

*"Our greatest weakness lies in giving up.
The most certain way to succeed is always to try just one more time."*

- Thomas Edison



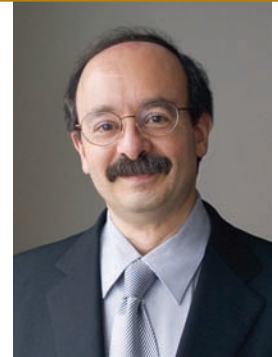
"The more people go out of their way to tell you that you are wrong or what you're doing can't possibly work, the more likely you are onto something big."

– **Paul Lauterbur,**

Nobel Prize recipient for his work in the development of Magnetic Resonance Imaging (MRI)

Applied Hope

The early bioneer Bill McLarney was stirring a vat of algae in his Costa Rica research center when a brassy North American lady strode in. What, she demanded, was he doing stirring a vat of green goo when what the world really needs is *love*? "There's theoretical love," Bill replied, "and then there's *applied* love"—and kept on stirring.



At Rocky Mountain Institute, we stir and strive in the spirit of applied hope. Our ninety people work hard to make the world better, not from some airy theoretical hope, but in the practical and grounded conviction that starting with hope and acting out of hope can cultivate a different kind of world worth being hopeful about, reinforcing itself in a virtuous spiral. Applied hope is not about some vague, far-off future but is expressed and created moment by moment through our choices.

Applied hope is not mere optimism. The optimist treats the future as fate, not choice, and thus fails to take responsibility for making the world we want. Applied hope is a deliberate choice of heart and head. The optimist, says RMI Trustee David Orr, has his feet up on the desk and a satisfied smirk knowing the deck is stacked. The person living in hope has her sleeves rolled up and is fighting hard to change or beat the odds. Optimism can easily mask cowardice. Hope requires fearlessness.

Fear of specific and avoidable dangers has evolutionary value. Nobody has ancestors who weren't mindful of saber-toothed tigers. But pervasive dread, currently in fashion and sometimes purposely promoted, is numbing and demotivating. When I give a talk, sometimes a questioner details the many bad things happening in the world and asks how dare I propose solutions: isn't resistance futile? The only response I've found is to ask, as gently as I can, "Does feeling that way make you more effective?"

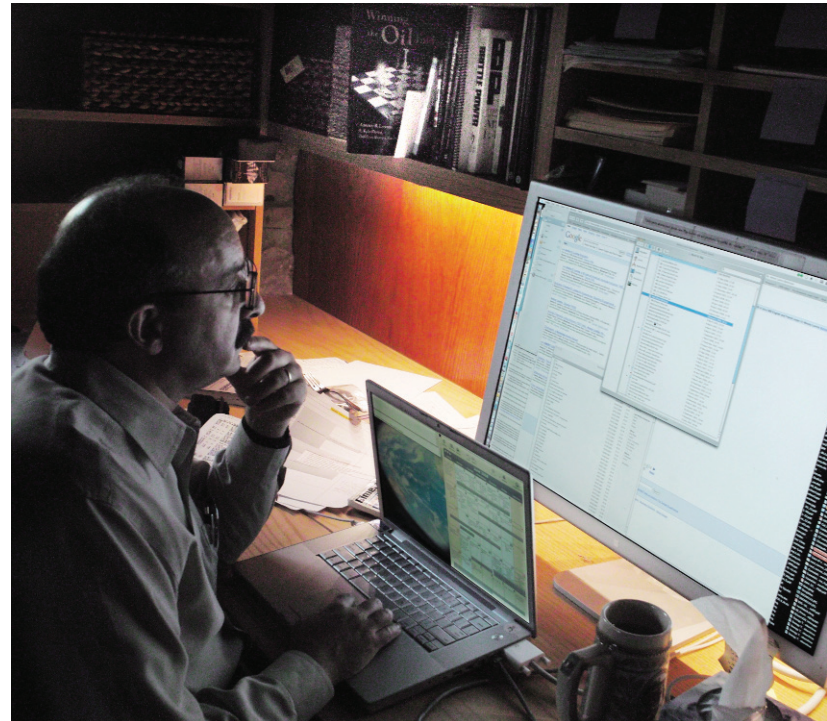
To be sure, mood does matter. The last three decades of the twentieth century reportedly saw 46,000 new psychological papers on despair and grief, but only 400 on joy and happiness. If psychologists want to help people find joy and happiness, they're looking in the wrong places. Empathy, humor, and reversing both inner and outer poverty are all vital. But the most solid foundation we know for feeling better about the future is to improve it—tangibly, durably, reproducibly, and scalably.

At RMI we're practitioners, not theorists. We do solutions, not problems. We do transformation, not incrementalism. In a world short of both hope and time, we seek to practice Raymond Williams's truth that "To be truly radical is to make hope possible, not despair convincing." Hope becomes possible, practical—even profitable—when advanced resource efficiency turns scarcity into abundance. The glass, then, is neither half empty nor half full; rather, it has a 100 percent design margin, expandable by efficiency.

In this Annual Report, my colleagues outline the latest steps in RMI's long journey of applied hope. As signs of RMI's effectiveness proliferate, our challenges are chiefly those of success—of needing ever more discriminating focus as the world moves our way, demanding that our limited resources be rapidly scaled to serve nearly infinite needs. We can't do everything; doing just anything may miss the mark; doing nothing is unacceptable; but doing the right things at the right time can make all the difference. We are intently engaged in discerning and reaching those goals.

In a world so finely balanced between fear and hope, with the outcome in suspense and a whiff of imminent shift in the air, we choose to add the small stubborn ounces of our weight on the side of applied hope.

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



From the President/CEO and Executive Director

RMI entered fiscal year 2008 with a strong reputation, a track record for innovation, and a vibrant team of dedicated practitioners. The world around us was more receptive than ever before to RMI's unique approach and ideas.

We approached this year with a clear intention to exceed our past accomplishments and to *deepen our impact* on the people, teams and industries that we address. We set out to convene more thought leaders, to accelerate our communications, to further leverage market forces, and to create deeper, more sustained partnerships.

We hope that the pages of this report will give you a sense of the progress that has been possible in this banner year. Our "RMI25: Celebrating Solutions" gala event attracted 750 attendees. We revamped much of our web presence, increased media awareness of our work, and launched a film entitled *High Performance Building—Perspective & Practice*. Based on some of our collaborative research, we spun off an independent vehicle company, Bright Automotive, funded by angel and venture investors. We partnered with many organizations in a variety of industries to further our mission to foster the efficient and restorative use of resources.

In the meantime, we overhauled our financial processes. We moved to larger offices in our Boulder location. We attracted exciting new team members, and our numbers grew to exceed 100 (including interns during our peak summer months). We even installed a new phone system!

None of this would have been possible without your generous support. We received corporate, foundation and individual donations of \$7.3 million in fiscal year 2008. This was RMI's biggest year ever, representing a 55 percent growth over the previous year.

We like to do real work on thorny problems that drive transformational change, and this has resulted in a revenue model that has included consulting fees as a critical part of the mix. In general, we have leveraged donor funding to drive research and thought leadership, and client funding to prove our concepts in real-world engagements. This allows us to create a "multiplier effect" for donors, helps us verify that our ideas can be implemented, and assures that our paying consulting clients will implement the innovations we create together.

Now that more for-profit consultancies are entering the field, the demand and receptivity for thought leadership is increasing, and there is less need for RMI to do the "heavy lifting." Accordingly, we are moving our efforts "upstream in the innovation cycle" to focus more on strategic innovation and industry-wide events. Accordingly, in 2008, we increased our philanthropy to 57 percent of revenues, up from roughly 50 percent, and our goal is to increase it even more in 2009.

We have a huge task ahead of us, and fiscal year 2009 will bring even more change to RMI. As the world wakes up to the issues we address, we feel increasing urgency to accelerate our progress. Accordingly, we have embarked on a rigorous strategic process, engaging our staff, our trustees, and our wide network of engaged practitioners to generate a compelling vision of a possible future and a concrete plan to get us there.

Expect to hear more as things develop. Please weigh in with your participation and suggestions, and thank you for your support of our work.

MICHAEL POTTS AND MARTY PICKETT



Financial Commentary

Fiscal year 2008 was a banner year for RMI in many respects, especially financially. Our August event, "RMI25: Celebrating Solutions," which celebrated RMI's twenty-fifth anniversary, netted \$500,000 from the many sponsors and more than 750 attendees to our gala, RMIQ event, and symposium. More importantly, it also set the stage for RMI's next phase of growth and maturity, with many collaborative alliances formed and strengthened as a result of the event. On other fronts, we fully funded the second phase of RMI's plug-in hybrid electric vehicle program, which resulted in the spin-off of a for-profit company in January, in which RMI holds an ownership interest. We funded, produced, and launched a film entitled High Performance Building—Perspective & Practice, that was shown at the U.S. Green Building Council's event in Chicago, Aspen, and Denver to standing-room-only audiences.

Our individual and corporate donors contributed \$4,573K and foundations gifts of \$2,570K were received, for total development revenues of \$7,143K: RMI's biggest year ever. This was a 52 percent growth over fiscal year 2007, with a 33 percent growth planned for fiscal year 2009. Another notable percentage difference is the balance between philanthropy and earned revenue. Over the past several years, our percentage of revenues earned from our professional services fees has hovered around 41 percent. In 2008, we increased our philanthropy to 56 percent and our goal is to increase it even more in 2009 in order to emphasize RMI's thought leadership and reduce the client-driven work. Although one of RMI's unique strengths is its ability to test its cutting edge research through innovative business partnerships that produce change and ensure value, we believe we can bring about greater change from the broader strategic initiatives we have identified and detailed in this report.

A Message from the Lead Trustee

Rocky Mountain Institute's 25th anniversary provided a great opportunity for the Board of Trustees to retool the Institute for the next quarter century. For decades, RMI has been an intellectual and pragmatic presence in the world of energy efficiency and the stewardship of energy resources. Much of the world is turning its attention to the direction we have been pointing; RMI's work and interests have moved to the center of policy, economic and business debates.



Going "green" has become increasingly mainstream in nearly every aspect of life. With this dramatic shift in awareness, it is our responsibility to discern the best use of our remarkable human resources to make the transition to a new, renewable world economy as productive and efficient as possible. For a long time, we were the dog chasing the school bus, but now we've caught the bus. Such tangible change means that RMI needs to refocus its mission to ensure that its research remains at the leading edge in the field. This can be achieved by taking a serious look at the Institute's business model and making sure that our projects are mission driven and that they foster the creative talents of RMI's staff.

The structure and operations of the Board itself have been overhauled and updated as we have defined a new set of roles at RMI. Amory has graduated from CEO to Chairman and Chief Scientist. Michael Potts has completed his first year as CEO, and management systems and financial controls have been strengthened. We have revised and refined our corporate charter and bylaws to conform to best practices for nonprofit organizations. I was elected Lead Independent Trustee; a position that we created following the model of a number of successful corporations, to ensure that functional board leadership will remain with an independent majority of trustees. This year we also bid a reluctant farewell to our departing Chairman, John Fox, and our Financial Chair, Mike Curzan.

We firmly believe that nonprofit organizations deserve every bit of the management quality, transparency in decision making, and accountability for stewardship of assets that a fine corporation would have. Our Board members are active, engaged, and extremely enthusiastic about the future of RMI. We are passionate about enabling RMI's staff to do their best work and to fully enjoy their efforts and creativity. We pledge to be thoughtful, focused, and supportive, not only to the public and our sponsors, but also to our staff. We take very seriously our role as the strategic and financial stewards of the Institute, and we appreciate the opportunities for creative and productive service that our positions on the Board provide us.

SUE WOOLSEY / Lead Trustee

A Tribute to Their Service to RMI: Myron P. Curzan

In 1993, Manhattan native Myron “Mike” P. Curzan became intrigued with RMI while attending a dinner at RMI cofounder, Chairman and Chief Scientist Amory Lovins’ house. He joined the Board of Trustees soon thereafter and served for 15 years, a tenure almost twice as long as the two, four-year terms now permitted under the bylaws, and one that came to an end in April. “It’s a nice feeling to leave a board when you sense that you have finished your work there and left management in a good position to move toward the growth of a great organization,” he said.

With a background in urban redevelopment, real estate finance and strategic planning, Curzan’s skills were complementary to RMI’s mission. Armed with a bachelor’s degree and a law degree from Columbia University and a master’s degree in international relations from Yale, Curzan spent his early post-academic years clerking for the Chief Justice of the California Supreme Court and working for Robert Kennedy on urban redevelopment issues. He then joined the law firm of Arnold & Porter and, while there, founded a housing and community development firm, MPC & Associates. In 1997 Curzan cofounded UniDev, a real estate development services company in Bethesda, Maryland, where he currently serves as Chief Executive Officer.



Curzan’s service on the RMI Board included chairing the Finance Committee for more than 12 years. “Mike brought discipline and continuous improvement to our financial management and reporting,” Lovins said. “His governance experience and keen legal mind were wonderful assets that ensured transparency, integrity and effectiveness in all our affairs.”

Expressing similar sentiments, RMI Executive Director Marty Pickett stated, “Mike brought his thoughtful insights and diligence to RMI’s financials and made an amazing commitment of time to RMI.” Given his expertise in this area, Curzan has agreed to remain an advisor to the Finance Committee for the next year or so.

Curzan noticed a profound change in RMI during his tenure. “Over the years, RMI has been able to take on projects of a much larger scope. It’s the professionalization of the staff and the Board that has made the major difference,” he said.

RMI CEO and President Michael Potts credits Curzan with helping to foster that professionalization. “Mike Curzan jumped in and worked with the team to bring stability to RMI when the need for RMI’s work was strong, but the philanthropic and business support was in its infancy,” Potts said. “He brought our reporting and financial accountability to a new level.”

Commenting on RMI’s relevance today, Curzan said, “The opportunity for RMI has become much greater, not because RMI has changed, but because the rest of the world has finally started to catch up to what RMI has been worrying about.” Over the next five to ten years, he predicted, there will be an even greater emphasis on energy savings in this country.

Curzan says that what he’ll miss most about serving on the RMI board is “the pleasure of working with Amory and others at RMI, which was constantly challenging and intellectually rewarding.” He continued, “It’s been great fun to watch green buildings become a national norm. Just in the same way that Hypercars will become the norm. Ideas hatched by Amory and RMI have become national standards.”

Speaking of both Curzan and Fox, Lovins affirmed, “I have many vivid memories of how they both steered the Institute through rapids with an inspiring mixture of humane instincts and seasoned judgment. Their contribution to making RMI what it is today cannot be overstated.”

John C. Fox

Sixteen years after joining RMI's Board of Trustees, John C. Fox is leaving with satisfaction and confidence that the organization will flourish in years to come. RMI, Fox noted, is now a "self-standing organization, both financially and intellectually. Watching that progress really has been the payoff for participation." Fox rotated off the Board in April after serving 16 years, twice as long as current RMI bylaws allow.

Fox joined the Board, he said, because "RMI was the most progressive nongovernmental organization in the area that dealt with articulating solutions as opposed to being litigious or confrontational." Given Fox's background in the utility industry, including serving as CEO of Ontario Power Generation and former manager of energy efficiency services for Pacific Gas and Electric Company, RMI's focus on resource efficiency appealed to him.



"The thing that RMI has done consistently is look into the future and be able to anticipate problems and articulate them before the rest of the crowd got there," said Fox, a Toronto, Canada, native with a bachelor's degree from the University of Toronto and an MBA from McMaster University.

During his tenure, Fox witnessed a huge transformation of the Institute. "It has been a fascinating period of time to watch RMI move from a hand-to-mouth existence, gaining the capability to attract major scientists into the whole organization," he said. Speaking of the many internal changes the Institute underwent last year, Fox explained, "We had to institutionalize RMI, providing it with a structure that would allow for even greater growth and accomplishment." Fox referred to the "RMI25: Celebrating Solutions" gala last August as "an exclamation point on the development of the organization. It let us recognize we'd grown up, that we had stature."

Speaking of Fox's contributions, RMI cofounder, Chairman and Chief Scientist Amory Lovins asserted, "John's wisdom, vision and calmness provided vital and masterful leadership for the Board through challenging transitions. We could always rely on him to untangle obscurities and keep us focused on strategic goals."

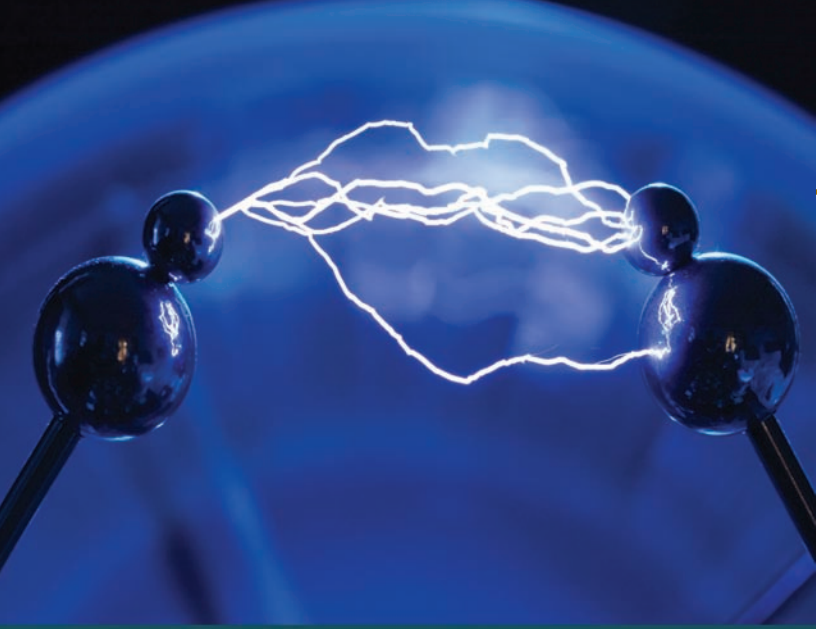
RMI CEO and President Michael Potts expressed similar admiration, stating, "John Fox has the rare gift of working tough, controversial issues in a way that not only drives solutions, but also makes everyone feel smarter than when they walked into the room."

Fox's background in the utility industry allowed him to bring a valuable perspective to the Board. "Having an understanding of what drives utilities, and why they make certain decisions, has been helpful," he said. Speaking of the increasing demand for alternative energy, Fox said, "Once the doors open even a crack, these opportunities will expand. We all see efficiency as a better answer than supply, and that market will grow to its economic limits."

Fox's current role as managing director of Perseus L.L.C., a merchant bank and private equity fund management company in Washington, D.C., provides him a base to track developments in the area of resource efficiency. Perseus invests in technologies such as advanced metering devices that allow the power grid to operate more efficiently.

Reflecting on Fox's role as Chairman of the Board, and subsequently as Lead Trustee, RMI Executive Director Marty Pickett stated, "John once said that RMI's growth and transition from a founder organization to a professional one was 'the end of the beginning.' His steady hand brought us through many transitions with integrity, and RMI is stronger and healthier because of John's guidance."

Considering RMI's future, Fox said, "We live in a constrained world. As we move through one crisis and resolve it, there's always the next one. I doubt there's any shortage of opportunity for RMI."



"Diligence is the mother of good luck."

– Benjamin Franklin

the Oil End Game, led by the MObility and Vehicle Efficiency (MOVE) Team; *Next Generation Utility*, led by the Energy and Resources Team (ERT); and *Factor Ten Engineering (10xE)*, directed by the Office of the Chief Scientist. RMI plans to use a combination of high-level influence, entrepreneurial innovation, company engagements and public outreach to implement these initiatives and help further the necessary paradigm shift in this country and around the world. These efforts are the embodiment of applied hope and the crux of RMI's mission as an organization. What follows is an overview of RMI's work during the past fiscal year.



The Eielson Center at Denali National Park, Alaska.

A Year in Review

Introduction

The United States stands at a crossroads, debating the choices it must make to meet its energy needs. Escalating CO₂ emissions and climate change are one part of the picture, while soaring gasoline prices and the search for additional sources of supply are another. As America's energy use skyrocketed during the past three decades, global energy consumption has risen even more, driven by demand in developing countries like India and China. Meanwhile, traditional energy supplies are becoming tighter and new oil sources increasingly rare. While it is easy to become pessimistic about the many challenges associated with developing a new, sustainable energy paradigm, pessimism does not address the issue or move the country toward devising responsible, long-term solutions. A vague belief that technology will take care of things will not lead to answers, either. What is needed is applied hope—hope supported by a combination of cutting-edge research and successful implementation.

Since its 25th anniversary gala last August, RMI has focused its efforts on four game-changing initiatives: *Cooling the Warming*, spearheaded by the Built Environment Team (BET); *Winning*



ERT continues its work on Next Generation Utilities.

MOVE

To accelerate and focus its work in the transportation space, RMI in fiscal year 2007 launched a new practice: Mobility + Vehicle Efficiency (MOVE). As mobility produces about a third the CO₂ in the US, and consumes over 70% of its oil, RMI launched a transport-focused practice to complement its work in the building, industry, and electricity sectors. The MOVE team builds on the legacy of RMI's former Breakthrough Design team, and became the focus of RMI's efforts to catalyze profitable, efficiency-led solutions to reduce the nation's reliance on oil, following the roadmap outlined in *Winning the Oil Endgame (WTOE)*.

In launching this practice, the MOVE team conducted a rigorous, externally focused strategic plan to help guide its core practice of "industrial acupuncture": finding the areas of blockage preventing efficient transport solutions from scaling, and attacking them through RMI's competencies of research, systems thinking, industry convening, and high-impact client engagements. Key work in fiscal year 2007 included accelerating the "Smart Garage" research and launching an innovative, multi-company charrette (to take place in October 2008) to catalyze an industry around vehicle-to-grid infrastructure; continuing its WTOE implementation efforts, including dives into light-vehicle efficiency policy and safety analysis; continuing its heavy trucking research, including work with the Canadian Trucking Alliance; and working with the state of Indiana, and stakeholders in Hawaii, to consider innovative public and private scaling platforms such as a cleantech "Energy Systems Network" cluster in central Indiana.

MOVE, with help from the Built Environment Team and the Energy and Resources Team, has spearheaded efforts on the Smart Garage concept, which seeks to integrate vehicles, homes and offices via the electric power grid to improve the efficiency of our transport and electricity infrastructure while reducing costs and emissions. The idea hinges on development of lightweight, functional electric-drive vehicles (which RMI calls "xEVs," and includes plug-in hybrids and pure electric vehicles) in conjunction with intelligent grid technology to create the Smart Garage. RMI has a deep understanding of electric-drive autos (building on its Hypercar work), a long history with utilities and research into NGU, and leadership in high performance green buildings. The Smart Garage illustrates classic RMI systems thinking by proposing how an integrated system can *simultaneously* make cars, buildings, and the grid work more efficiently—and economically.



Smart Garage: PHEVs and intelligent grid technology.



RMI's Kristine Chan-Lizardo facilitates at the Indiana Innovation Workshop.



“Failure is the opportunity to begin again more intelligently.”

– Henry Ford

RMI has been guiding this effort through a deep-dive, primary research phase funded by Google.org, including intensive analysis in battery technology and infrastructure requirements, and by developing a detailed analytical model to show how implementation of the various aspects of the Smart Garage concept will come together financially and technically. The research will be published openly to create an “open innovation” environment to encourage broad participation in the creation of a new infrastructure. In addition, the research is laying the foundation for an innovative, multi-industry, “open innovation” charrette in early October. MOVE will convene the “Smart Garage Charrette” to discuss this V2G concept and assess potential business models with industry partners, including Google, Ford, Tesla, PG&E, Duke Energy, Coulumb Technologies, the Lemelson Foundation, Johnson Controls, Ecotality, V2Green, Kleiner Perkins, Danaher, and RMI spin-off Bright Automotive, among others. The aim of the charrette is to encourage industry alignment, coordinate development activities, bust the major barriers to aggressive implementation, and initiate large demonstration projects to test the most promising concepts.

During the past year, RMI continued to confront barriers to accelerating the adoption of light vehicle efficiency outlined in the WTOE roadmap. Despite reform incentive generated from gasoline exceeding \$4.00 a gallon, the team still had to work diligently to promote better approaches to fuel efficiency. One area of particular focus was on state-level feebate policies—which require a fee for inefficient vehicles and a rebate for efficient ones—and the relation of these policies to federal fuel economy standards. In addition, RMI updated a white paper examining legislative options for improving transportation efficiency. Continuing efforts to dispel the notion that lightweight vehicles are unsafe, RMI published and presented a peer-reviewed white paper called “Triple Safety” that explains how automotive safety is related to vehicle size and design, rather than weight. “Triple Safety” also reports that lightweight, fuel-efficient vehicles are safer for other road users and all humans who live in the earth’s climate. In addition, MOVE continues to advise a major global automaker and a new startup automaker on implementing lightweight, integrative auto design, as well as other new business models.

In its heavy truck research, MOVE conducted a study for the Canadian Trucking Alliance on heavy truck fuel efficiency, a report that led the Canadian government to fund Transport Canada’s Eco Freight Technology demonstration/deployment program. Additionally, staff from MOVE and the Office of the Chief Scientist coalesced years of research on doubled efficiency heavy-freighting in a white paper on heavy-trucking platform efficiency entitled, “Transformational Trucks: Determining the Energy Efficiency Limits of a Class-8 Tractor Trailer.” The paper is being distributed to key industry players and proposes that carrying more freight, reducing aerodynamic drag and reducing tire-rolling resistance are the most cost-effective strategies to increase fuel efficiency. Building on its white paper research, MOVE embarked on a two-month study to understand the barriers preventing the introduction and scaling of such radically efficient trucks. As a result of this study, MOVE is aiming to launch an industry-wide barrier-busting event, modeled on its Smart Garage Charrette, to encourage the adoption of significantly more efficient heavy trucks.

In June 2008, RMI-MOVE facilitated an Innovation Workshop for the State of Indiana as a first step toward launching an advanced transport-focused Energy System Network. Attended by more than 40 representatives from the auto and energy sectors, universities and the state, the workshop established connections between organizations and identified advanced vehicles and vehicle-to-grid (V2G) technology as key strategies the network could pursue collaboratively. The network will help member companies manufacture the vehicles and facilitate a large-scale, multi-state demonstration of the plug-in hybrid electric vehicles (PHEVs), renewable energy, and energy management between the vehicles and the grid.

Finally, the MOVE team worked on two large-scale projects that include, but go beyond, transportation. The first initiative focused on internal capacity building in the field of corporate sustainability strategy, especially as it relates to transportation-sector companies. The second project was a systems analysis of the agriculture, waste and energy sectors in the state of Hawaii, followed by strategic recommendations on how to improve their sustainability.

MOVE dedicated time and resources to developing capacity in Life Cycle Assessment, a tool to measure the environmental impact of a product or service from cradle to grave. We deployed this new skill in debunking the claim that a Hummer is greener than a Prius, among other applications.

On the media front, MOVE launched its innovative web-portal (move.rmi.org), with interactive Flash modules showcasing its core philosophy of “end use/least cost” mobility approaches, a case study map highlighting best mobility practices across the globe, a Google.org-funded effort to show real-time oil flows into the United States, and deep-dives into its core markets and capabilities. Members of MOVE have written Yahoo! Green blog posts concerning feebates, aviation efficiency, automotive safety and weight, and how efficiency poses a better alternative to increases in offshore drilling. Staff was featured in numerous media, including Laura Schewel in *Dow Jones MarketWatch*. Other coverage appeared in MSN Autos, Fox Business Network, Cars.com, and a *Saint Louis Post-Dispatch* article debunking the conventional wisdom that light-weight automobiles are not safe. In addition, MOVE Vice President Michael Brylawski was featured in a four-part interview on the AutoblogGreen Web site, wrote a guest column for *Forbes*, penned a blog post that was picked up by the *L.A. Times*, and served as a correspondent for Discovery Planet Green’s daily show, “The G Word,” where his segments covered the physics of driving (with MOVE members Michael Simpson and Kristine Chan-Lizardo) and advanced battery manufacturing.



Heavy truck fuel efficiency continues to be a priority with MOVE.



"The only limit to our realization of tomorrow will be our doubts of today."

*– Franklin D. Roosevelt,
message for Jefferson Day, April 13, 1945*

Built Environment Team

In one of its notable achievements during the past year, RMI's Built Environment Team (BET) partnered with the U.S. Green Building Council to produce a high quality video, "High Performance Building: Perspective and Practice." The video, which is currently available on BET's new website (bet.rmi.org), was shown to key audiences in Aspen, Denver and Chicago in spring 2008. The film presents a strong business case for going green and adopting sustainable practices in commercial buildings. Over 10,000 copies of the DVD were distributed to industry groups, sponsor affiliates and audiences at speaking engagements. RMI received the 2008 Beyond Green™ award for the film (High-Performance Initiatives Category) from the Sustainable Buildings Industry Council.

Thanks to a grant from the Oak Hill Fund, BET brought together several national affordable housing experts for a day-long charrette to discuss barriers to the development of sustainable affordable housing. Phase II of the project will involve implementation of the steps outlined in the workshop,

including working with financial institutions to help develop green financing strategies to be incorporated into public funding sources.

Members of BET continued to provide sustainable design consulting services on several projects that have received or are slated to receive Leadership in Energy and Environmental Design (LEED) certification, including the Jackson Hole (Wyoming) Golf and Tennis Clubhouse; East Valley Bus Operations and Maintenance Facility in Tempe, Arizona; Summerlin Center in Las Vegas, Nevada; Washtenaw Community College Health and Fitness Center in Ann Arbor, Michigan; Aspen Institute's Doerr-Hosier Center in Aspen, Colorado; Eielson Visitor Center at Denali National Park, Alaska; Apgar Transit Center at Glacier National Park, Montana; and the Lassen Volcanic National Park Visitors Center in Mineral, California. Since 2006, BET only collaborates with projects that commit to the 2030 Protocol standards, which aim for carbon neutral buildings by 2030.

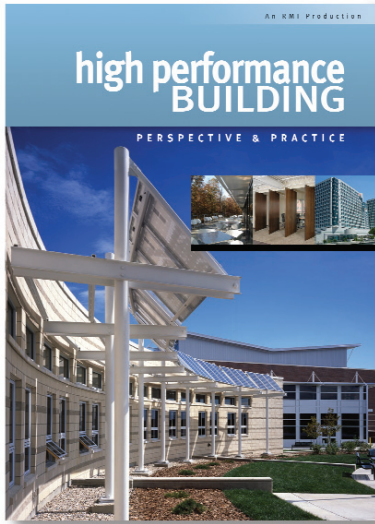
Members of BET also are participating on the lead advisory council for the Clinton Climate Initiative. One of the Initiative's projects involves removing barriers to green building retrofits in major cities worldwide. RMI plans to host symposia for commercial building owners, investors, appraisers and others to discuss green retrofits, green building valuation criteria, financing, lease structures and performance-based contracting. BET is providing how-to information for incorporating green and sustainable applications in the development and renovation of private and public buildings.



Doerr-Hosier Center in Aspen, CO.



Desert Living Center, Las Vegas, NV.



RMI's Sustainable Cities practice, now housed within BET, offers strategic solutions to community leaders responsible for developing climate and sustainability initiatives. During the past year, the Sustainable Cities Team has worked with public officials and private sector representatives from Atlanta and Savannah, Georgia; Las Vegas, Nevada; Aliso Viejo, California (a suburb of Los Angeles); and Snowmass Village, Colorado, to help develop sustainability plans or address development issues. Most recently, RMI was awarded a grant from the Kohlberg Foundation to accelerate progress on campus climate initiatives. RMI will be collaborating with the Association for the Advancement of Sustainability in Higher Education on this project.

BET is working on influencing audiences across the globe through engaging speaking events that highlight a wide variety of techniques to achieve lasting high-performance design with goals beyond net zero energy consumption. Such events include a keynote address to the Carbon Trust in Scotland (Greg Franta), a two-week course in Maho Bay, St. John, US Virgin Islands, with the Institute for the Built Environment (Victor Olgyay), and a keynote address for the National Association of Industrial & Office Properties at the Utah Commercial Real Estate Symposium (James Brew).

Finally, but not insignificantly, members of BET spearheaded the energy retrofits and LEED certification for RMI's new Boulder office, to which staff relocated in February 2008. The new facility is aiming for LEED Platinum under the Commercial Interiors rating system and is expected to cut energy costs in half compared to the previous tenants, saving RMI \$30,000 over the next three years.



ERT's innovation workshops included addressing efficiency in oil refining.

Energy and Resources Team

RMI's Energy and Resources Team (ERT) has focused on a number of key initiatives aimed at transforming the demand, supply and use of electricity in the United States. Through cutting-edge research and client work, RMI continues to be a driving force in the effort to reengineer the mechanisms by which America uses energy.

By working with key industry partners, ERT is furthering the concept of an integrated, distributed electric utility, the Next Generation Utility (NGU). NGU combines demand control, end-use efficiency, renewable energy sources, peaking generation systems and electric drive vehicles to satisfy electricity requirements at or below current cost levels with greatly reduced CO₂ emissions. ERT is analyzing the impact of incorporating more



“For some years I have been afflicted with the belief that flight is possible to man.”

– Wilbur Wright

including the Power-Gen Renewable Energy and Fuels conference, the American Solar Energy Society’s annual conference and the American Wind Energy Association’s annual conference.

ERT, in conjunction with RMI’s MOVE practice, is currently researching the sustainability impacts of different types of biofuels and analyzing the state of the biofuels market, all with the goal of answering the question “what is a sustainable biofuel, and how do we encourage its production?” To apply these findings to the real world, ERT and MOVE worked on the State of Hawaii’s energy plan, which included RMI-identified policies to encourage biofuels production in the state. ERT also continues to promote the intellectual capital developed during its June 2007 workshop with the National Renewable Energy Laboratory that focused on driving down the cost of cellulosic ethanol through engineering innovation.

On another front, ERT has been working with EDS, a global information technology services provider and Fortune 500 Company, on the design of a highly efficient data center slated to be opened in 2009. ERT also is working with EDS to analyze the costs and returns of a company-wide environmental strategy.

In addition, ERT is working with Irving Oil, a privately held Canadian crude oil refining company that is planning to build one of the first new refineries in North America in more than two decades. In line with Irving Oil’s intention of making the facility dramatically more energy and resource efficient than traditional refineries, ERT conducted an innovation workshop to develop engineering and design strategies aimed at reducing Irving Oil’s overall environmental impact. ERT is continuing to work with the company on implementation of the strategies identified in the workshop.

efficient end-use technologies in buildings as well as the role of government policies and programs that contribute to reduced electricity consumption. During the past year, ERT has made tremendous strides toward evaluating NGU’s technical and economic feasibility. In preparation for disseminating findings to utilities and regulators, ERT has started to publish papers and make presentations regarding the NGU concept. As part of its work in this area, ERT is collaborating with the MOVE Team to demonstrate the technical and economic merit of electric drive vehicles to help utilities meet peak power demands, store renewable power and lower the CO₂ emissions of automobiles.

ERT also is conducting research on strategies for mitigating the variability of wind and solar energy. By examining climatic data at potential wind and solar installations over a broad geographic range, ERT will help utilities make better choices regarding the optimal energy portfolio, one that maximizes power generation and minimizes variability so that renewable electricity may be integrated into the grid at reduced costs. ERT has presented its findings at several industry conferences,

Collaboration Among the Research and Consulting Teams

As detailed above, the MOVE, BET and ERT teams undertake extensive research and consulting individually. However, the three teams also collaborate on select projects, which allows RMI to achieve greater impact. Collaborative projects include developing energy efficiency strategies for the city of Cambridge, Massachusetts, to help reduce its greenhouse gas emissions 20 percent below 1990 levels by 2010 and acquire 20 percent of its municipal power from renewable sources; developing a carbon strategy for a major gaming company; undertaking a whole-system analysis of the agricultural, energy and transportation systems in Hawaii for the Omidyar Foundation; and performing an analysis of the Smart Garage concept with Google.org and the Lemelson Foundation.



Cambridge, MA benefited from RMI's whole systems thinking.

Office of the Chief Scientist

RMI cofounder, Chairman and Chief Scientist Amory Lovins continued to emphasize the arguments against nuclear power with a groundbreaking article, "Forget Nuclear," which he coauthored with Imran Sheikh and Alex Markevich and published in the spring 2008 Solutions newsletter. (That summary version was taken from a technical paper preprinted for a September 2008 Royal Swedish Academy of Sciences forum.) By comparing the cost, climate protection potential, reliability, financial risk, market success, deployment speed and energy contribution of nuclear power with that of its low- or no-carbon competitors, the article explains why nuclear power will not deliver its promised benefits and why other energy alternatives offer climate and security solutions sooner and with less risk. On March 12, 2008, Lovins reiterated these arguments in testimony before the U.S. House of Representatives' Select Committee on Energy Independence and Global Warming. The nuclear article received extensive press coverage, including stories by *Time*, *U.S. News and World Report*, Reuters and Bloomberg, among others.

Lovins continued his work for the Defense Science Board, which in February 2008 produced a seminal report, *More Fight, Less Fuel*. The report outlines a new Department of Defense (DoD) policy requiring that the "fully burdened" cost of fuel—including the costs of delivery and procurement—be considered when evaluating and selecting tactical systems. RMI's participation on a DSB Task Force also helped sway DoD to adopt a directive applying an Energy Efficiency Key Performance Parameter to the requirements and acquisition system. For the first time, the 2008 Defense Authorization Act also requires this approach. DoD's research and development emphasis on light, strong materials and advanced propulsion will help transform the civilian car, truck and plane industries toward tripled fuel efficiency. The Pentagon is emerging as a leader in the U.S. government in breaking the national dependence on oil, thanks in part to RMI's service for the Defense Science Board.

The Chief Scientist and his staff also forged strategic partnerships with select management consulting firms to further leverage RMI's influence in the public and private sectors; served on numerous advisory councils including those of Ford Motor Company and Deutsche Bank AG; built alliances with universities and the private sector to further advance Factor Ten Engineering (10xE), RMI's game-changing initiative to accelerate the reform of engineering teaching and practice by transforming how engineers think about design; collaborated with MOVE on a paper examining heavy trucking platform efficiency (see below); delivered numerous lectures; attracted extensive media attention, including interviews on *Democracy Now!*, *Charlie Rose*, and *Living on Earth*, as well as articles in several print publications including the *Christian Science Monitor*, *Huffington Post*, *Newsweek*, *Forbes* and *Wall Street Journal*, among others; and, in conjunction with Tsinghua University, completed translation of *Winning the Oil Endgame* into Mandarin and will publish the book in China in the second half of 2008. Perhaps most notably, in the final quarter of 2007, Amory received two of the world's top environmental awards—the Blue Planet and Volvo Environment prizes.



"I believe that if you show people the problems and you show them the solutions they will be moved to act."

– Bill Gates

Communications Team

Over the past year, the Communications Team has made several strategic hires, particularly in the area of Web design and development, as part of a broader strategy to improve awareness and growth of the RMI brand.



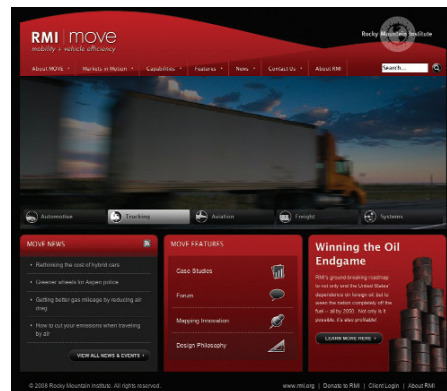
bet.rmi.org

Development Team

During the past year, individuals, foundations and corporations donated more than \$7.8 million to RMI, meaning that the Development Team exceeded its already ambitious goal of \$7.5 million. RMI had support from more than 2,300 individuals as well as 55 foundations for specific projects and general work. One single event—"RMI25" last August—raised more than half a million dollars. The tremendous success in fundraising resulted from a combination of hard work from the Development Team and staff from the research and consulting teams (who often were tasked to speak with donors), continuing support from long-time donors as well as new donors, successful communication of RMI's message, and involvement and support from RMI's Board of Trustees. One highlight of the fundraising efforts was the selection of RMI by textile manufacturer Unifi, Inc., as one of five recipients of the proceeds from its new line of Repeve consumer and commercial high-end polyester textiles. In membership with 1% For the Planet, one percent of Repeve sales revenue for fiscal year 2009 will be divided among RMI and four other nonprofits, and each organization's name will be listed on the Repeve apparel hang tags.

RMI's online presence is in the process of being completely overhauled to communicate information about RMI and its work to a broader public more effectively and also to encourage donations and client consulting projects and relationships.

In spring 2008, micro-sites for the BET and MOVE teams went live, with ERT to follow suit early in the next financial year. These sites incorporate multimedia, flash visuals and present a wealth of information demonstrating the capabilities of each team. Going forward, these sites will complement client and research engagements, adding extra value and resources to consulting and research projects.



move.rmi.org

Recognizing the power and potential of online communication and networking, rmi.org is being redesigned and developed and will launch in fall 2008. The refurbished site will increase communication and awareness of RMI's research, stewardship, services and processes through targeted messaging that conveys the mission to our diverse site audiences. The Web site will more effectively convey who we are, what we do, and detail RMI's philosophy of finding win-win solutions through collaboration and engagement, and ultimately business for profit.

In addition to these larger scale projects, our continuing blog programs on Yahoo!Green and Treehugger.com have proved extremely popular in generating significant viewership and spreading our message.

In July 2008, RMI launched its new *Solutions Journal*, a redesign of RMI's tri-annual publication for outside audiences. The journal will profile RMI staff, projects and innovative ideas.

RMI received extensive media coverage during the past year, thanks in part to the Team's relationship with RenewComm, a Washington, D.C.-based media and communications consultancy. Highlights of RMI's coverage include articles in numerous print publications, including the *New York Times*, *Forbes*, *Newsweek*, *Time*, *Dow Jones Market Watch* and *Popular Mechanics*, among others. For a full listing, visit the Press Room section of RMI's Web site.

RMI25

The "RMI25" gala last August was a fitting tribute to the organization's twenty-five years of success in influencing the energy and environmental policy discussion in the United States and around the world. Master of Ceremonies Thomas Friedman, who has mentioned RMI extensively in his *New York Times* column, led the event and was one among many notables in attendance. Former President Bill Clinton inaugurated the symposia with an inspiring speech. "RMI25: Celebrating Solutions" paid tribute to the founders, trustees, staff, alumni, collaborators and supporters who have been with RMI over the years.

Conclusion

During the past fiscal year, RMI continued its drive to become a more professional, organizationally streamlined nonprofit focused on the efficient—and restorative—use of resources. And RMI did it in large part through the notion of applied hope—hope supported by a combination of cutting-edge research and successful implementation. RMI's game-changing initiatives—*Cooling the Warming*, *Winning the Oil End Game*, *Next Generation Utility*, and *Factor Ten Engineering*—will help transform the way the United States and countries around the world think about resource use. In coming years, RMI will continue to use whole-systems thinking to further this paradigm shift and foster the protection and enhancement of natural and human capital. The Institute is applying hope in ways that are making a measurable difference.



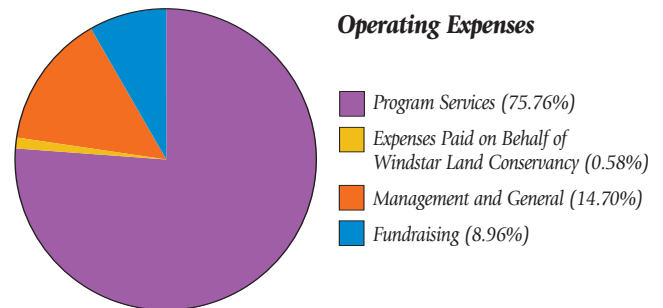
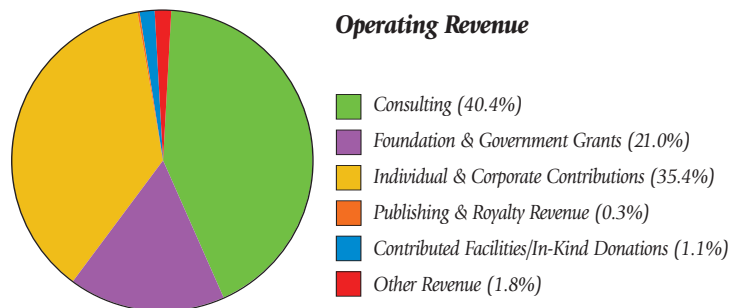
800 of our closest friends at RMI25.

Balance Sheet - Audited / thousands of current dollars, GAAP basis

ASSETS	6/30/08	6/30/07	6/30/06
Cash and Marketable Securities	\$149	\$240	\$87
Capital Reserve Fund	4,800	4,622	4,418
Grants Escrow Fund	1,051	1,255	1,835
Accounts Receivable	2,037	1,726	914
Grants & Pledges Receivable	464	876	941
Notes Receivable	—	—	183
Inventory	49	39	87
Property & Equipment (Net)	1,679	1,689	1,798
Assets Restricted for Endowment	722	741	685
Other Assets	280	209	98
TOTAL ASSETS	\$11,231	\$11,397	\$11,046

LIABILITIES & NET ASSETS

CURRENT LIABILITIES			
Accounts Payable	\$746	\$568	\$108
Compensated Absences	279	204	224
Other Accrued Expenses	782	622	218
Deferred Revenue	119	—	274
Line of Credit	921	1,061	1,200
Total Current Liabilities	\$2,847	\$2,455	\$2,024
Long-Term Liabilities	\$1,073	\$1,135	\$1,298
TOTAL LIABILITIES	\$3,920	\$3,590	\$3,322
NET ASSETS	\$7,311	\$7,807	\$7,724
TOTAL LIABILITIES & NET ASSETS	\$11,231	\$11,397	\$11,046



Statement of Activities - Audited / thousands of current dollars, GAAP basis

	Twelve Months Ending 6/30/08	% OPERATING REVENUE	Twelve Months Ending 6/30/07	% OPERATING REVENUE	Twelve Months Ending 6/30/06	% OPERATING REVENUE
OPERATING REVENUES & SUPPORT						
Consulting	\$5,227	41.0%	\$4,464	46.6%	\$2,774	33.1%
Foundation & Government Grants	2,570	20.2%	2,353	24.6%	1,976	23.6%
Individual & Corporate Contributions	4,573	35.9%	2,352	24.6%	3,264	38.9%
Publishing & Royalty Revenue	41	0.3%	93	1.0%	91	1.1%
Contributed Facilities/In-Kind Donations	139	1.1%	135	1.4%	149	1.8%
Other Revenue	186	1.5%	180	1.9%	130	1.6%
TOTAL OPERATING REVENUES & SUPPORT	12,736	100.0%	9,577	100.0%	8,384	100.0%
OPERATING EXPENSES						
Program Services	9,265	72.7%	6,676	69.7%	5,201	62.0%
Expenses on behalf of Windstar Land Cons.	71	0.6%	97	1.0%	98	1.2%
Management and General	1,798	14.1%	1,903	19.9%	1,363	16.3%
Fundraising	1,096	8.6%	831	8.7%	576	6.9%
Total Operating Expenses	12,230	96.0%	9,507	99.3%	7,238	86.3%
OPERATING MARGIN	506	4.0%	70	0.7%	1,146	13.7%
NON-OPERATING REVENUES						
Gain/(Loss) on Sale of Assets	(143)	-1.1%	158	1.6%	79	0.9%
Investment Income	224	1.8%	255	2.7%	272	3.2%
Total Non-Operating Income	81	0.6%	413	4.3%	351	4.2%
NON-OPERATING EXPENSES						
Depreciation	161	1.3%	117	1.2%	144	1.7%
Prior Period Adjustment	700	5.5%	—	—	—	—
Facilities Contributed Expense	135	1.1%	135	1.4%	122	1.5%
Interest Expense	87	0.7%	148	1.5%	123	1.5%
Total Non-Operating Expense	1,083	8.5%	400	4.2%	389	4.6s%
CHANGE IN NET ASSETS	\$(496)	-5.2%	\$83	0.9%	\$1,108	13.2%

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