



ROCKY MOUNTAIN INSTITUTE

NEWSLETTER

HALFWAY TO HYPERCARS

Automakers Are Already on the Right Road

You read it here first, folks. For several years now, RMI has been predicting the arrival of things called "hypercars," to the point where it probably sounded like we were crying wolf. Well, what do you know: recent announcements at the Tokyo and Detroit auto shows reveal that several major car companies have already made the first of two big leaps toward producing hypercars.

Suddenly, the talk is of full-sized, full-featured passenger cars that get 60 or even 80 miles per gallon—two to three times the current average. These are not concept cars that will never be built, but models that are in development or (in Japan) already on the market.

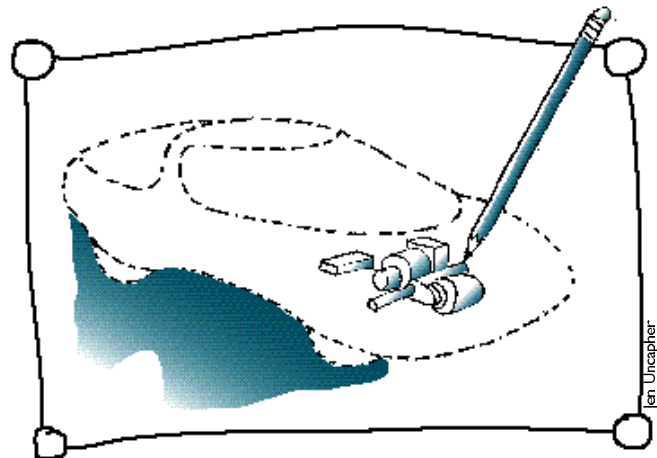
To understand what a revolution that is, you only have to think back a few years, when the Big Three had to be dragged kicking and screaming into admitting even a 10-percent increase in fuel efficiency was practically possible. If they're now showing or verbally committing to making doubled- or tripled-efficiency cars, just imagine what they're working on in secret.

HOPPING ON THE BANDWAGON

Why the change of tune? The main reason is a technological one: manufacturers have finally woken up to hybrid-electric drive—one half of the hypercar concept.

Hybrid-electric vehicles challenge conven-

tional drivetrain arrangements entrenched for the past century. Instead of relaying the engine's power to the wheels mechanically (via driveshaft, gears, differentials, and axles), a hybrid's engine generates electricity to power special motors that drive the wheels.



(In some hybrids, the electric drive supplements, rather than replaces, the mechanical drive.)

Decoupling the engine from the wheels, smoothing the energy flow with a small, high-powered electrical storage device, enables the engine to be smaller and to run more efficiently. It also permits braking energy to be recovered by the motor(s), and opens the door to even more efficient power sources such as fuel cells.

And why the sudden interest in hybrids? Pick a reason. Global warming, and the Kyoto agreement to reward reductions in

(continued on next page)

Contents

They Is We	2
Rethinking Automobility	4
After Kyoto	4
Business Climate Change?	5
Greening 'Chip Fabs'	6
Oil, Oil Everywhere	7
Falling Off a Log	8
Windstar Campaign Final	9
A Salute to Farley Sheldon	10
Institute Supporters	12

THEY IS WE

By L. Hunter Lovins, Executive Director

Ernest Hemingway once said, "Every damn thing is your own fault if you're any good."

Periodically various RMI staff are wrenched from their work by an obnoxious series of beeps, wails, or whines. These tones, dispatched by the Pitkin County Sheriff's office, are a signal to those of us who volunteer for the local fire or rescue services that a neighbor is in need. On-call or available firefighters, emergency medical technicians, and mountain rescue members drop what they're doing and bolt for the door. Rarely convenient, these calls always take priority over the papers or conversations that get abandoned.

People ask: don't you think you guys are doing enough already?

Nope. I've a long-standing belief that each of us is responsible for the world around us and should do whatever we can to deal with its problems. That used to be how all communities worked. But as people left rural life where neighbors looked out for one another, it became fashionable to decline to get involved, saying, "They'll take care of it." I've always thought that attitude seemed inadequate. Who's "they"? They is me. If a problem occurs on my watch, it's my job to fix it, if I can.

That's why I so admire Dick Recchia of Mitsubishi Motor Sales America. Rainforest Action Network chose to mount a civil disobedience campaign against his company, which sells cars, because another Mitsubishi company, which cuts trees, wasn't susceptible to a consumer boycott. Dick could have answered, "This is not my problem, go away or I'll have you arrested." Instead, he accepted the conflict as an opportunity to reassess how his company does business, how to move it toward greater sustainability, and how he can help other

Mitsubishi companies address their problems (see page 8).

That's leadership. It's also part of a growing movement of individuals and companies who realize that "they" aren't doing enough to solve the problems we all face, and that the only way to find solutions is for each of us to do more.

We try to do the same here at RMI, both as an organization and as individuals, locally as well as globally. The participation of eight of our staff in various local emergency services is a testament to their willingness to pitch in and take responsibility for their world. RMI has long encouraged this by giving employees paid time to serve on the volunteer fire department.



PERSPECTIVES

One recent afternoon, as several of us raced off to respond to a car wreck on the highway, our office manager Jennifer Cairns mused, "I wish I could get RMI time to serve the community in my own way." The logic was inescapable. We implemented the new policy described on page 3. Now all our employees can be a part of making their little piece of the world a better place.

RMI is by no means the first organization to do this. In our book *Green Development* we profile the Inn of the Anasazi, which instituted a similar policy several years ago. The Santa Fe-based hotel has found that such measures to empower its staff have played an important part in creating a devoted workforce in an industry that typically has high turnover.

How about you? Ask your boss to consider letting you become part of the solution, too. Or if you are the boss, give it a try: invite your staff to become even more responsible. I think you'll find it's contagious. And I guarantee you, there's no cheaper way to feel good about yourself. 🌱

(continued from page 1)

greenhouse emissions (see page 4). Gulf jitters. Choking smog and the high price of gasoline in emerging markets. A backlash against sport-utility gas guzzlers. The fear that a competitor will do it first. RMI's Hypercar Center is constantly reminding automakers of these threats and opportunities.

Whatever the reasons, automakers are heading in the right direction—fast.

Toyota has led the pack with its Car-of-the-Year-winning Prius hybrid (see the fall/winter 1997 newsletter), which dominated the Tokyo Motor Show and went on sale in Japan in December. Its 66 city miles per gallon got attention, but what really created a buzz was Toyota's prediction that hybrids will gain a one-third world market share by 2005.

During November and December, meanwhile, Audi, Honda, Mazda, Mercedes, Nissan, and Subaru all showed hybrids or announced their intentions to do so.

Giving critical mass to the hybrid-electric movement was January's Detroit Auto Show, where General Motors, Ford, and Chrysler all made serious hybrid announcements aimed at products by 2000-01. GM is the world's largest automaker—it sells one out of every six cars and trucks on the planet—so when it jumps on a bandwagon, you can bet there's a parade. The next day a front-page headline in the *Wall Street Journal* summed up a determined new mood: "Auto Industry Reaches Surprising Consensus: It Needs New Engines."

GM's three 60-80-mpg hybrid concept cars, said its vice chairman, indicate "deadly serious intent." So they should, given Toyota's and Honda's virtual declaration that they intend to do to Detroit all over again what they did in the '70s. Only this time, Detroit is smarter and more agile—and RMI has been quietly preparing it for hypercars since 1991.

DROPPING THE OTHER SHOE

So the first half of the hypercar concept is coming to pass. The second shoe is going to drop in the next few years, as designers learn to make cars much lighter and lower in drag, which makes hybrid-electric drive

work better and cost less. Ford is already making a good start with its 40-percent-lighter P2000 hybrids, and three Chrysler concept cars shown recently incorporate lightweight polymers. GM's hybrids, while heavy, boast low-drag aerodynamics and tires.

RMI's hypercar concept *starts* with ultralight, low-drag design, for sound engineering reasons.

Because five to seven units of fuel are needed to deliver one unit of energy to the wheels of a conventional car, saving energy at the wheels offers immensely amplified savings in fuel. The way to minimize wheelpower losses is to make the car very light, aerodynamically slippery, and low in rolling resistance, and then recover most of its braking energy. Such a design can cut the amount of power needed to move the car by half or more, which then reduces the size, weight, and cost of the drivesystem and other components, which in turn reduces mass and wheelpower requirements, hence cost, and so on.

Hybrid-electric drive and ultralight, low-drag design are both worth doing in their own right, but combining the two yields synergies—snowballing savings in weight, complexity, and cost—too good to pass up. And ever stronger evidence is confirming that the ultralight materials' extraordinary strength can make such cars at least as crashworthy as the heavy steel cars with which they may collide.

Whatever the reason for the car industry's newfound interest in hybrid-electric drive, it doesn't appear to be a vision of creating better, more marketable cars. As a result, manufacturers are backing into hypercars, starting with the drivesystem and working downstream instead of the other way around. That's a slower route to an optimized vehicle, because it lowballs the benefits and exaggerates the costs and difficulties of the entire package.

There's a danger that automakers, who come from an incrementalist, component-based, this-year's-model culture, and who have billions of dollars sunk into conventional manufacturing assets, might simply stop halfway. The job of RMI's Hypercar Center is to make sure they don't.

THE RIGHT DIRECTION

These ideas are not new. Ferdinand Porsche designed a hybrid-electric car as long ago as 1900; more recently, such design pioneers as Paul MacCready have championed hybrid technologies that take advantage of modern materials and electronics. There have been many lightweight concept cars in the past decade, GM's 1991 Ultralite being the best example so far announced by a major automaker.

RMI's contribution has been to show how all the pieces fit together synergistically, and to propose a commercially and strategically compelling approach to manufacturing and marketing ultralight-hybrid hypercars.

The hypercar is an idea whose time has come. Like Amory Lovins's "soft energy path" of the 1970s, it was initially derided by an entrenched industry because it challenged deeply held assumptions, but it's so full of common sense and competitive

advantage that it's inevitably catching on.

One of the preconditions for such a concept to crystallize is that people must be aware—at least subliminally—of the unsupportability of business-as-usual. Conventional cars simply can't meet important societal goals such as greenhouse-gas reduction and oil security, nor do they acknowledge the past couple of decades' dizzying advances in electronics and materials. Car manufacturers are now waking up to the impending threat from competitors, both inside and outside their industry, and are increasingly aware that their customers aren't going to put up with ever more costly, heavy, and complicated versions of the same basic product.

The auto industry is finally moving in the right direction, and RMI is making sure it keeps heading that way. We hope to be able to report on more exciting developments in future newsletters. 🌐

RMI's Spirit of Volunteerism

RMItes Dave Cramer (at center in helmet), Brett Williams (helmetless behind Dave), and Chris Lotspeich (helmet visible behind Brett) in action during a rescue last August. They are among nine staff who serve in or sit on the boards of local volunteer fire, ambulance, or mountain rescue services.



Dylan Coker

This winter, RMI instituted a progressive new policy allowing each employee eight hours per month of paid volunteer time for community service.

The policy is a recognition of the considerable amount of service RMItes already do, and an incentive to do more. Many RMItes have long served as volunteer firefighters and emergency medical technicians; since local rescue workers often can't afford to leave their jobs during office hours for emergencies, it's par-

ticularly helpful to the department that RMI allows staff to respond during the day. Other staff volunteer their time to local planning commissions, library boards, environmental organizations, and social-service efforts.

"It's a great adventure of service," says Chris Lotspeich, who serves on the Basalt Volunteer Fire District. "The immediate, hands-on nature of the work nicely complements the research and consulting we do at RMI."

RETHINKING AUTOMOBILITY

By Jonathan Fox-Rubin

I know I can't buy a hypercar yet, but what can I do in the meantime to minimize my car's environmental impact?

There are two basic techniques for reducing the adverse effects of automobiles: smart driving and "negadriving." Smart driving simply means operating your car in a way that reduces the wear and tear, emissions, and costs of driving. Negadriving means reducing the amount you drive by using alternative ways of getting where you're going (or not needing to, because you're *already* where you want to be).

SMART DRIVING

- **Keep your car well tuned.** Old cars aren't necessarily the worst polluters. Poorly maintained or malfunctioning vehicles are—even relatively new ones. Regular tuneups pay for themselves in longer vehicle life and reduced repair costs, not to mention better mileage.

- **Drive gently for the first few minutes.** This minimizes cold-start emissions, which account for about half of the emissions from an average 10-mile trip. *Don't* warm up your car in neutral, as this delays "light-off" of the catalytic converter and increases emissions.

- **If you're driving for less than five minutes, don't!** Short trips hurt the oil's lubricating capabilities and decrease the life of the engine. Unburned gasoline gets in the oil when the engine is cold, then boils off once it gets hot.

- **Combine trips.** Your car's catalytic converter cools down after about 10–15 minutes. Park in a central location and then run your errands to avoid unnecessary cold starts.

- **Don't idle for more than a minute.** It wastes fuel and increases emissions, even accounting for restarting the engine.

- **Don't drive aggressively.** Flooring

the accelerator puts the car into "enrichment mode," which drastically increases fuel consumption and emissions (not to mention accidents!).

- **Keep tires properly inflated.**

Underinflated tires can decrease fuel economy by 10–20 percent, and also compromise safety.

NEGADRIVING

- **Take public transit.** Per passenger, buses and trains are much more efficient than cars. Even if you can't use transit, support it: it reduces congestion for those who must drive.

- **Car- or van-pool.** It saves energy, road space, vehicle wear and tear, parking fees, and even time (if your commute is on a highway with high-occupancy-vehicle lanes).

- **Work on flextime or telecommute.** If each single-occupancy driver stayed off the roads one day a week, congestion would decrease by 20 percent—even more during rush hour, since extra cars disproportionately slow the flow as a highway nears its peak capacity.

- **Bicycle or walk.** Perfect for getting to transit stops or for going short distances. Biking and walking use renewable energy, promote mental and physical fitness, and create no emissions (at least 1 pound of carbon dioxide is saved per mile compared with driving).

- **Plan your next move** so you live closer to public transit and to where you and your family shop, work, and play.

- **Sell your car**—the ultimate negadriving technique! The financial benefits are considerable: the average vehicle in the United States costs \$6,000 a year in interest payments, depreciation, insurance, repairs, maintenance, and fuel.

That's enough to cover the payments on an extra \$70,000 of mortgage, enabling you to buy a better, more efficient, transit-friendly home. 🌍



DEAR ROCKY

CLIMATE CHANGE

AFTER KYOTO *Making The Targets Moot*

We'd be disappointed with the targets set at December's Kyoto climate-change conference if it weren't for one thing—the targets aren't very important.

What *is* important is that the Kyoto treaty establishes a "cap-and-trade" framework that will specifically reward carbon reductions, best buys first. As more nations ratify the treaty and more firms behave as if it were ratified, trading will add yet another bottom-line reason to reduce greenhouse-gas emissions, whatever the targets, and give RMI yet another argument for profitable climate protection (see the fall/winter 1997 newsletter).

And there's every reason to believe that this trading system will make the targets moot. Remember the battles in Congress in 1990 over sulfur dioxide emissions targets? Of course you don't; nobody does. The targets are ancient history, because industry is already exceeding them by 40 percent, and at *less than 10 percent of the initial cost projections*

How? Cap and trade. Set a total permissible emission level and let polluters buy and sell the rights to emit. Once you let folks profit from reducing their emissions, they find ingenious ways to do so. The models that predict such dire economic consequences almost always fail to take market-driven innovation into account.

A similar story can be told about CFCs, the ozone-depleting gases that are being phased out by another international treaty. Companies that once argued that there were no substitutes for CFCs are finding there's almost always an alternative that costs the same or less and does the job as well or better—they're turning lemons into lemonade. It matters not (except politically) where you set the target, so long as you

(continued on page 6)

A CHANGE IN THE BUSINESS CLIMATE?

In the wake of the December Kyoto climate conference, RMI drafted the following letter to help rally corporate America around profitable climate protection. As of press time, senior executives of

22 corporations had signed it. We'll list all the signatories in a future newsletter.

We've annotated the letter here to highlight some of its important themes.

RMI's "aikido" approach to climate change is to unite corporations around win-win solutions. As President Clinton said before the Kyoto conference, paraphrasing RMI, "Climate change can bring us together around what America does best."

This is created wealth. Efficiency innovations enable the sort of economic development that's in everyone's interest—in fact, it's the best sort of economic development, because it creates wealth and jobs without creating new problems

A Message from Corporate Leaders about Climate and Business

As senior executives and as citizens, we strive for corporate profitability and for prudent stewardship. Sometimes these goals might seem to conflict. In preventing potential climate change, however, they need not.

Our enterprises use energy efficiency as a practical tool to reduce expenses, enhance productivity and competitiveness, and return value to shareholders. Efficient technologies, and improved practices and processes, offer expanding opportunities to provide more and better services while using less fossil fuel. And since saving fuel generally costs less than buying fuel, the climate-protecting benefits of burning less fuel are achieved at a profit.

Already, America's strong economy is saving \$150-200 billion worth of energy every year compared with 1973 levels of efficiency. But the economy can grow still stronger by applying even better techniques. Last February, eight Nobel Prize-winners led more than 2,500 fellow-economists in declaring that "policy options exist that would slow climate change without harming American living standards, and that these measures may in fact improve U.S. productivity in the longer run."

That conclusion is correct—but making it happen requires changes. Dozens of needless barriers are now slowing the adoption of innovative technologies. The business community can go far toward profitably solving the climate problem. But we need the partnership of policymakers to use proven ways to turn the obstacles into commercial opportunities and help the marketplace work properly.

Together, business and government can capture major energy-efficiency gains which are profitable today. Doing this can also keep America's energy prices low. Their 15% drop since 1990 is due in no small measure to energy efficiency's prior successes, notably during 1979-86 when GDP grew 19% while energy use shrank 6%. Careful attention, barrier-busting, and today's better technologies can repeat and expand that success, and at the same time responsibly address the climate challenge.

In business, we often make decisions under uncertainty. Yet if protecting the climate is not a burden but a boon, then the uncertainties of climate science don't matter, because we should do the same things anyway to raise profits, create jobs, improve living standards, and gain competitive advantage. It also won't matter who goes first—but the leaders in making energy efficiency a strategic priority will capture the earliest and greatest rewards. We intend to be among those leaders.

This is the central message of RMI's recent paper, "Climate: Making Sense and Making Money"—turning barriers into opportunities

In other words, economic growth no longer depends on energy consumption—in fact, efficient new technologies and methods are one of the prime engines of today's burgeoning economy. (Another is the way efficient use keeps forcing energy prices ever lower.)

A classic "no regrets" proposition: we have nothing to lose but our waste!

This is a bottom-line concern for business. Just look at Toyota, which has invested hundreds of millions of dollars to be the first to market with a hybrid-electric vehicle.

(continued from page 4)

create a market mechanism to encourage the behavior you want.

There are two reasons why carbon dioxide will be even easier to abate than sulfur. First, energy efficiency is banned by law from the sulfur trading—only “end-of-pipe” measures (such as scrubbers and fuel mixes) count. So while the sulfur trading regime artificially restricts companies to some of the most expensive options, Kyoto’s carbon-dioxide scheme makes efficiency—almost always the cheapest option—its foundation. Second, carbon dioxide is inherently more profitable than sulfur to abate, because doing so saves fuel, and fuel costs money.

The climate treaty negotiated in Kyoto

and the U.S. Administration’s position both call on businesses to take the lead with innovation and technology. Emerging policy will strongly favor early adopters of efficiency, and will strengthen the business case for sustainability.

The sooner the private sector gets the message, the better. Post-Kyoto, RMI is working all the more closely with forward-thinking companies to help them grasp these opportunities and thereby force their competitors to do the same. The corporate climate-change statement (page 5) is one tactic. RMI’s burgeoning Corporate Sustainability consulting service, which shows clients how to make their industrial processes and facilities more efficient (below), is another. 🌱

To help realize those opportunities, E SOURCE has just completed the first part of a two-part study, *Delivering Energy Services to Semiconductor and Related High-Tech Industries*. This first installment is an assessment of the marketplace: in order to provide better service, energy service companies (firms that help companies reduce their energy bills for a cut of the savings) need to know how the industry will grow and use energy. The second installment, due in late April, will examine the technology available to provide high-quality power and energy efficiency in cleanrooms, air-handling systems, and production tools.

Chris Robertson, one of the authors of the paper and an occasional RMI partner, recently received a \$700,000, two-year grant from the Northwest Energy Efficiency Alliance to transform energy efficiency practices in the semiconductor and microelectronics industry. RMI’s Corporate Sustainability services helped him kick off his project in February: Amory Lovins, Robertson, and other members of a semiconductor “dream team” taught a major chip maker’s energy staff about advanced techniques for energy efficiency.

What kind of savings are we talking?

That’s confidential, but at Advanced Micro Devices’ Fab 25, an energy service company proposed \$250,000 worth of modifications to air-handling, lighting, and compressed-air systems that will save \$580,000 a year. That’s an annual rate of return of better than 200 percent!

The opportunities for savings are so big because of the nature of the industry. Since dust particles can destroy sensitive circuits, chips are made in “cleanrooms” where air is thoroughly filtered—an extremely energy-intensive process. Energy-conscious designers can apply the same tricks used in super-efficient air-conditioning systems: simplified layout, blowing air slowly through big coils and filters rather than quickly through small ones, better fans and controls, and aerodynamics that smooth airflow. The most efficient cleanrooms use one-fourth the energy of normal ones, and are cheaper, more reliable, smaller, and *cleaner*.

Heard this kind of thing before? It’s a new chip off the old block. 🌱

CORPORATE SUSTAINABILITY

AND FOR OUR NEXT TRICK...

Greening the Semiconductor Industry

Imagine a Dickensian textile mill, smokestack spewing filth, downtrodden workers slaving in inhuman conditions. A classic opportunity for efficiency savings, right? Sure, but that’s a no-brainer. What about modern industry—microchip plants, for example, where workers in gleaming white “bunny suits” glide through state-of-the-art facilities? Now that’s a challenge. Such a high-tech industry must have the efficiency market cornered already, right? Wrong. In fact, just the opposite.

Tremendous pressure to stay ahead in a rapidly changing industry means expedience is paramount. To beat competitors to market, manufacturers plan and build new billion-dollar plants in 12 to 18 months. Designers are more likely to copy an old plant than chew their pencils worrying about efficiency. There’s a term for what results: infectious repetitis. The same bad design is copied over and over again: not only are efficiency opportunities missed, but inefficiency is perpetuated. RMI, its

for-profit subsidiary E SOURCE, and their colleagues are now working to take advantage of this tremendous savings potential.

A little background. Computer microchip fabrication plants, or “fabs,” are the engine of modern alchemy, turning sand into money. According to E SOURCE, “Over the course of its trip through a fab, a typical silicon wafer purchased for \$200 may increase in value to \$30,000 or more.” Global sales of semiconductors (silicon chips) were \$129 billion in 1996, with sales of \$1 trillion expected by 2005.

Worldwide, \$169 billion worth of new (inefficient) plants are on the drawing boards—as planned, they’ll consume as much energy as five Chernobyl-sized power plants, worth roughly \$2 billion annually. Electricity use per square foot can approach 100 times that of a modern office. Saving electricity can also provide the most cherished side benefits: higher product yield and (in new plants) faster and cheaper construction.

ENERGY

OIL, OIL EVERYWHERE...

Are We Running Out of It or Aren't We?

In March, the inflation-adjusted price of gasoline in the United States hit an all-time low. The same month, *Scientific American* published a special report titled "The End of Cheap Oil," warning of a permanent worldwide petroleum shortage beginning by 2010.

Mixed messages or what?

Not exactly. Clearly we're glutted with oil right now, but just as clearly, we can expect to run out of it at some point—it's a finite resource, after all. The real question is, is the you-know-what really going to hit the fan as early as 2010, or indeed ever?

Debate over such resource questions is all too often polarized by ideology. The prospect of an oil crunch fits environmentalists' sense of ecological limits, and bolsters their argument that humankind must change its ways to live within those limits.

On the other side, "cornucopians" aren't worried about ever running out of oil. Human ingenuity, technology, and market forces, they say, will work together to produce more oil, make it last longer, and invent substitutes for it (or for the machines that use it) before it's depleted.

We tend toward the cornucopians.

There are many good reasons the world should be weaning itself away from oil, but scarcity isn't one of them.

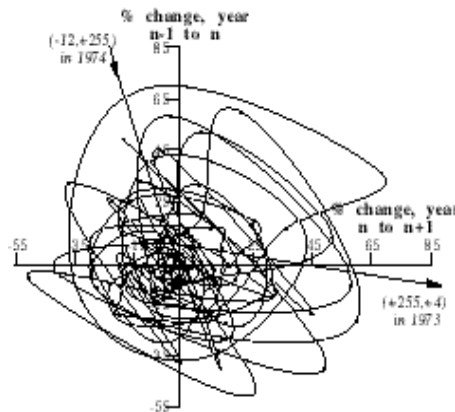
However, an oil crunch *is* what we'll get if we don't make a conscious effort to change our present course. The cornucopia isn't automatic: you have to turn the crank.

RISE AND FALL

Historically, resource depletion tends to follow a standard bell curve, whether for a single oil field, a group of fields, or a country. The *Scientific American* authors assume that global oil supplies will follow the same rise and inevitable fall.

The rub is that they predict the oil

crunch will come long before we're on the downhill slide—it'll start, in fact, at the point of maximum output, when supply will stop keeping up with rising demand, so prices must rise to keep demand in check. The global economy will then have to adjust to a sudden reversal in century-long oil growth, and to the concentration of most of the remaining oil in the hands of a few Middle Eastern nations.



Don't bet on oil prices: they've fluctuated perfectly randomly for 113 years (1881–1993).

And that point will come sooner than we think, the authors predict, because they contend worldwide oil reserves have been inflated over the past decade or so for political reasons (the more reserves OPEC nations report, the more oil they can sell).

The result, "and soon, is the end of the abundant and cheap oil on which all industrial nations depend."

LOAVES AND FISHES

Right—but wrong and irrelevant. Here's why.

First, the supply side. Reserves are *increasing* and probably will continue to do so for the foreseeable future, according to Irvin "Chip" Bupp, managing director of Cambridge Energy Research Associates

and an RMI Board member.

That's because the definition of "reserves" is a technical and economic one, not a geological one: improved technology or higher oil prices boost reserves because more of the oil is worth finding and extracting. Alleged fiddling with reserve estimates is thus a red herring, Bupp says.

And while it's true that new discoveries can trail consumption at times, he adds, that's simply a function of the shifting economics of oil exploration. Whether the cost of finding and lifting oil falls faster or slower than the price of oil determines when it's worth paying to seek more oil.

Nor do oil depletion curves capture the nuances of demand. Most economists assume demand will just keep rising until higher prices dampen it. "Demand" for what? Oil doesn't equal the end uses it provides. It's not the only way to power a car or heat a building. In fact, efficient use and substitution can restrain demand and prolong supplies, perhaps indefinitely.

Efficiency remains a huge source of "negabarrels" of oil, and is getting cheaper even faster than oil. Case in point: hypercars, which RMI predicts will eventually be four to eight times more efficient than comparable current vehicles, yet cost no more. Since light vehicles dominate transport, the major oil use, even a gradual shift to hypercars could offset the projected increase in oil demand. A rapid shift could even send oil prices tumbling.

Substitution need not wait for the you-know-what to hit the fan, either. Abundant natural gas is already replacing oil for many uses. Renewable energy will take over next, speeded by hypercars and fuel cells, which are also suited to solar hydrogen.

RMI research director Amory Lovins believes the forces of efficiency and substitution are so powerful that they'll outpace depletion. "It's now plausible that oil—like uranium—will become uncompetitive even at low prices before it becomes unavailable even at high prices," he says.

Oil scarcity isn't a non-problem, but it's probably the weakest reason for making the transition away from oil. Profit, climate protection, security, and quality of life are all more relevant and defensible. 🌱

ECONOMIC RENEWAL

FALLING OFF A LOG

RMI Helps Timber-Dependent Towns Diversify

The plight of timber-dependent communities has become a familiar theme—unemployed loggers and endangered species, jobs versus the environment.

If these communities were merely logging camps, the choice would be stark: move on or cut more trees. Fortunately, permanent communities have more—and better—options. When people are committed to a place and their neighbors, they go to great lengths to stay and survive. They've got a support system; they're not just statistics.

For 15 years, RMI's Economic Renewal program has been harnessing the staying power of communities to help them build stronger, more sustainable economies. Recently the team has begun tailoring "ER" for timber-dependent communities, conducting fieldwork in Oregon and

Pennsylvania, and writing a book on the subject.

Options available to timber communities vary from place to place. In southern Oregon's Applegate Valley—where timber jobs have dramatically declined and traditional agriculture is just hanging on or selling out—RMI is working with group of progressive farmers who believe that a prosperous future in the Applegate looks like lots of small farms, instead of subdivisions full of California refugees.

The Applegate is famous as one of the few communities where the "timber wars" were, at least temporarily, resolved through an extraordinary homegrown mediation effort called the Applegate Partnership. Among other successes, it designed an environmentally sensitive timber sale that went unchallenged, the only one of its kind.

This winter, Applegaters worked with RMI's Economic Renewal team and the Rogue Institute to develop a strategy to strengthen and expand the fledgling local organic and specialty agriculture industry. They plan to build a cooperative processing facility on an old industrial site and launch a powerful marketing effort that will include an Applegate label for all local products, farmstands in the valley, and a delivery service for the wider Rogue Valley.

While many western communities are passively succumbing to an expensive and congested future of ranches swallowed by sprawl, creative Applegaters have chosen a challenging but sustainable future.

RMI's Applegate work is supported by the Bullitt Foundation and the GAG Charitable Trust. By the time you receive this newsletter, RMI will be deep into a similar effort in Kane, Pennsylvania partnered with the Headwaters Charitable Trust and supported by the Howard Heinz Endowment.

The new Economic Renewal book, provisionally titled *Beyond Timber Dependency: How Ten Communities are Creating Jobs and Protecting the Environment*, will be published this fall. 🌍

Rainforest Update

After more than three years of negotiations, which began through RMI's mediation (see the summer 1995 newsletter), Rainforest Action Network and two Mitsubishi companies have settled their differences.

In a landmark agreement announced in February, RAN dropped its long-running consumer boycott against Mitsubishi Electric America and Mitsubishi Motor Sales America (but not against other Mitsubishi companies). RAN had targeted the entire Mitsubishi trading conglomerate, alleging unsustainable logging practices.

For their part, the two Mitsubishi companies pledged to undertake an unprecedented, top-to-bottom environmental review of their business activities;

end their use of old-growth forest products; phase out their use of tree-based paper and packaging products by 2002; and fund a program to restore and preserve the world's remaining ancient forests and their indigenous inhabitants.

Mitsubishi Electric America executive John Savage called the agreement "an affirmation on our part that progressive, environmentally responsible efforts make good business sense, as well as being positive for the long-term health of our ecosystems. We hope that other companies will join us in these efforts."

Meanwhile, reports by the Systems Group on Forests (spring 1996 newsletter), an RMI-led panel that grew out of the RAN-Mitsubishi negotiations, are nearing completion—more news soon.

New Publications

Advanced Composites: The Car Is at the Crossroads. Strategic recommendations for composite firms seeking to join the lightweight automotive materials competition. Available early June. 14 pages. T98-1. \$5.00 plus shipping & handling (see p. 11)

Climate: Making Sense and Making Money (E97-13), discussed in the previous newsletter, can now be downloaded for free from RMI's website at www.rmi.org/-catalog/climate.htm. Also downloadable is a set of overhead transparencies digested from the paper.

Small is Profitable, RMI's book-length proprietary report on the benefits of distributed electricity supplies, is now expected to be ready in June. Sorry for the delay.

RMI NEWS

MISSION ACCOMPLISHED

Windstar Campaign Meets Its Goal

RMI's Securing the Future capital campaign has officially reached its goal, at least on paper. Hundreds of gifts and grants have pushed the two-and-a-half-year campaign comfortably past its target of \$3.1 million.

The successful completion of the campaign ensures the permanent protection and stewardship of the 957-acre Windstar property, a former ranch located a mile from RMI headquarters that provides critical habitat for elk and other wildlife, and office space for most RMI staff.

Windstar was purchased in late 1996 with the first \$1.5 million raised by the campaign, and its ownership was immediately transferred to the Windstar Land Conservancy, a nonprofit land trust managed by RMI and the Windstar Foundation. The money raised after the purchase is earmarked for urgent land restoration work and the establishment of a \$1-million endowment to provide for the land's long-term operating expenses. (Without an endowment, those expenses would have to come out of RMI's operating budget.)

The success of the second half of the campaign was due in large part to grants from the Richard King Mellon Foundation, the Kettering Family Foundation, and Pitkin County Open Space and Trails, plus a gift from Amory and Hunter Lovins (see box). A portion of a major grant to RMI from the William and Flora Hewlett Foundation has also been applied to the campaign.

Our sincere appreciation goes out to the more than 1,600 individuals and organizations that helped the campaign reach its goal. The names of all contributors as of 31 December are listed on pages 13–16; gifts received after that date will be acknowledged in future newsletters.

We'd also like to express our gratitude to

campaign coordinator Judy Moffatt, whose expertise and professionalism were vital to the effort's success, and RMI Board members Jimmy Mills and Carol Noyes, who graciously served as campaign co-chairs.

Gifts to the Securing the Future campaign are still most welcome: they will cover borrowings against pledges (to be received over the next few years) and will allow more of the Hewlett grant to be shifted to RMI operating support.

And although the campaign has reached the financial goal set two years ago, that estimate has turned out to be low. RMI will continue to raise money to cover these extra expenses. So if you were feeling left out because you hadn't yet sent a donation, there is still a need.

ONWARD THROUGH THE WEEDS

With funding assured, RMI this winter hired a full-time land manager, Mike Villa, who has been busily mapping out a 10-year plan of restoration work for the land.

Villa, a wildlife biologist with expertise in range and wetlands ecology, says his main priorities will be the restoration of natural ecosystems and the establishment of an environmental education and research facility on the land.

The first order of business remains the eradication of invading weeds, which crowd out native species, reduce wildlife forage, and deplete the soil of water and nutrients. Villa plans to continue the battle—started with much gusto last summer—against various species of thistle, knapweed, tansy, and toadflax.

Equally important over the long term will be the restoration of degraded wetlands and overgrazed uplands. A number of related activities are planned for this summer, including irrigation and ditch improvements, streambank contouring, pond

restoration, and forage enhancement.

Many of the land's problems, Villa believes, can be traced to past practices based on the belief that humans are separate from nature, and that natural processes should be allowed to unfold without human intervention. While that may be an appropriate strategy for intact, wild ecosystems, it doesn't work when applied to a former working ranch.

Villa sees in Windstar the potential to act as a large-scale laboratory to demonstrate and monitor management practices for transforming degraded western rangelands into self-sustaining, productive ecosystems. He is currently seeking further grant funding to support this effort. 🌱

Easy Come, Easy Go

Amory Lovins lists his priorities as "saving the world, having fun, and making money—in that order."

He put his priorities into practice in January. Upon learning he'd won a \$250,000 Heinz Award, he and RMI executive director Hunter Lovins promptly donated the full amount to the Windstar Land Conservancy.

"I hope it will signal to others the importance that we assign to the Conservancy," he said of his gift.

RMI's co-founder and research director, Lovins was named the recipient of the 1997 Heinz Award in the Environment category for his "contribution to the understanding of energy use and alternatives to traditional fossil fuels and nuclear power."

The Heinz Award is only the latest of many accolades for Lovins, who is also the recipient of a 1993 MacArthur "genius" fellowship, an Onassis Prize, and, with Hunter Lovins, a Right Livelihood Award, a Mitchell Prize, and a Nissan Prize.

Although the Heinz Award specifically names him, Amory said, "it recognizes Hunter's achievements as much as mine. We have been a team since 1979."

ZEN AND THE ART OF FUND-RAISING

A Salute to Farley Sheldon, an RMI Original

Farley Sheldon is standing on her porch on a warm February day. There's a hint of cowboy in her—maybe it's the boots and slacks, maybe it's the stance, arms akimbo, one heel kicked out. When a group of RMI visitors come by, she welcomes them: "These boards are made from a mixture of wood scraps and recycled soda bottles," she says, scuffing at the new decking with her toe. "It looks just like wood but won't rot. It doesn't seem to get too slick in the rain. I like it just fine." RMI's director of development for 12 years, Farley has not lost her enthusiasm for the Institute's mission.



Tony O'Rourke

Farley Sheldon, captured in a rare photo taken at last June's Solstice Celebration.

It's high time we acknowledge Farley's contribution to RMI. Since 1986 she has done a difficult job—asking for money—gracefully, not through multiple mass-mailings and dinnertime phone calls but with an approach that has alternately been called "aikido," "Zen," "Taoist," and even "jedi" fund-raising. In a time when nonprofits are increasingly prone to the hard sell, Farley has stood by her guns.

"We have a motto," she says, "'putting all our begs in one askit,' where we make just one appeal a year for individual operating support. Obviously we need money to operate, but we try not to make it the focal point of RMI's image. So many excellent environmentally oriented nonprofits have ruined their images by pushing too hard. We try to avoid that as far as possible." That strategy has paid off: RMI has met payroll every month since 1982 (though often not by much), and gifts are often accompanied by notes expressing appreciation for the Institute's low-key approach.

At 84, Farley is on her 14th career. She has shown hunters and jumpers in Madison Square Garden, flown her own

plane, and founded and run the Sequoia School. She was a probation officer, an alcoholism researcher, and one of the top women in the Los Angeles County government. The Pentagon Papers were photocopied on her Xerox. She even once tried, inadvertently, to shut down the Manhattan Project. (Ask her about it.)

If one were to describe Farley's life in one word, it would be "principled." She took a Duke law degree with Richard Nixon, then, alone out of 32 classmates, declined an invitation to the White House because she didn't agree with his policy in Vietnam.

Hunter Lovins, who happens to be Farley's daughter, says: "Farley has been a major influence on my life, always encouraging me to seek ways to make the world a better place, from early advice to leave a campsite cleaner than I found it, to always doing more than her share of whatever work there was to be done. She is a believer in Jeffersonianism, and an enemy of cynicism. She's also a great friend."

Many staff children younger than Hunter haunt the Institute. One, a three-year-old named Lily, is shy enough to hide behind her mother's legs in the kitchen. Visiting for lunch one afternoon, Lily whispers: "I want to sit next to Farley." There are few better indicators of the effectiveness of the soft sell, of kindness, and of the quality of people. ☺

"Why I love to give to RMI: Aside from their low-key fundraising, RMI doesn't waste their energy on blaming, criticizing, and attacking... Instead RMI asks, 'How can I help? What can we do to make things better?' This is the attitude that brings real and lasting solutions." — Reader Tim McNerney

NOW YOU SEE IT...

Some problems we love to have. The first print run of RMI's latest book, *Green Development: Integrating Ecology and Real Estate* (fall/winter 1997 newsletter), sold out in an astounding two months, sending publisher John Wiley & Sons scrambling to reprint, and annoying many would-be readers.



That short-term inconvenience aside, the book's success is good news for the long term. *Green Development* is selling mainly to real-estate developers, architects, financiers, and university professors: its ideas are already finding their way onto drawing boards and course curricula, and will increasingly be seen on the ground in the next few years. Many observers are already predicting that green development will eventually become the norm in the real-estate industry, and RMI's book will be the standard reference work.

Co-authors Jen Uncapher and Bill Browning, who kept up a whirlwind schedule of press conferences and professional speaking engagements in November and December, deserve credit for giving the book a strong sendoff. Yet most of the press coverage generated by their tour didn't even appear until *after* the first 3,000-book printing had sold out, suggesting that there was an even greater untapped demand for information on green real-estate development than we had dared hope.

Now RMI's Green Development Services is bracing for a corresponding boom in consulting work—another problem we'd love to have.

We apologize to those of you who had to join the waiting list in January and February. All back orders should have been cleared by now, and the book and companion CD-ROM may once again be ordered through RMI. The book costs \$54.95 and the CD \$7.00 plus shipping and handling (see page 11). *Please note that our supply of free CDs has run out.*

THANKS IN-KINDLY

Thanks go out to Carrier Corporation and Maytag Appliances for their very welcome recent in-kind donations.

Carrier's gift was an efficient propane boiler to replace the woefully inefficient electric heating and hot-water system at RMI's newly purchased employee-housing building. The new unit is projected to cut monthly energy bills in half, even after the addition of extra living space and two bathrooms. Superinsulation will soon save more.

Later this year, with Carrier's help, we hope to carry out similar retrofits at RMI's other staff-housing building and at the Windstar office building.

Maytag, meanwhile, donated one of its energy- and water-efficient Neptune washing machines as a demonstration model for the headquarters building.

One of the new wave of front-loading "horizontal-axis" machines, the Neptune turns laundry on its side and tumbles clothes through a relatively shallow depth of water. (The drum of a vertical-axis machine has to fill up entirely to get clothes clean.) As a result, Maytag's machine uses 40 percent less water and 75 percent less hot water than a comparable conventional model, reducing total energy use by 65 percent.

NEW SHIPPING & HANDLING RATES

We're sorry that increased U.S. mail and UPS rates require RMI to increase its shipping and handling charges. The new charges are as follows:

Order Amount	U.S.	Canada
\$ 0.00-12.00	\$3.50	\$4.00
12.01-20.00	4.00	5.00
20.01-35.00	5.00	6.00
35.01-50.00	7.00	8.00
50.01-100.00	8.50	9.75

We normally ship by first-class mail or UPS. For larger orders, express delivery, or shipments outside North America, please call RMI for shipping and handling charges. All charges are in U.S. currency.

1997 FINANCIALS

Historically, RMI has published a recap of unaudited financial results for the previous year in the spring newsletter. This year we're going to wait until the summer issue and use audited figures. As always, full financial results will be published in the annual report, available in late June.

Preliminary results suggest an operating surplus in 1997, the Institute's third in a row.

The Newsletter

The Rocky Mountain Institute *Newsletter* is published three times a year and distributed to more than 20,000 readers in the U.S. and throughout the world.

Please ask us before reproducing, with attribution, material from the *Newsletter*.

LETTERS TO THE EDITOR

We want to hear your comments, criticism, or praise relating to any article printed in the *Newsletter*.

Please address all correspondence to:
Newsletter Editor

Rocky Mountain Institute
1739 Snowmass Creek Road
Snowmass, CO 81654-9199
(970) 927-3851 / fax (970) 927-3420

Email: dreed@rmi.org

Web: <http://www.rmi.org>

EDITOR.....Dave Reed
WRITERS.....Dave Reed, Auden Schendler,
Michael Kinsley, Jonathan Fox-Rubin
LAYOUT.....Ema Tibbetts

About the Institute

Rocky Mountain Institute is an independent, nonpartisan, nonprofit research and educational foundation with a vision across boundaries.

Seeking ideas that transcend ideology, and harnessing the problem-solving power of free-market economics, our goal is to foster the efficient and sustainable use of resources as a path to global security.

Rocky Mountain Institute believes that people can solve complex problems through collective action and their own common sense, and that understanding interconnections between resource issues can often solve many problems at once.

Founded in 1982, Rocky Mountain Institute is a §501(c)(3) /509(a)(1) public charity (tax-exempt #74-2244146). It has a staff of approximately 45 full-time, 48 total. The Institute focuses its work in several main areas—climate, corporate practices, community economic development, energy, real-estate development, security, transportation, and water—and carries on international outreach and technical-exchange programs. Its E SOURCE subsidiary (1033 Walnut, Boulder, CO 80302-5114, 1-800-E SOURCE, esource@esource.com, www.esource.com) is the leading source of information on advanced techniques for electric efficiency.

New Staff



Dave Reed

RMI welcomes (left to right) housekeeper Erica Johns, information systems operator Steve Elman, hypercar researcher Christine Schubert, and land manager Mike Villa. (Not pictured: electrician John Anderson and computer assistant Marty Hagen.) And farewell to Patty LeBlanc, Kipchoge Spencer, and A.J. Thompson.

INSTITUTE SUPPORTERS

Our sincere appreciation is offered to these friends who have contributed to RMI. Please let us know if your name has been omitted or misspelled so it can be corrected in the next issue.

GENERAL-SUPPORT DONATIONS

Donations received between 1 September and 31 December 1997 are listed. Numbers in parentheses indicate multiple donations.

BENEFACTORS \$10,000 and over

Allen-Heath Memorial Foundation
ARIA Foundation
Shepard Barbash & Vicki Ragan
The Bullitt Foundation
Compton Foundation
Department of Energy
Environmental Protection Agency (2)
New-Land Foundation
Jane Sharp-MacRae
Turner Foundation, Inc.

PATRONS \$1,000-\$9,999

Anonymous (3)
Anonymous, in honor of Mother Earth
Aspen Business Center Foundation
Associates III, Kari Foster, President
Currie & Tom Barron and The Merlin Foundation
Leyna Bernstein & Peter Barnes
Robert M. Boyar
Susanne B. Bush
Eugene B. Casey Foundation
George P. Caulkins, Jr. & Carolyn Masi
Mary I. Caulkins
Mr. & Mrs. Arthur M. Crocker
Dell Computer Corporation
Earth Share, Environment Federation of America
The Ettlinger Foundation
Rhonda & James Fackert
Angela & Jeremy Foster
Fox Family Foundation
John B. Gipin
G.A.G. Charitable Corporation
Mark Horowitz & Abigail Seixas
Charles Jaffee & Marvina Lepianka
Kane Family Foundation
Mrs. Ruth Kapes
Bud & Colleen Konheim, in memory of Eric Konheim
Carolyn Konheim & Brian Ketchum, in memory of Eric Konheim
M. Seabrook Leaf & Karen K. Finley, in memory of Jerry Garcia
Steve Leonard & Courtney Goding
Susan & Doug Linney
Reverend & Mrs. Arthur S. Lloyd
Neal D. McBurnett & Holly Lewis
Leslie & John Andrew McQuown

Kevin J. Moriarity & Lorraine Tompkins
Gary Mullard
The Overbrook Foundation
John W. Pope Foundation
The Rainbow Foundation
Marc Riseman
B.T. Rocca, Jr. Foundation
Sarah & Edwin M. Roth
Arent H. Schuyler, Jr. (2)
Diane & Peter Senge
Donald Strachan
The Summit Charitable Foundation, Inc.
Paulett & Ganson P. Taggart
James V. Walzel
Frank Warmath
Melody Wilder & David Douglas Wilson

SPONSORS \$100-\$999

Anonymous (3)
Alpine Bank
Robert F. Arenz, Jr.
Lloyd Arnold
James A. Aspoas, Jr., in memory of Betty McNamara
Peggy Badenhausen, in honor of Adam French
Dr. Walter S. Baer & Jeri L. Weists
Dr. Edward Bakewell, III
Judith Barnard & Michael Fain
Carol & William Beale
Jon Becker
Jeanie & Francis Bengston, in honor of Joyce & Joe Murphy
Maurice A. Benoit
Fred R. Bimber & Karen Ann Nielsen
Susan Blanc & David Baker
Daniel M. Blankstein
Jim, Regina, Becky & Logan Bock
James A. Boorstein
Trudy & Jonathan Bulkley
Christopher Bunting
Louise & Thomas G. Burns
Barbara & David Butler
Gordon H. Campbell
Jeff Carlson
David I. Caulkins
John N. Caulkins
Maxwell O.B. Caulkins
Ralph Cavanagh & Deborah Rhode
Bruce M. Chetty
Mary & Atlee F. Clapp
Anne K. Clare
Amy & Paul Clark
Dr. & Mrs. John Cobb
Bill C. Coleman
George E. Comstock & Anne Hillman
Nancy Connable
Stephen G. Connor & Lori Shields
Jonathan Corbet
Dr. Walter H. Corson, II
Brownlee Cote
David A. Crane
Mary & Myron Curzan
Custom Pure
G. Theodore Davis & Kristin Kron
Martha Davis & Rich Sayers
Mrs. Rosamond A. Dean
Richard K. Donahue
Karen & Gary Douville
Dr. Roger Dreyfus
Mrs. Charles B. Edison, in honor of Farley H. Sheldon
Thomas Erickson
Karen Florini
Martha & Ralph E. Frede
Mark S. Friedman
Fred Fritschel & Carol R. Langner
George F. Gardner
Dr. & Mrs. Kendall A. Gerdes
Dr. & Mrs. Paul W. Gerke
Constance & Al Gelman
Shirley & David M. Ginzberg
Robert Glasscock
Cheryl & Steve Goldenberg
Richard C. Goodwin
"Green" Hotels Association
Daniel Greenberg
P.A. Greenberg
Douglas Grue
Margaret B. Gruger, in memory of F.R. Gruger, Jr.
John G. Guffey, Jr.
Marian & Glenn Head
Irene T. Hedsstrand
Numa C. Hero, III
Olivia & Harrison Hoblitzelle
H. Richard Holt
James B. Huffman
Margaret & William D. Hummon
Dana Lee Jackson
Charles Jaffee & Marvina Lepianka, in honor of: Val Tupper, Dave Tupper, Darla Tupper & Ruth Tyson, Julie & Johnathan Ferranti, Cathy & Nicholas Gutierrez & Robert McGlaughlin, Kirk Lepianka, Jack Cornelius, Laura & Al Jaffee, Jeff & Donna Jaffee, Joanne & Godfrey Williams, Thailia Anagnos & Jeff Koseff & Alexei & Chloe, Nancy Clarke & John Accardi & Evan, Jane Hileman & Gaeton Zorzi & Kate & Graedon, Lee & Illene Kaufman, Danny & Daisy La Poma & Claire & Dario, Sid Simon & Naomi Sparrow, Garrett & Lalitha Swart & Adam & Elliot, Ann & Joel Weinstein & Nathaniel, Eli, Zak, Maria, Susan Weisner & Dana Judy Chantal & Michael V. Jennings
Jewish Communal Fund
Carolyn & Peter T. Johnson
Roger L. Johnson, in memory of Rosemary Moreno
Florence & R. Michael Jones
Denise A. Jurgens & Kevin Messerschmidt
Carol & James C. Kautz

William A. Kint
Laurence LaFond
Chuck Lakin & Penney Floyd
Eulah C. Laucks
George Lawrence & Barbara Jean Schickler
Jonnice & William S. Lazarus
Sharon H. Limaye Foundation
Darcy & Steven Lober
Russell Long
Bob Lorenzen & Priscilla Elder
Margaret & Paul M. Lurie
Meg Macleod
Craig S. Mankowski
Jan & Robert A. Marker
Kevin L. Markey & Candice Miller
Robert J. McCarty
Jean and Joel McCormack
Roger McDaniel & Joan F. Morgan
Ron McLinden
Gail & Andrew L. Meyer
Josh Mitteldorf & Alice W. Ballard
Mr. & Mrs. Jerry Mix
Betty & Kenneth Moore
Michael S. Morton & Caryn Y. Torikawa
Chris Moser
Robin & Stephen W. Newberg
Georgiana & Kenneth Nielsen
Chuck Norlin & Marcia Feldkamp
Joan & Carter Norris
Kelly Erin O'Brien
Patricia T. O'Connor
Avis R. Ogilvy
Open Door Foundation
Chris Osborne
Karen Ososki & Karl J. Ottenstein
Jon Owens
Robert F. Paashaus
Louise & William Pape
Edwin B. Parker
Carol & Rick Parrish
Dr. Mark M. Paulsen
Betty & Anthony Pennock
Brook A. & Diane Tegmeyer Peterson, Esq.
Mr. & Mrs. James D. Peterson
Harriet & Edward Post
William B. Potter
Kimiko & John G. Powers
E. Charles Pressman & Hope Hughes
Karen & Kent H. Pressman
Geoffrey Pritchard
Rebecca R. Pritchard
Reese Henry & Associates
Andrea & Kelly Reiman, in honor of James & Barbara Reiman
Jennifer Reinbrecht
Ralph E. Ricketts
Sharon K. Ricketts
Kathleen & Marc Ringel
Caroline & Buck Robinson, in memory of Anne & Philip Weld
J. Kevin Roche & Barbara A. Askin
Wallace A. Rogers & Delight Gartlein
Ann Marie & Gary Sabula
Susan & James Sajo
Hope Sass
Linda & John Sawyer
Dr. George L. Schloemer

Dr. & Mrs. Peter Schulze
Kathleen & Jon T. Scott
Stephen Semanchuk
Dr. & Mrs. John W. Severinghaus
Marcus B. Sheffer
Michael S. Sherber
Bernece & Bud Simon
Sergei Smirnov, Jr.
Jacqueline Pearson Smith & Stephen Smith
Elsie & Henry Sorgenfrei
Richard J. Statkun
Mr. & Mrs. Donald Stearns
James Stevens
Mary Wilder Stoertz & Douglas H. Green
Richard Stout
Nancy & Daniel L. Streiffert
Gail & Bill Sturm, in honor of Farley Sheldon
H. Virginia Thompson
Sharon & Grant P. Thompson
Mady & Tom Trask
Dr. & Mrs. David Tresemer
Sharon & Ed Troyer
Frances K. Tyson
Peter W. Ullman
Ruth Komanoff Underwood, in honor of Hunter Lovins
Lawson Valentine Foundation
Mr. & Mrs. John H. van Schaick
Emma C. Ware
Elaine & Everett Warner and the Arizona Community Foundation
Louise O. Warner, in memory of Gale & Jack Warner
Christopher K. Watson
Penny and Ray D. Watts
Dan Webb
James R. Weidlein
Carolyn & Wendell Wendt
Bill Witherspoon & Rina Rosenberg
Mr. & Mrs. John Wolfe
Jane Woodward & Kurt Ohms
Barbara & Gilbert Wynn
John S. Zinner

ASSOCIATES \$1-\$99

Alpine Bank
Nancy Adams
Mark Aitchison
F. Stephen Alexander
Mr. & Mrs. David S. Allen
Lane Allen
Nancy & Tom Atchison
Nancy & Max Aver
Elif Bali
Linda Ballantine & Roger Wechsler
Dr. Peter Barcher
Dr. & Mrs. Ben Barger
Paul Bartch
Caroline & Mark Bauhaus
Eileen J. Beal
Jerry Bender
Mildred & Edward L. Bennett
Barbara & Geoffrey Berresford
David E. Bill
Mary & Keith Blackmore
John Bliese

Stuart Blood
Mary L. Booth
Verna H. Brandt
William J. Breed
George Bremser, Jr.
Jerry Buechler
Donna Lee Burke
Mr. & Mrs. David Buzzell
Joan Carol
Cynthia Chapman
Laura & John M. Chase
Barbara Clark
Bobbie Cohen
Ilene & Daniel R. Cohen
Mary Lou & Courtney Cook
Marcia Corbin, in honor of Paul Sheldon
Janet & William Cordua
Dr. Even Coxworth
Ruth Ellis Crane
Mr. & Mrs. John W. Cronin
Paul D'Amato
Lauren Darges
Steve Darron
Lois-Ellin Datta (4)
Jon Paul Davidson
James R. Dawes and Kathleen F. Sommers
Tracy Lynne DeDore
Deborah & Michael Donley
Ebsco Industries, Inc.
Dr. & Mrs. Stan G. Eilers
Steven C. Eggleston
Roy T. Engler
Sandra & Peter Fessenden
Dwayne H. Fink
Edith & Will Fuller
Ken A. Fuller, Jr.
Michael Gallaway
Mitchell Gass
Ray V.D. Gerhart
Michael H. Gilbert
Robert K. Gloy
Karen & Allen L. Goodman
Mr. & Mrs. S. William Gouse
Carl H. Graham
Joseph Greene
Lois Jean Greenfield
Colonel Wesley A. Groesbeck
Katharine and Goodwin W. Harding, in memory of Philip and Anne Weld
Sally Haines
Douglas Hainline
Harcourt & Company
Claudia Harris
Jonathan Harrod
Marian & Glenn Head
Philip M. Henry
Nancy & Clint Hinman
Richard Hirsh, in honor of JoAnn Glassier and Ema Tibbets
Thomas E. Hitchins
Jack B. Homer
Bruce B. Honeyman (2)
Rebecca & Eric A. Houghton
Caroline L. Houston
Dr. Richard J. Hruby
Vicky J. Huerth
Gerald W. Hundley
Shawn D. Hurst
Sandra & David W. Hunter
Michael P. Hydro
Steven P. Ignots

Pam Jenness
 Vikki L. Johnson
 Lyndon D. Keck
 Betty Kehler
 William O. Keith
 Denis G. Kelemen (2)
 Jane Kenyon
 Joseph A. Kestner, Jr.
 Ellis & Sehrman Kimball
 Lois Barty King
 Douglas J. Kline
 Jeffrey W. Kloss
 John C. Knettlers
 Joel Knutson
 Steven Kreis
 Millicent & Warren Krughoff (2)
 Lois & Donald E. Laughlin
 Nell F. LePla
 James I. Lerner
 Dr. George K. Levinger
 Geoff Lewis
 LifeStream Water Systems, Inc.
 Alan Locklear and Marie Valleroy
 Ethel Lossing & Randy Reynolds
 (3)
 Frances & Robert F. Ludwig, in

memory of Sumner Richards
 Robert MacDonald
 Ann & Alfred Mackay
 Dr. Jasper Mardon
 William A. Marshall
 John Paul Masone
 Dorothy & Robert G. Massey
 Lisa & Thomas L. Matthias
 Timothy and Laura Mazza-
 McNerney
 Richard McAnany, II
 John J. McCloughry
 Dr. Ross McCluney
 Rudolph Meditz
 Ann Medlock & John Graham
 Meridian Arts
 John Dudley Miller
 James R. Moore
 Harry Morel
 Eppes Morgan
 Thomas D. Morris
 Gaard Moses
 Keith J. Moss
 Catherine & Philip G. Mullen
 Franchesca & David Napier
 National Pollution Prevention

Emily & John W. Newton
 Norwest Bank Colorado
 Jennifer & Philip O. Nubel
 Theresa & Patrick E. O'Dell
 Paradigm Design, LC
 Loren Passmore
 Linda K. Paulman
 Margaret E. Philbrick
 Rick Pietrusiak
 Jean & James F. Pletcher
 Mark Porter & Todd Lane
 Warren Powell
 Brian Preece
 Brad Queen
 Gregg M. Raymond
 John R. Reed
 Joseph E. Reid
 Jill & Charles N. Reiter
 William E. Rice
 David A. Richie
 Dan Ridgeway
 Len Roark
 Marcie Roberts
 Jill Robinson
 Nancy C. Rose & Vaughn E.
 Ullman

Marc Rosenbaum & Kate Reed
 RPM Systems
 Barbara & Eli Rubinstein
 Ellen Rubinstein
 Claude C. Rust
 Paul F. Sandhofer
 David A. Schaller
 Joyce & David Schmoeger
 Marlene & Raymond H.
 Schneider
 Maria & Lewis J. Schwartzkopf
 Christine & William R. Shahan
 Susan B. Sheridan
 Fred Siebert
 Nancy Lampka Simpson & Walter
 Simpson
 Mary Rose Krygsman-Sinkin &
 Lanny Alan Sinkin
 Barbara W. Smith
 Debra L. Smith
 T.K. Smith
 Solstice
 Edward J. Stapper
 Starflower Foundation
 Dena & Avraham Stein
 Eric Stephens

Edna J. Stokes
 William M. Straser
 Style 2000 Incorporated
 Lisa W. Symons
 Peter G. Talmage
 United Way of King County
 Julia Van Domelen
 Frances Vaughan & Dr. Roger
 Walsh
 Daniel J. Vestyck, Sr.
 Doug Vilnius
 Jacquelyn J. Viviano
 Richard B. Waid
 Robert R. Wagner
 Laurie Ward
 Robert Ward, Jr.
 Nina & Kenneth M. Warren
 Susan M. Weisman
 Robert Westby
 Ann & Timothy Wheeler
 David J. Whitbeck
 Timothy White
 James Whited
 Muriel Wiens
 P. Erick Wiger
 Bette & Perry R. Wilkes, Jr. (2)

John Williams, in honor of Katja
 & Rob Stevens
 Debra & Peter Zauner
 Holly A. Zimmerman
 Jonas Zweig
 Robert A. Zwissler & Gretchen
 Renshaw

Rocky Mountain Institute wishes to thank those individuals who have contributed to RMI through their workplace charitable campaign. The Institute participates in dozens of campaigns, including the Combined Federal Campaign held for federal employees through Earth Share. If you would like to have RMI as a charitable option in your campaign, or if you are currently a work-campaign contributor but are not regularly receiving the RMI newsletter, please contact Ross Jacobs at 970-927-3128 or rjacobs@rmi.org.

SECURING THE FUTURE CAMPAIGN

Included are all gifts and pledges received as of 31 December 1997. RMI appreciates the generosity of all the anonymous donors.

Dorine & Seymour Levine
 Natural Resources Conservation Service
 The New-Land Foundation
 Carol Noyes
 Tina Robinson & Irvin Bupp
 Margaret & Byron Wolfe

SUSTAINERS \$5,000-\$9,999

Yvon Chouinard
 Drs. Mary & John Frantz
 Tom Hornel
 Ruth Kapes
 Robin Henry Photography
 Michael Stranahan
 Andrew Tobias
 Dyan Zaslowsky & Michael Edesess

SUPPORTERS \$2,500-\$4,999

Rosamond A. Dean
 Joanna Hay & Wayne Cogswell
 Ward T. Kane, The Kane Family Foundation
 Susan Krivin & David Ohanesian, in honor of Albert P. & Eleanor S. Krivin
 Judith Moffatt, in memory of Glenn Olson
 Joan & Carter Norris
 Hensley & James Peterson
 Robert J. Schloss

PATRONS \$1,000-\$2,499

Leyna Bernstein Barnes
 Jim, Regina, Becky, & Logan Bock
 Robert M. Boyar
 William Browning
 Pamela J. Calvert
 Joan & Rob Carne
 City of Aspen
 Virginia M. Collier
 Anne S. Cooke
 Michael Cummings, in memory of Marcia Bohnen
 Rolanda & Kev Derderian
 GAG Charitable Corporation
 Esther & Richard H. Goodwin Sr.

Mark Gordon
 Don Henley
 Barbara & Gerald Hines
 Margaret & Alan Hunt
 Richard L. Jentgen
 Stephen H. Johnson
 Sara & Bill Joy
 Ruth & Robert Kevan
 Joan & James Leary
 George M. Marko
 Anthony P. Pennock
 Mariann Quinn
 Franz P. Reichsman
 Salisbury Community Foundation, Inc.
 Frank R. Schiavo, in memory of Dick Davis
 Cathleen & Peter Schwartz
 Segel Family Foundation
 Bradford G. Stanback
 Elizabeth & Michael Thele
 Frances Tyson
 Elizabeth & Tom Wagner
 Nina & Michael Zilkha

SPONSORS \$500-\$999

Natalie & Daniel Alpert
 Diana Apfelbaum & Richard C. Goodwin
 Peter Barnes
 Barbara & David Butler
 Mr. & Mrs. Arthur M. Crocker
 Victor Daniels
 Lucy Fellowes, in memory of N.A. Fellowes
 Edwin C. Glickman
 Sarah Groves
 David B. Hartwell
 Connie Harvey
 Dana L. Jackson
 Kate & Geir Jordahl
 Denise Jurgens & Kevin Messerschmidt
 Linda & Robion Kirby
 Jean & Walter Lamb
 Kristin & Craig Laughlin
 McFlynn Pickett Doremus & Whitsitt
 Maxwell Milton
 Gary Mullard
 Barbara & Daniel Packard
 Mark M. Pausen, M.D.
 Dr. & Mrs. Roberts H. Potts, Jr.

Mr. & Mrs. Robert T. Reed
 St. Benedict's Monastery
 Lynda Simmons
 Margaret & Alan Hunt
 Richard L. Jentgen
 Stephen H. Johnson
 Sara & Bill Joy
 Ruth & Robert Kevan
 Joan & James Leary
 George M. Marko
 Anthony P. Pennock
 Mariann Quinn
 Franz P. Reichsman
 Salisbury Community Foundation, Inc.
 Frank R. Schiavo, in memory of Dick Davis
 Cathleen & Peter Schwartz
 Segel Family Foundation
 Bradford G. Stanback
 Elizabeth & Michael Thele
 Frances Tyson
 Elizabeth & Tom Wagner
 Nina & Michael Zilkha

FRIENDS \$100-\$499

Above It All Balloon Co., Inc.
 Kris & John Abshire
 Jennifer & Paul Adams, in memory of Marion B. Adams
 Martha & David Allee
 Natalie & Daniel Alpert
 Alpine Bank, Basalt
 American Bass Assn., Inc.
 Christina & Christopher Anderson
 Dorothy Anderson
 Lorraine Anderson
 Robert A. Anderson
 Stuart H. Anderson
 Peter Andreyuk
 Ingrid Antony
 Mary & Richard Ash
 Christine A. Asher & Mark R. Campbell
 Aspen Camp School for the Deaf
 Aspen Wilderness Workshop
 Arthur A. Atkinson
 Arthur H. Atkinson
 Mary J. Baggerman & Philip W. Johnson
 William C. Ball
 Wanda S. Ballentine
 Monica & Paul Bancroft III
 Judith Barnard & Michael Fain
 Mary Louise & Joseph Bates
 Jacque Battle & David Frank
 Cecilia & William Bennett
 Janie & John Bennett
 Mary & Keith Blackmore
 John L. Boehne
 Daniel H. Boone, in memory of Daniel R. Boone
 Jean & Ernest Boyce
 Cheryl & Ralph Braden
 Cabell Brand
 Eleanor Brickham
 Laurie A. Brittain

Mr. & Mrs. James Bulkeley
 Mary & William Bundy
 Shelley Burke
 William Busick
 Judith Byrns & Joe Berquist
 Kenneth P. Cantor
 Margaret & Chris Cappy
 Barbara & Bruce Carney
 Center for Energy Studies
 Peter Chan
 Annie Chappell
 Patricia Cherney
 Joe R. Chovan
 Albert Christensen
 Clanton Engineering
 Amy & Paul Clark
 Dr. & Mrs. John B. Cobb, Jr.
 Dr. & Mrs. Joseph Conklin
 Steve Connor
 Ada & George Cook
 Criterion Engineers/Planners
 Anne & John Cronin
 Marion Cuthane & Louis Kunz, in memory of Jacob Kuntz
 Mary Catherine & Ruben Davalos, M.D.
 Sandra & Robert Dawyot
 Elizabeth & W. Mark Day, in memory of Andrew Woodhouse
 Valentine
 Design Group Architects
 Rosemary Di Nardo & Michael Kenniston
 Jean & John Distler
 Marilyn & Robert Dixon
 Arthur Dubow, Arthur Dubow Foundation
 Hans Dumoulin, M.D.
 Kathryn & H. Brad Dunn
 Barbara & John Eisele
 Fred Elmer
 Environmental Futures, Inc.
 Peter Ewing
 Linda B. Fabe
 Dorothy & John Fankhauser
 Debra & Patrick Farver
 Linda & Leon Fisk
 Penney Floyd & Chuck Lakin
 Judy & Kenneth Foot
 Robert Forest, in honor of Joseph Willemssen
 Dottie Fox
 Martha & Ralph Frede
 Mark Friedman
 Gatley & Assoc.

Carol Gault
 Marian & August Gerecke, Jr.
 Sara & C. Eugene Goin
 Gordman Investments/Real Estate
 Graham Contracting, Inc.
 Kenneth P. Cantor
 Margaret & Chris Cappy
 Barbara & Bruce Carney
 Center for Energy Studies
 Peter Chan
 Annie Chappell
 Patricia Cherney
 Joe R. Chovan
 Albert Christensen
 Clanton Engineering
 Amy & Paul Clark
 Dr. & Mrs. John B. Cobb, Jr.
 Dr. & Mrs. Joseph Conklin
 Steve Connor
 Ada & George Cook
 Criterion Engineers/Planners
 Anne & John Cronin
 Marion Cuthane & Louis Kunz, in memory of Jacob Kuntz
 Mary Catherine & Ruben Davalos, M.D.
 Sandra & Robert Dawyot
 Elizabeth & W. Mark Day, in memory of Andrew Woodhouse
 Valentine
 Design Group Architects
 Rosemary Di Nardo & Michael Kenniston
 Jean & John Distler
 Marilyn & Robert Dixon
 Arthur Dubow, Arthur Dubow Foundation
 Hans Dumoulin, M.D.
 Kathryn & H. Brad Dunn
 Barbara & John Eisele
 Fred Elmer
 Environmental Futures, Inc.
 Peter Ewing
 Linda B. Fabe
 Dorothy & John Fankhauser
 Debra & Patrick Farver
 Linda & Leon Fisk
 Penney Floyd & Chuck Lakin
 Judy & Kenneth Foot
 Robert Forest, in honor of Joseph Willemssen
 Dottie Fox
 Martha & Ralph Frede
 Mark Friedman
 Gatley & Assoc.

(continued on next page)

(continued from previous page)

Samuel Kjellman
 Jean & Robert Kloos
 Konrad Plastics, Inc.
 Gari Krosgeng
 Kristin Kron & G. Theodore Davis
 Denise & Brock Kwiatkowski
 Dr. & Mrs. Patrick Lally
 Carol & Thomas Lamm
 Josh Lampl
 Karoline & Neill Lane
 Carol R. Langner & Fritz Fritschel
 Eulah C. Laucks
 Peggy Lauzon & Tim Kelly
 Peter Lawrence
 Lowell Lebermann
 Elaine & Robert LeBuhn
 Wolfgang Lechleitner
 Nell F. LePla
 Robert Levin, M.D., J.D.
 Line & Space Architects
 Darcey & Steven Lober
 Wendy B. Loren
 Ethel Lossing
 Linda Loy, in memory of S.W.
 Anderson
 Daniel B. Lucachick
 Sam Luxton
 Margaret & Daniel Lynch
 The Mace Family, in memory of
 Stuart Mace
 Laura P. Maggos
 Joel Makower
 Myron A. Mann
 Jan & Robert Marker
 Constance & David Marlow
 Miriam & William Marshall, in
 memory of Paul Lappala
 John J. Maxwell
 Jean & Joel McCormack
 Ronald L. McLinden
 Dr. Judy Messer
 Margarita & Donald Metzger
 Gail & Andrew Meyer
 Peter C. Milholland
 Peter H. Miller
 Peter M. Miller
 Kate Mink
 Peggy & Barry Mink, M.D.
 Johnny M. Mullen, in memory of
 Benjamin Mullen
 Joyce & Joe Murphy
 Kazuhiko Nagayama
 Robin Brown-Newberg & Stephen
 Newberg
 J.D. & V.R. Newbold
 Scott Newman
 Emily & John Newton
 Stephen Nichols
 Morris J. Nicholson, M.D.
 Georgiana & Kenneth Nielsen
 Ann Richards Nilze
 Barry Northrop, in memory of
 Stan Niemczycki, Sr.
 Edwin Nystrom, Jr., in honor of
 Kittie Spence
 Patricia T. O'Connor
 Avis R. Ogilvy
 Lisa Ortiz
 Lynn & William Osborn
 Kyle & Thomas Osborne, III
 John Osgood
 Overly Construction Co.
 Katherine & Paul Page
 Edwin Parker
 Virginia Parker
 Amy & Kent Patton
 Glenda C. Pehrson
 Holly G. Pence & Elliot J. Zais
 Dr. Gregory K. Penniston
 Margaret & David Penoyer, Jr.
 Alison G. Peters
 Susan S.H. Phillips
 Rick Pietrusiak
 Paul O.H. Pigman
 Pitkin County

Diana Prechter & Kent Cole
 Rebecca R. Pritchard
 Niki Eir Quester
 Helen & Daniel Quinn
 Naan & Andrew Quiroz
 Adele & Christopher Rathbone
 RCL Agencies, Inc.
 Red Hill Dezinig, Inc.
 Sunny Redmon, in honor of
 Halley & Wesley Jacobs
 Robert T. Reed
 Andrea & Kelly Reiman
 Alice Kleberg Reynolds
 Jack Roberts
 Blake Rodgers
 Marietta & Pier Luigi Rosellini
 Karen M. Rossie & William J.
 Rehm
 Karen S. Runyon
 Anita E. Russel
 Gary D. Sabula
 Janice & Dick Scar
 Marnie Schaefti & John
 Branscombe
 Barbara Jean Schickler & George
 Lawrence
 Mimi Schlumberger
 Randy K.R. Schmidt
 Dorna Schroeter
 Joyce & John Schwartz
 Joyce & Paul Schwer
 Alaine & John Seastrom, in
 memory of "Pat" Hook
 Gillian & Basil Seaton
 Sherman Selden
 Christine & William Shahan
 Mary Jo & Robin Shaw
 Burnette T. Sheffield
 Dwight Shellman
 Dr. & Mrs. Edward M. Shepard
 Sloan Shoemaker
 Luis Silva, in honor of Caderno
 Verde
 Louise & John Singleton
 James Skinner
 Kathryn & Robert Sloan, in honor
 of Mary Beth & Jeff Sloan
 Mark P. Smith
 Mary & Peter Smith
 Victoria Smith
 Louise & Florian Smoczynski
 South Mountain Co., Inc.
 F.T. Sparrow & Assoc.
 Stacy Standley
 Ellen & Doc Stephens
 Gordon Stewart
 Geraldine St. Onge
 Duncan Storie
 St. Thomas Aquinas
 Angelica & William Sturm
 Phyllis & Robert Throm
 Thunderbolt Services, Inc.
 Timberland Company
 Michael P. Totten
 John C. Twombly, in memory of
 Leonard Kalal
 Joanna Underwood
 Cheryl L. Vallone
 Margrit & Jack Vanderryn
 Sally & John Van Schaick
 Nina Veregge & Douglas Brew
 James W. Versocki
 Paul Wack, AICP
 Judy Waite, in honor of Carol
 Young
 Barbara Warren, M.D., M.P.H.
 Tom Warren
 Susan & Seward Weber
 Fred E. Weed
 Margaret & William Westerbeck
 Francis Wheat, Esq.
 Priscilla & Timothy White, in
 memory of Alex White
 Pam Wicks & Ted Flanigan
 Harry R. Wilker

**ASSOCIATES
 \$1-\$99**

Anonymous gift in memory of
 Evelyn S. (Gohm) Patrick
 Mark Aitchison
 Dr. & Mrs. Donald Aitken, Jr.
 Dorothy & David Allen
 Edna & Niels Andersen
 Susan & Eric Anderson
 Michael P. Andreyuk
 E. Coury Armstrong
 Janie Arnold
 Nancy & John Artz
 Nancy & Tom Atchison
 Layne Badger
 Mary-Lane Baker
 Nancy & Marvin Ballantyne
 Paul Barnes
 Mr. & Mrs. Robert C. Barrett
 John Barrie Associates Architects
 Thomas John Barry
 Teresa Barth
 Eleanor & Albert Bartlett
 Jane Avera-Baugh & E. Richard
 Baugh
 Rex L. Bavousett
 Sallie & Jim Bearden
 Diane Pitcher Bedell
 Elizabeth & Edward Beeley
 Dominick Belardo
 Maureen & Joe Benincasa
 Mildred & Edward Bennett
 John Bentley
 Marjorie & Gary Bergstrom
 Michelle A. Berkowitz & Anthony
 M. Leofsky
 Carol & Robert Bertrand
 Bart Bickle
 Cheryl L. Birdsall
 Rebecca A. Biscaro
 Laura & Kurt Bittner
 Lesly Black & Vance Lemley
 Margaret Blankley
 John Bliese
 Stuart Blood
 Dorothy & James Borland
 Paula Bowker
 Jill & Mark Boyce
 Alan L. Boyer
 Dorothy & Rick Bradley
 The Bradylong Family
 Margot A. Brauchli
 Sally & Dick Brigham
 Susan & William Brooks
 Emily & Sylvester Brown
 Kathie K. Brown
 Lt. Col. & Mrs. Donald G.
 Browning
 Charlotte Fineberg-Buchner &
 Clark Buchner, III
 B. Russell Buck, III
 Kent Buhl
 Anne & Jim Burks
 Ted Burleson
 Stephen Burns
 Bob Burrow
 Matthew M. Burt
 Renee Cady
 Bradley W. Cameron
 Beverly A. Campbell
 Jennifer & Jim Cantele
 Kathryn & Jefferson Carleton
 Linda Carlson & Ken Schroeder
 Bob Carpenter
 Linda & Kit Caspar
 Joy M. Caudill

Cynthia & Roy Chamberlin
 Laura & John Chase
 Norene & Thomas Chase
 Cheryl A. Chipman
 Tracy & Jim Claffin
 Victoria & John Clancy
 Anne K. Clare
 Sandra & Robert Clark
 Theresa & Rodney Clary
 Theresa E. Collins, in honor of
 Katherine G. Collins
 Kurt J. Conger
 John Connell
 Bruce Connery
 Elaine S. Cook & Zhaihai Stewart
 G. Allen Cook
 Mary Lou & Courtney Cook
 Peter B. Cook
 Patricia A. Cooper
 Nancy & Joe Corpening
 Sherilyn J. Coulter
 Toby Craig
 Jacqueline & Douglas Crockett
 Susan Crow
 John Cummings
 Jill Curran
 C.W. Dahlgreen
 R. Gordon Dailey, Jr.
 R. L. Dale
 Steve Darrow
 Christine Daum
 Davi & Leaman, Inc.
 Lawrence Davino
 Catriona Davies & Dean Kubani
 Don Dean
 Margaret DeAnda & Daniel
 Gallagher
 Tony Dearsley
 Lynnette DeBell & Michael R.
 Grier
 Olha & Ralph della Cava
 Lynda & John Del Nero
 Paul DeMaio
 Andrea De Majewski & Nikola
 Davidson
 William L. Denneen
 Marilyn & Robert Derrickson
 Alison & A. Gardner DeWitt, III
 C. Dillow
 Karen Di Matteo, in honor of
 Fourth Grade Classes at Land
 O' Pines Elementary School
 Displays for Jewelry
 Susan Clairmore Dix & Michael
 Dix
 Geoffrey E. Dolbear, Ph.D.
 Doyle A. Dorne
 Susan Kerns Durnell & D. T.
 Durnell
 William W. Durrell
 Donald H. Dyll
 Eber Construction
 Evan D. Ela
 Eric C. Eldering
 Elyse Elliott & Jeremy Bernstein
 Marion & Merritt Elmore
 Thomas J. Elpel
 John M. Ely, Jr.
 Emanon, Inc.
 Steven Epstein
 E-Roof, Inc.
 Rhea & Larry Estes
 Brent Eubanks
 Kim & Marshall Evans
 Richard Fagerstrom
 Christopher J. Fastner
 Eileen Faughey & Ronald G.
 Haddad
 Donna Feiner
 Sandra & Peter Fessenden
 Lisa A. Figueroa
 Douglas J. Fink
 George N. Finley
 Avis & Jeff Fisher
 Elizabeth Nystedt Fletcher &
 Richard A. Fletcher
 Kim & David Floria

Fluid Applied Construction
 Technology
 Nancy Flynn-Silva
 Carolynne Foltz
 Juliana Forbes & Tyler Norris
 Monica & Raleigh Foss
 Susan O'Terra Foster
 Tad S. Foster
 John J. Fritz
 Mario Gatti
 Richard G. Gelwick
 Ray V.D. Gerhart
 Carla S. Gerrard
 Cheryl Lynne Gersch
 Mark Gibson
 Jean Giddings & William Butler
 Rebekah & Thomas Gilpin
 Mary & Mark Giorgetti
 JoAnn Glassier
 Joe Gleason
 Alice & George Gless
 Marshall Glickman
 Martha Sue & Louis Goldman
 Bobby Grayson
 Jean & Michael Green
 P.A. Greenberg
 Kate Greenspan & Steven Epstein
 Elizabeth E. Grindlay
 Judd R. Groden
 Col. Wesley A. Groesbeck
 Richard L. Grossman
 John Gusdorf
 Sherry & Ted Guzzi
 Diane Hall
 David M. Halpern
 Curtis Hamilton
 Sandra Hamilton & Harvey
 Schwartz, in memory of Shirley
 Kohler
 Bruce Hanson
 Nancy Caroline Harney
 Kelly L. Harris
 Bach Mai & Russell Hart
 Richard Hathaway
 Shirley Hathaway
 Linda L. Heald
 Garvin Heath
 Patti J. Hecht
 Heffron Investments
 Carol & Tony Henderson
 Carl L. Henn
 Jan & George Hernandez
 Molly K. Hiatt
 Barbara J. Hibbard
 Robyn & Andrew Hidas
 David Hiser
 Tina Hobson
 Loren Hockemeyer
 Elizabeth A. Hoffmann
 Arvid Hogen
 Margaret & Charles Hollowell
 Katherine R. Hopkins
 Ron Hornung
 Mary & Wilfred Howarth
 Peter G. Howse
 Dr. Richard J. Hruby, D.O.
 Patricia A. Huberty
 Miriam Huelsmann
 Ron Huffmeier
 William A. Hughes
 Roy W. Hunter
 Michael P. Hydro
 Rob Hyks
 Jean & Stephen Ilsley
 Dr. G.K. Ingham
 David W. Inouye
 Capt. Jeffrey M. Mathieu
 John Jeffries
 Jane & William Jennings
 Eric D. Johanson
 Carla Johnson & Michael Guilfoil
 Eric Seth Johnson
 Kathleen & George Jones
 James G. Jones
 Maggie Jones
 Patricia & Robert Jones
 Kate & Geir Jordahl

Dana Judy
 Irene & Al Juvshik
 Debora & Keith Kaback, M.D.
 Jacob H. Kahn
 Jeffrey L. Kaplan
 Joanna Karl
 Sally & Franklin P. Kearney
 Mary Louise & Joseph Kearns
 William O. Keith
 Ann & C.W. Keller
 Carol & Bruce Kelley
 Elizabeth & William Kellogg
 Kathleen Kent
 Helen J. Kessler
 Irene & Charles Kilzer
 Lois Barty King
 Nancy & Bryan Kirkpatrick, in
 honor of Camp Winona
 Loretta & Allan Kiron
 Jonathan C. Kirschner
 Dolores & Tarver Kitchens, Jr.
 Kenneth Klacik
 Stacie A. Knapp, in memory of
 Dell Knapp
 Evelyn V. Knazek
 Jeffrey P. Knight
 Harold M. Knowlton
 Carolyn A. Koch, in memory of
 Russell Gagnon
 Dinah Koehler, in honor of
 Isabelle Headrick & Michael
 Horewitz
 Jeanne Deignan-Kosmides &
 George Kosmides
 Kraft Construction
 Joseph Kruth
 Robert Kuchta
 Richard Kuehner
 Vivianne & Robert Kurzweil
 Cynthia & Michael Lambert
 Daisy & Daniel LaPoma
 David M. Larsen
 Knud Larsen
 Katherine & Lee Larson
 Lois & Donald Laughlin
 Suzanne & Kevin Law, in honor
 of Ethan Thomas Putnam
 Jeffrey M. Leahy
 Mary & Joseph Lechuga
 Patrick Leeds
 Robin Leenhouts
 Jeanette H. Leete
 Timothy E. Lehane
 Barbara Wertz-Leiden & Charles
 Leiden
 Marion & Lee Leiserson
 Marvina Lepianka & Charles
 Jaffee
 Geoffrey H. Lester
 Rob Leventhal
 LifeStream, Inc.
 Martha J. Lillie & Anthony G.
 White
 Roger Lippman
 David N. Little, in memory of Neil
 Little
 Linda M. Lockwood
 Patricia Logan
 Frances A. Ludwig
 Michael MacDonald, dba Mobil
 Wax Systems
 Mr. & Mrs. Joseph E. Mackey
 Leslie P. Madsen
 Robert A. Marker
 John Paul Masone
 Frank M. Masters
 Capt. Jeffrey M. Mathieu
 Joseph Maty
 M.W. Maxwell
 Andrew H. McCalla
 Cynthia Metzger-McCarthy &
 Shawn McCarthy
 Laura Mazza-McNerney &
 Timothy McNerney
 Sheryl & Michael McCloud
 Jean & Daniel K. McCoubrey
 Diana McCourt

Sarah S. McCoy
Sheila McElhinney
Susan S. McKibbin
Laura E. McNeill
James F. McVay
Robert S. Means
Chad Medcroft
John Menger, in honor of Jenny Menger, Christina Paulsen, Theodor Glysen, & Victor "Vic" Reinders
Annette Mercer & Alexis P. Wieland
Wayne Messere
Sylvia & Sam Messin
Connie & Philip Micklin
Michaela E. Millard
Bonnie & Gabor Miskolczy
Walt Miziuk
Ellen & Charles Moon
Betty & Robert Moore
Jennifer Moore
Cindy E. Moran & Todd M. Broadie
Frank A. Moretti
Marleen & Seth Morgan
Pam Morgan
Byard W. Mosher, IV
Tatyana & Milton Moss
David Mueller
Mary Ellen & Herman Muenchen
William T. Murphy
Linda & Frederick Muschenheim
Eileen & Guido Muzzarelli
Edward Myers
Herminia & Thomas Neet
Edward J. Nelson, Jr.
Jacqueline A. Neurauter
Virginia Newman
Jane M. Nicolich
Lynda J. Nicolls, in memory of Frank E. Nicolls
Ed Nieman
Jonathan K. Niermann

Denise M. O'Connor
Judy & Neil O'Donnell
William S. O'Donnell
Nancy & Clifford O'Neill
Elna & Greg Otto
John C. Otto, in honor of Amanda Otto
Mathew E. Overeem
Robert F. Paashaus
Pacific Technology Associates
Joseph A. Padula, in memory of Angela DeVito Padula
Joseph T. Parisi
Carrie E. Paterson
Linda K. Paulman
Arthur Payne
Clayton Pederson
Perm Education Group
Judith & Terry Penney
Kristine Permilid & Sam Harris
Thomas A. Perrigo
Donna M. Petrangelo
Charles Petty
Elsie & Charles Petty
Jane Walker Pfister
Diana & Gary Phelps, in memory of Glenn Phelps
Ina & Mason Phelps
Margaret E. Philbrick
Marci & Lance Pittleman
Jean & James Pletcher
Shawn Porter
Robert H. Potts, Jr.
Geoffrey Pritchard
Nancy K. Quinn & Ronald D. Freund
Nancy W. Rathborne
Mark Raulston
Julie & Russell Keaten-Reed
Chad Reese
Shelagh & Terrence Regan
Gene M. Reimer
Jill & Charles Reiter
Gretchen Renshaw & Robert A.

Zwissler
Don Revis
Barbara & John Rhead
Larry Rice
Al Richardson
David A. Richie
Dan Ridgeway
Don Riggs
Vickie M. Rightmyre
Carrie & Roger Ringer
Robin & David Rittenhouse
Jill Robinson
William J. Robinson
Melanie & Myron Roschko
Marc Rosenbaum
Andrea Rowan
Mary & Siegfried Roy
Chris Royer
John Rubel
Eli Rubinstein
Bryan J. Ruffner
Hans A. Sack
Catherine I. Sandell
Mary & Robert Sanz
Michael E. Saxe, in memory of Don Lamson
W. Ralph Schaefer
James P. Schaeffer
Meyer Scharlack
Heidi & Dan Schippers
Betty Jane & Arthur Schlachter
Marlene & Raymond Schneider
Linda & John Schukman
Louis J. Schultz
Kathleen & Jon Scott
Suzanne M. Scott
Shirley & Roland "Bud" Seaton
John M. Seitz
Rosemary Cseh-Senn & James F. Senn
Shelly Shapiro & Thomas E. Hitchins
Lori Shields & Stephen G. Connor

Fawn & John Shillinglaw
Gabriel Shirley
Nancy & Dip Sidhu
Sierra Solar Systems
Signs & Designs by Wanda
Anthony Simmons
Eve & Ernest Simon
Matthew Simon
Randall Sinner
Sylvia Skolnick
Peter B. Sloan, in honor of Mary Beth & Jeff Sloan
Alyce & David Smith
Barbara W. Smith
Jennifer Smith
Mitchell Smith dba SolarSmith
Shane Smith
Susan Fralick Snyder & William Snyder
Marie-Dolores E. Solano
Narvel Somdahl, in honor of Dad
Rebecca G. Sparks
Louise & Timothy Spears
Gail & Gregory Speer, M.D.
Terrence P. Spencer
Nicole Spiegelthal & Bradley Ack
Chris Springer
W&A & Bob Stadium
Charles E. Stanzione
Ellen M. Stapenhorst
Dorothy & Walter Stark, in memory of Irene Dickinson
Belle Starr
Sana Starr
Dierdre A. Stegman & Oliver R. Bock
Pegi & James Stentz
Deborah & David Stephenson
Gail Stewart
Dale Stille
Nancy Jo Stockford & Mark Huston, in honor of Chip Stockford & Wally Huston
Forrest S. Stoddard

Gayle H. Stone
Susan & Geoffrey Stone
Marion & Thomas Stoner
William M. Straser
Nancy & Byron Stutzman
Kathleen Sommers & James Dawes
H. Cassedy Sumrall, Jr.
Sunheart
Richard L. Sweeney
Doris & L. Bob Swehla
Fatha & Charles Swope
Diana Taracena & Richard Figge II
Jesse S. Tatum
Virginia E. Taylor
Harry Teague Architects
Ken Thomas
Thompson Woodworks
Carol M. Thompson
Donald K. Thompson
Linda & John Thornton
Peggy & Tod Tibbetts
Nancy W. Fry Todd
Robert P. Turner
Leah & Ed Tuter
David R. Twitchell
Molly & John Ugles
Lucile & Allan Ulrich
Sandra & James Ussery
Judith & Terry Valen
Roger W. Valentine
Marie Valleroy & Alan Locklear
Hank W. Van Berlo
Willem H. van den Berg
Ventec
Deborah Vogel
Jay Voss
Erika D. Walker & Donald Weinschenker, in honor of Jerry Walker
Bob Wallace
Scott Wallace
Laurie Ward

Susan & Tom Wasinger
Margaret Watson & Bruce Erickson
Diane L. Weber
Marion Weber
Richard Weeks
James S. Weinberg
Adam Werbach, in honor of Amory's & Hunter's vision
Rosemary L. Wessel, in honor of Bonnie Barnes
Philip West
Don Westbrook
Robert Westby
Cathy & Craig Wheeler
William H. Wheeler
David J. Whitbeck
Mr. & Mrs. Gerald R. Whitcomb, in memory of George L. Whitcomb
Virginia J. Whitcomb
Dr. Mary-Alice White
Phil White
Donna & Charles Whitley
Barbara & O.J. Whittemore
Sharon & Michael Wildermuth
Bette & Perry Wilkes, Jr.
Consuelo & Jeffrey Wilkinson
Mark J. Wilbie
Lorraine Wilste
Roy Wood
William S. Woodruff
Alexis Woods
Kathy & Robert Worley, Jr.
Paul Yahne, in memory of my grandfather, Ted Yahne
Elizabeth & John Yingling
Trudy & Richard Zauner
Karen & Robert Zellman
Holly A. Zimmerman, in honor of Peter De Crescenzo, Lori Austin & Tom Bantz, & Bonnie Nitta, & Jack Scherrer
John S. Zinner

SECURING THE FUTURE DONATIONS IN MEMORY OF JOHN DENVER

SUSTAINERS \$5,000-\$9,999

Karen & Mark Johnson
Turner Foundation, Inc.

SUPPORTERS \$2,500-\$4,999

Louis I. Farrell

PATRONS \$1,000-\$2,499

Wilber Engle
Virginia S. Partridge
Barbara Pokorny

SPONSORS \$500-\$999

Jennifer C. Thornton
Margaret H. Woods

FRIENDS \$100-\$499

B.J. Adams
Sonia & Darwin D. Alley
Janie Arnold
Chairle & Phillip M. Babby
Vernon A. Ball
Mary & Richard Barnett
Ellen Bigelow
Verena Frei & Gene Bishop
Pamela Bistel

Tony Brevetti, Midstate Motors, Inc.
Mardell & Craton R. Burkholder, D.V.M.
Bonnie & Terry Cairy
Dexter & Dennis Cirillo
The John Denver Internet Fan Club
John Denver U.K. Fan Club
Christina E. Duthie
Martina Eder
Jacqueline D. Errera
Diane C. Eskew
Paul A. Fair
Ted Feder
Susan M. Freeman-Smith
Marie A. Grosshuesch
Gary L. Haller
Maura Hamilton
Lisa Hausdorfer
Alice M. Hawthorne
Carolyn Hayden
Rhonda Jo Hogan
Lena & Joseph Hurlbut
Lynni Hutton
Jamie Kay Jamison
Lynn & Robert Jones
Kathleen & John Kauffman
Deborah Keko
Allison Kenny
Brandon F. Kett
David Kisiel
Dorothy & Gerald Kloss
Jan E. Koenig
Annie Kay Lard
Anita and Marcus Laux
Galatea & Arthur Lewry

Sue and Robert E. Lyon
The Mace Family
Mickey Mantle, Jr., The Mickey Mantle Foundation
Maureen M. Martin
Ann Marie & James McCrone, also in memory of Alice F. Williams, mother of Wendy Williams, Windstar Member
Georgiann McDaniel
Penny McDaniel, Windstar Colorado Connection
Lori & Jim McElligott
The Mendez Family
Barbara & Robert Merrill
Joyce K. Metzger
Dr. Anne M. Mickle
Barbara & James Millet
Donna S. Mullins
Janet Mullins
Lori Ohlson
Jeri & Jerry Peirce
Mary Byrd Platt
Barbara Reid & David Hyman
Richard S. Saxon
Maria C. Silva
Renee Justice Standley
Scott L. Stapel
Sandra & Stephen M. Stay
Florence & John E. Stewart
Joy & Timothy Stone
Cathie L. Sundry
Virginia S. Sykes
Joan M. Theroux
Charlotte M. Thweatt
Elizabeth R. Volkmann
Brooke Vredenburg

The Weaver Family Foundation
Lance P. Welsh
David K. Whitney
Ann E. Zahn
Linda Faye Zerfling

ASSOCIATES \$1-\$99

Victor E. Acevedo
Brenda L. Adamson
Stephanie M. Ahl-Wincik
Joyce & Paul Aldridge
Gelsomine & Steven W. Anderson
Judith & Roger Anderson
Julie M. Anding
Mr. & Mrs. David L. Armstrong
Nancy Jo & Elwood Armstrong
Laura & Roger Arndt
The Aspen Country Day School, Inc.
Astronaut Office Fund
Robin & Clarence Baer Jr.
Nancy A. Barish
Wanda M. Barrett
Mr. & Mrs. Jon G. Batman
Rex L. Bavousett
Stefan M. Becker
Thomas S. Bejgrowicz
Jonnie Ann & Jack Bentley
Matthew P. Bergles
Pamela L. Bio
Shirley & Thomas H. Bivens
Elizabeth & Stanley R. Black
Nedra Blackwell
Jo Blotz
Kellie & David M. Bodmer

Debbie A. Bolton
Philip A. Boucher
Julie & A. Bruce Bowler
Barbara E. Brayton
Barbara & Michael T. Breen
Barbara & James L. Breffe
John Brich, Tao Center
Sabine Brown
Diane & Joe Brownlee
Mary Buck
S. Colleen Buckley
Jean E. Buckman
Marlene & Marc Cady
Michele & Billy Carroll
Margaret & Maria Casolaro
Reva & John R. Castle
Randal H. Cecil
Michelle Cervoni, Sape
Colleen & John R. Charlton
Virginia & David A. Christensen
Christ Light Unity
Ann & George S. Clark
Barbara R. Conley
Barbara & John D. Connors
Sherry Cook
Patricia P. Cooper
Tina and Wesley J. Copas
Kathy Corcoran
Tracy D. Cour
Pamela Crane
Mary & Billy J. Cravens
Gail & Gerald Cullinan
Lanoel M. Custer
Barbara & James Dailey
Naomi David
Maria DeAngelis-Milici
Ann E. Deimler

Dreux Demack
Diane McAllister-Deromedi & Gary Deromedi
Tina & Peter Devore
Barbara J. Diefendorf
Ann Laura & Frank Dileonardo
Constance & Rex Dolney
Evelyn D. Drake
Sandra & Dallas Duggan
Venessa & Donald Durden
M.C. & Harry Eastman
Camilla M. Edwards
Jean A. Elder
Julie M. Emerson
Patricia L. Etter
Lisa Platten Evenson
Paul A. Fair
Faith Presbyterian Church
G. Hubb Farley
Iris Feldman
Frances & Thomas Fike
Marianne & John C. Finn
Barbara M. Fleming
Becki Flowers
Jennette I. Floyd
Mary & Richard Fluker
Kathryn and William E. Foard, III
Lynn & Jim Freckleton
The Fricke Family
Linda Friedland, Hulshop Leather USA
Jane & G. Douglas Frost
Brad A. Fry
Donna R. Fry
Edmund G.S. Fulton, and in honor of Ron Deutschenhoff,
(continued on next page)

(continued from previous page)

John's brother
 Kathy & Lou Furlong
 Lucy Furuta
 Karier Gaby & Spithoven Roland
 Susanne V. Gardiner
 Denise & Frederick W. Gardner
 Kathie & Douglas George
 Lorraine N. Gerling
 John T. Getz
 Sue & Terry E. Getz
 Mary Ann Ginette
 George Patrick Glick
 Lloyd K Golithly
 Lana J. Graham
 Linda & Thomas A. Gray
 Bonnie S. Greenman
 Louise & Gary E. Gunkel
 Rebecca & William C. Guth
 Angela & Kenneth Guthjahr
 Judy Roberto Habley
 Polly A. Hahne
 Sandy Robel Hall
 Pat Halverson
 Rae Anne & James L. Hamp
 Janet & Herbert D. Hanan
 Ron Harbeson
 Anika S. Harding
 Heidi & Gregory R. Hargis
 Ruth Harper
 Joanne & Donald A. Hartman
 Glenn D. Harwell
 Kathy & Kurt R. Heilmann
 Joan & Thomas L. Hemm
 Linda Henning
 Dave Herber
 Lise, Timothy, Jennifer &
 Christopher Heribson
 Joni & Michael H. Hermansen
 Charlotte A. Hernandez

Charleen & David W. Hetrick
 Laurie & John A. Hibner
 Karlyn & Larry E. Hicks
 Jamie & James E. Hopkins, Jr.
 Louisa A. Horn
 Judith & Raymond L. Hudgens,
 Jr.
 Vicky J. Hueth
 Joann M. Hutton
 Patricia & Walter D. Jackson
 Virginia S. Jackson
 Dorothy M. Jacobs
 Joyce & Julius Jensen
 Sandra Rae Jessen
 Kristina & Richard Johnson
 Judith A. Johnson-Peterson
 Alison C. Johnstone
 Jeffrey W. Jones
 JoAnn & Ross Jones
 Judy & Shawn Jones
 Karen & Scott Jones
 Karen Kingsley
 Jean & Daniel Kinnaird
 Cheryl W. Kirksey
 The Klein Family
 Ellen Smiga-Klein and Todd Klein
 Eve Kleinfeld
 Ronald Knight
 Vicki E. Knudson
 Connie Kobs
 Carrie & Donald Kovalsky
 Linda F. Kurdt
 Elizabeth A. Weiss Kuziel
 Carol & Stephen Lancaster
 LuAnn & William F. Lancton
 June & Frederick Leach
 Michael Lehane
 Jim Lehr, Lehr Consulting
 Company, Inc.

Becky Leist
 Martha & Peter Lewis
 Katrina Lichtenfels
 Gaile J. Linn
 Patricia Logan
 Russell E. Long
 Kathleen & John Lorentzen
 Travis Lorenz
 Gerald W. Lott
 Loree & Charles Lovell
 Leslie F. & Benjamin Lowe
 Roberta Luegge
 Greta L. & Randall Lynn
 Mary Jane Maas
 Prestine S. Macy
 Christina & Louise Maddalena
 Ronald C. Maggiano
 Anne Majdosz
 Julie K. Mann
 Michele Maro
 Victoria L. Matthews
 Andrea Maxon
 Andrea & Clark Maxson
 Samantha & Danny McBride
 JoAnn McElvogue
 Jennean Heather McKinney
 Rosie Melichar
 Lori & Anthony M. Meluch, M.D.
 Barbara & Robert Merrill
 J. Frost Merriott
 Lt. Col. Richard O. Merritt, USMC
 (Ret.)
 Stacy K. Messenger
 Patricia Miller
 Barbara & James Millet
 Martha R. Mills
 Lillian C. Mitchell
 William E. Monroe
 Martha Morgan
 Patricia & Raymond F. Mueller
 Shannon & Gary Mueller

Suzanne & Robert S. Murillo
 Jacqueline & David L. Myers
 Kimberly & John Nasarzewski
 Charles E. Neely & J. M.
 Dimaggio
 Nancy Nielson
 Pamela Nides
 Beverly M. Nowling
 Elizabeth & Larry M. O'Maley
 Charles R. Oleson
 Phyllis & Murray Olshan
 Patricia & Donald Palka
 Alice & Mark Palmer
 Carole A. Palmquist & Jeffrey
 Herfeld
 Michele A. Papale
 Dorothy & Marvin L. Parli
 Dolores J. & C.S. Parsons
 Janet L. Parsons
 Jeanne Marie & Stephen D.
 Parsons
 Laurie R. Pearlman
 Rachel & Mark Pedigo
 Diana & Charles Perry
 Marion L. & Tom Petty
 Patricia L. Phipps
 Alison J. Plati, MIC
 Mary Byrd Platt
 Debi M. Pohto & Ellen Axford,
 Nordlig Motel
 Julie M. Ponchak
 Prognostics
 Deborah D. Protsman
 Carol A. Quigley-Zipp
 Kymberly J. & Ernest Ramirez
 Betty Raymakers
 Mr. Lloyd Record
 Susan P. Reece
 Nancy & Frank Reilly, Jr.
 Christina & Robert J. Rhein, Jr.
 Suzanne Cole-Rice & Robert Rice

Patricia & Ronni R. Ridenour
 Jane & Ronald G. Riggs
 Ann Robin & Bobby Riley
 Molly Ann Ritz
 Linda L. Roadway
 Margaret & James M. Robb
 Linda M. Robbins
 Mary Ann & Michael D. Roe
 Pamela West & Henry Rogers
 Deb Rolseth
 Jack W. Ross
 Lori L. Rowe
 Joan Russell
 Dianna & Alan Sacks
 Linda Salow
 Sheryl L. Schmatjen
 Lanny C. Schnipper
 Patricia A. Schott
 Marie Seiverinsue
 Polly Ann Shelley
 Amy M. Shroyer
 Phyllis & Joseph E. Sikorsky
 JoAnn Simms
 Catherine Ann Simon
 Juanita & Larry Sipe
 Maxine Skattebo & Clare Skattebo
 Beth-Ann C. Smith
 Gregg M. Smith
 Jerry Smith
 Michael E. Smith
 Dr. Keith H. Soring
 Yvonne & Stewart Springfield
 Deborah & David Spurgeon
 Deborah & Floyd E. Stearns
 Sue & David J. Stevenson
 Susan & Larry Stewart
 Eloise & William R. Stierman
 Jane Stone
 Valerie & John L. Switzer
 Jane & Doug Taylor
 Geraldine & Joseph B. Tellie

Dr. Patricia Gilmour Terhune
 Elaine Terri & Richard Svetlich
 Irene & Curtis D. Thompson
 Jill & Terry Thompson
 Sharod Tuell
 Susan & Phillip A. Tumbarello
 Donald P. Untiedt
 Sue Ann & Dennis Van Der
 Vieren
 Veronna Villegas
 Miriam & Peter Vollweiler
 Barbara J. Volpe
 Valerie A. Wahlstrom
 Janet Wakeman, Ruesch
 International
 Andrew T. Walker
 Erika D. Walker
 Victoria L. Weisgerber
 Ellaine L. Weiskopf
 Sharon Weisz, W3 Public
 Relations
 Alice & Rick Wellen
 Penny Jo Welsch
 Lance P. Welsh
 Wertz & Company, P.C.
 Helen D. West
 Tony E. Wetmore
 Dr. Barbara L. Whitcomb
 Patricia J. Whitney
 Ruth Whyte
 Cara Lou Wicks
 Wendy E. Wifler
 Marianne & Richard Willnow
 Sharon & Cliff Wink
 Angie J. Wishart
 Roger Wolfe
 Maria Woytko
 Cynthia & Lawrence Woytowicz
 Cynthia M. Yochym

NONPROFIT ORG.
 U.S. POSTAGE
 PAID
 DENVER, COLORADO
 PERMIT NO. 1278

CHANGE SERVICE REQUESTED
 Rocky Mountain Institute
 1739 Snowmass Creek Road
 Snowmass, Colorado 81654-9199

