798	1,620
Assets Restricted for Endowment	741	685	697
Other Assets	209	98	73
TOTAL ASSETS	\$11,356	\$11,046	\$9,166

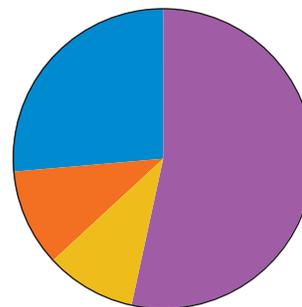
LIABILITIES & NET ASSETS

CURRENT LIABILITIES			
Accounts Payable	\$294	\$108	\$212
Compensated Absences	204	224	109
Other Accrued Expenses	849	218	341
Deferred Revenue	519	274	—
Line of Credit	1,061	1,200	500
Total Current Liabilities	\$2,927	\$2,024	\$1,162
Long-Term Liabilities	\$1,141	\$1,298	\$1,388
TOTAL LIABILITIES	\$4,068	\$3,322	\$2,550
NET ASSETS	\$7,807	\$7,724	\$6,616
TOTAL LIABILITIES & NET ASSETS	\$11,875	\$11,046	\$9,166



Operating Revenue

- Consulting (46.5%)
- Foundation & Government Grants (24.6%)
- Individual & Corporate Contributions (24.6%)
- Publishing & Royalty Revenue (1.0%)
- Contributed Facilities/In-Kind Donations (1.4%)
- Other Revenue (2.0%)



Operating Expenses

- Salaries and Wages (52.2%)
- Benefits (10.6%)
- Contract Labor (11.1%)
- Other Operating Expense (25.3%)

STATEMENT OF ACTIVITIES - AUDITED / thousands of current dollars, GAAP basis

	Twelve Months Ending 6/30/07	% OPERATING REVENUE	Twelve Months Ending 6/30/06	% OPERATING REVENUE	Twelve Months Ending 6/30/05	% OPERATING REVENUE
OPERATING REVENUES & SUPPORT						
Consulting	\$4,455	46.5%	\$2,774	33.1%	\$2,195	42.4%
Foundation & Government Grants	2,353	24.6%	1,976	23.6%	1,445	7.9%
Individual & Corporate Contributions	2,352	24.6%	3,264	38.9%	1,100	21.3%
Publishing & Royalty Revenue	93	1.0%	91	1.1%	159	3.1%
Contributed Facilities/In-Kind Donations	135	1.4%	149	1.8%	157	3.0%
Other Revenue	190	2.0%	130	1.6%	118	2.3%
TOTAL OPERATING REVENUES & SUPPORT	9,578	100.0%	8,384	100.0%	5,174	100.0%
OPERATING EXPENSES						
Salaries and Wages	5,003	52.2%	3,658	43.6%	2,628	50.8%
Benefits	1,011	10.6%	624	7.4%	529	10.2%
Contract Labor	1,067	11.1%	816	9.7%	929	18.0%
Other Operating Expenses	2,425	25.3%	2,140	25.5%	1,622	31.3%
Total Operating Expenses	9,506	99.2%	7,238	86.3%	5,708	110.3%
OPERATING MARGIN	72	0.8%	1,146	13.7%	(534)	-10.3%
NON-OPERATING REVENUES						
Gain/(Loss) on Sale of Assets	(61)	-0.6%	(6)	-0.1%	592	11.4%
Investment Income	658	6.9%	483	5.8%	265	5.1%
Total Non-Operating Income	597	6.2%	477	5.7%	857	16.6%
NON-OPERATING EXPENSES						
Depreciation	117	1.2%	143	1.7%	130	2.5%
Facilities Contributed Expense	135	1.4%	122	1.5%	135	2.6%
Interest Expense	150	1.6%	123	1.5%	118	2.3%
Current Year Loss on Equity Investment	184	1.9%	127	1.5%	439	8.5%
Total Non-Operating Expense	586	6.1%	515	6.2%	822	15.9%
CHANGE IN NET ASSETS	\$83	0.9%	\$1,108	13.2%	\$(499)	-9.6%

RMI CELEBRATES 25 YEARS...

Twenty-five years of doing anything is impressive, let alone 25 years of transforming the nature of global resource use. So it was fitting that RMI should celebrate—in grand style—its success in influencing technology, business, and policy strategies across the United States and around the world. Led by Master of Ceremonies Thomas Friedman, the prominent *New York Times* columnist, *RMI25: Celebrating Solutions* was a proper tribute to the founders, trustees, staff, alumni, collaborators, and supporters who have helped make RMI's vision a reality.*



RMI Quest for Solutions panel on Profitable Business-Led Climate Solutions

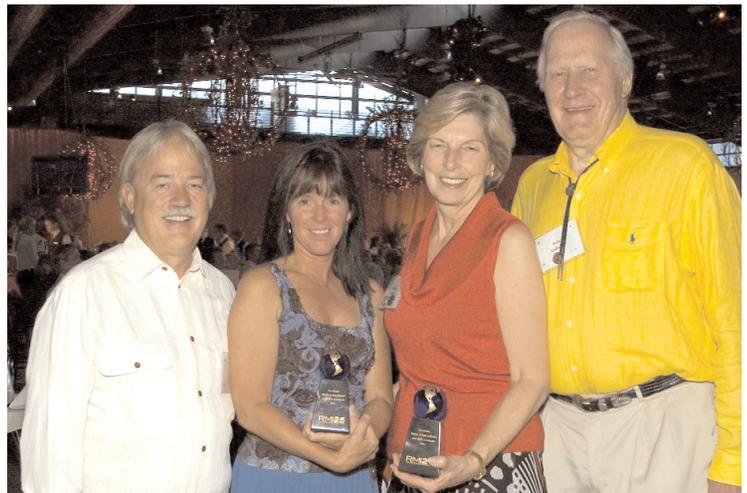
RMI25 was also an opportunity to honor three individuals/organizations that played significant roles in the growth of RMI and its programs: Adam Lewis (philanthropist and donor of RMI's largest single gift); The William and Flora Hewlett Foundation (RMI's longest and largest foundation supporter); and Interface, Inc. (one of RMI's first clients to implement an integrated approach to sustainability).

RMI25
CELEBRATING SOLUTIONS



*Master of Ceremonies
Thomas Friedman*

President William J. Clinton kicked off RMI25 by introducing the August 9th RMI Quest for Solutions panel on *Profitable Business-Led Climate Solutions*, which was followed by a symposium the next day that included panels on *Corporate Leadership: How Firms are Making the World Better and Safer*; *Venture Philanthropy and Entrepreneurial Nonprofits: Transformational Change Agents with Business Tools and Social Goals*; and *Building Real Security: Harnessing Resource Efficiency to Create Freedom from Fear of Privation or Attack*. More than 500 participants attended the RMIQ and symposium panel discussions, which were held at the Hotel Jerome in Aspen, Colorado.



Co-Chairs Molly and Tom Bedell and Elaine and Rob LeBuhn

RMI CELEBRATES 25 YEARS...



Adam Lewis (Honored Guest) and Melomy Malouf

The highlight of RMI25 was the August 10th gala, which was hosted by Molly and Tom Bedell at their Peace Ranch in Basalt, Colorado and attended by more than 800 people. Beginning with a welcome from Mr. Friedman, the evening included a retrospective produced by RMI's Communications Team, followed by the recognition of honored guests in attendance and a moving conversation between Mr. Friedman and Mr. Lovins about RMI's next 25 years.

Attendees loved the candor of the discussions, the willingness of the panelists to push back on each other, and the commitment of our moderators to ask tough questions. Many participants came away motivated to take their actions to the next level. One individual was heard to say, "Clearly, I and my company are not doing enough." Another described RMI25 as "...the most extraordinary celebration and convocation of thought and action leaders." Yet another guest was heard to say, "It feels like the beginning of a new era ..."



Ray Anderson, Founder of Interface, Inc., (Honored Guest)



Clare Lockhart, James Woolsey, Linton Wells, Christine Loh, panelists on Building Real Security: Harnessing Resource Efficiency to Create Freedom from Fear of Privation or Attack

RMI CELEBRATES 25 YEARS...

Like all great events, RMI25 was a time of celebration as well as renewal, and we look forward to continued success in the decades to come. Cheers to all who have aided RMI's quest for a more secure, just, prosperous and life-sustaining world!** For more highlights from RMI25, visit www.rmi.org/rmi25.

*Luminaries included President William J. Clinton, John Abele (Boston Scientific), Ray Anderson (Interface, Inc.), Majora Carter (Sustainable South Bronx), Yvon Chouinard (Patagonia), Jesse Fink (MissionPoint Capital Partners), Thomas Friedman (*The New York Times*), Ashraf Ghani (Former Finance Minister, Afghanistan), Bill Joy (Kleiner Perkins Caufield & Byers), Dean Kamen (DEKA Research & Development), Clare Lockhart (Institute for State Effectiveness), Christine Loh (Civic Exchange, Hong Kong), Amory B. Lovins (Rocky Mountain Institute), James Murdoch (British Sky Broadcasting), Julia Novy-Hildesley (Lemelson Foundation), George Pataki (former New York State Governor), Michael Potts (Rocky Mountain Institute), Jonathan Rose (Jonathan Rose Companies), Jeff Seabright (Coca-Cola), Rob Walton (Wal-Mart), Linton Wells (National Defense University), Andrew Winston (Author, *Green to Gold*), and James Woolsey (VP Booz Allen, former CIA Director).

** Although RMI25: *Celebrating Solutions* took place during FY2007-2008, the majority of the planning and preparation occurred in FY2006-2007. We will recognize the many RMI25 donors and contributors in the next newsletter and FY2007-2008 Annual Report.

RMI25 SPONSORS:

PLATINUM

Anonymous

GOLD

Advance Fuel Sciences
Anonymous (2)
Bedell World Citizenship Fund
Community Banks of Colorado
PG&E Corporation
Related WestPac

SILVER

Alpine Banks of Colorado
Argosy Foundation
Jackie & John Bucksbaum and Kay & Matt Bucksbaum
The Coca-Cola Company
Betsy and Jesse Fink

Green Mountain Coffee Roasters Foundation
Interface Environmental Foundation
Johnson Controls, Inc.
Shannon O'Leary & Bill Joy
Pella Corporation
Southern California Edison

BRONZE

Chaffin/Light Associates and Chaffin/Light Real Estate
Laura Maggos Properties
Bruce & Cody Oreck
Jonathan F.P. & Diana Rose
Rose Family Foundation
Eliot Larson, Eric Larson, & B. Wu



A conversation between Tom Friedman and Amory B. Lovins about RMI's next 25 years...

...AND THE WORLD SAYS "THANKS!"

RMI garnered numerous awards in 2006–2007, including the following:

➤ Mr. Lovins became the first person to receive two of the world's top environmental honors—the [Blue Planet Prize](#) (pictured right) and the [Volvo Environment Prize](#) (pictured below)—in the same year.



Additional honors included the *Popular Mechanics'* [Breakthrough Leadership Award](#) and cover recognition as a *Time International* "[Global Hero of the Environment](#)", the Goff Smith Prize of the University of Michigan College of Engineering, and an honorary membership to the American Institute of Architects, among others.

➤ RMI was one of ten recipients of The American Institute of Architects' 2007 Institute Honors for Collaborative Achievement.

➤ The U.S. Green Building Council awarded RMI's Boulder office the council's Leadership in Energy and Environmental Design (LEED) for Commercial Interiors version 2.0 Platinum rating. The office, located at 1215 Spruce Street, is the first

LEED-CI project on Earth to be awarded such a status.

➤ The Laurance S. Rockefeller Preserve Center, an innovative RMI project in Grand Teton National Park, was awarded LEED NC v2.1 Platinum by the U.S. Green Building Council, thus becoming the first LEED-certified project in Wyoming.

➤ An RMI building project, Fossil Ridge High School in Fort Collins, won the 2006 Council of Educational Facility Planners coveted James D. MacConnell Award.

➤ The Colorado chapter of the American Society of Landscape Architects presented RMI and its partners two design awards for a conceptual master plan for the city of Kigali, Rwanda (Honor Award, second place for Planning and Urban Design; and Land Stewardship Award). RMI and its partners also won the Colorado chapter of the American Institute of Architects first place Design Award for Urban Planning for the Kigali Conceptual Master Plan.

➤ RMI architect and Built Environment Team Leader Greg Franta, FAIA, was recognized for the 30-plus years he has spent educating and transforming the building industry with the U.S. Green Building Council's Leadership Award in the category of education.

➤ RMI's Alexis Karolidis, AIA, was named to the American Institute of Architects Committee on the Environment.

➤ RMI's Communications Department won two Graphic Design USA's American In-house Design Awards for its publications.



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