

annual report 2018–2019

think do scale

and see hope in action



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Cover image courtesy Unsplash/Frank McKenna

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Letter from our CEO

There's no time to be anything but audacious in our pursuit of a clean, prosperous, and secure low-carbon future. The pace of climate change has accelerated to become the most daunting challenge humanity has ever faced. As a reader of this annual report, you are one of the solution supporters who allow the team at Rocky Mountain Institute (RMI) to seize opportunities and sometimes take the risks necessary to **drive a sea change in how energy is used and produced** while there's still time.

When we adopted our strategic vision in 2017 and committed to THINK bigger, ACT boldly, and SCALE globally, we knew that **scaling** energy solutions would be key to quickly achieving our mission of a clean, prosperous, and secure low-carbon future. What we didn't know was how the urgency of our cause would accelerate, and how this new change model therefore needs to pay off and deliver real impact in industries, cities, and countries around the world at a scale and pace not seen before.

Our **global influence** is increasing just as fast as RMI can grow its unrivaled team. Building on our shared success with the Indian government to support ambitious renewable energy and clean mobility goals, we have Urban Mobility Labs active in Pune and New Delhi where clean mobility solutions are being tested. In China, we're encouraged by the unprecedented scale at which change can happen, such as the 330-square-kilometer near-zero carbon district under development in a city south of Shanghai that will house 1 million people with a small fraction of the carbon footprint of a typical community. In sub-Saharan Africa, we've scaled our support to bring clean energy access to rural communities with low-cost minigrids—supporting economic development in four countries. In the Caribbean, we continue to help small island developing states power their economies more affordably and sustainably with renewables. Most recently, we have doubled down on our support for The Bahamas after they suffered the devastating effects of Hurricane Dorian. We've resolved to help our partners in The Bahamas to maintain power to critical facilities—like hospitals or water treatment plants—while also building long-term resilience.

Image RMI/Cory Richards

In the United States, we're helping 25 cities advance ambitious renewable energy goals (such as Minneapolis and others aiming for 100% renewable energy by 2030) with technical support and expertise. Through the Bloomberg Philanthropies' American Cities Climate Challenge Renewables Accelerator, RMI, World Resources Institute, and the Urban Sustainability Directors Network are helping cities procure over 2.8 gigawatts of renewable capacity—more than the total existing solar capacity in Nevada, Florida, or Texas. And, our electricity program is convincing more and more utilities that coal is a risky bet, and renewable energy is better for their bottom line.

In spite of the many bright spots that emerge both in the United States (where nonfederal actors continue to push to new heights in clean energy leadership and innovation) and internationally (where leaders are showing more resolve than ever before to meet the Paris Agreement targets), we still are not on track to ensure a below-2 degree future.

It's time to inject both pressure and confidence in the global dialogue—that a well-below 2 degree future **is possible but only if we dramatically accelerate the pace of the energy transition at a pace never before seen.** That's why RMI launched the Emerging Solutions Program this past year—a coordinated effort to align global leaders around the challenges that promise to reach the tipping point of our clean energy future sooner, and a broad invitation to collective action around far-reaching initiatives where global communication and coordination can

make otherwise daunting goals achievable. For 38 years, RMI has witnessed the transformative power of a disruptive and coordinated vision to drive action. But now, with a laser focus on scaling these solutions through a dedicated coalition of willing partners, financing instruments, and technology innovations, we believe we will present a credible vision for action that leaders can invest in—and act on—with confidence.

We express our sincerest gratitude to all of you whose unwavering partnership fuels our critical work each day, even when it seems that the odds are dauntingly long. Each success that you'll read about in these pages is building a wave that, once it crests, will come down with unstoppable force, bringing with it the clean energy revolution we're all working so hard to achieve, and a gift to future generations.

Sincerely,

Jules Kortenhorst

A handwritten signature in black ink that reads "Jules Kortenhorst". The signature is stylized with a large, sweeping initial "J" and a horizontal line extending from the end of the name.

Chief Executive Officer
Rocky Mountain Institute



Image iStock.com/Ollo

“

Amory Lovins had the solution to the energy problem in 1976. It's taken the rest of us 33 years to catch up

”

Carl Pope (in *Time* magazine's 2009 "TIME 100" issue)

Celebrating Amory Lovins

As Rocky Mountain Institute approaches its 38th birthday, the Institute and our community of partners and supporters are reflecting on this significant milestone—made possible by Amory Lovins, who is reaching an important milestone of his own.

As Amory turns 72 years old, he shifts his role, stepping aside from his responsibilities as chief scientist and transitioning to a less operational role. He will continue to serve and collaborate with RMI—providing his thought leadership as always—as our esteemed cofounder, chairman emeritus, and trustee, advancing his life's work tackling the increasingly urgent challenges of the energy



Image RMI/Judy Hill Lovins

transition—a topic he’s been recognized for since publishing his article, “Energy Strategy: The Road Not Taken?” in *Foreign Affairs* in 1976.

Amory’s ongoing thought leadership will be bolstered by an effort RMI has been hatching for some time—called “Emerge”—to better institutionalize RMI’s ability to help set a clear and compelling direction for a clean, prosperous, and secure low-carbon future.

The Emerging Solutions team, led by managing director James Newcomb and fueled by the Innovation Fund for Energy Solutions, will work with Amory and other partners to bring the industry-changing power of RMI’s research and insights to the leaders who need it more than ever to advance market-based solutions to the climate crisis.

Amory's legacy is vast,

leaving indelible marks on virtually every aspect of the energy space. We invite all of you to share with us the influence that Amory Lovins has had on your life, career choice, or approach to your work.

Share your story with us at

energyinspiration@rmi.org

**And, learn more about the
Innovation Fund for Energy
Solutions at**

rmi.org/InnovationFund



“

For so many of us, Amory has been an amazing source of inspiration and wisdom throughout our careers. We stand on his shoulders as we double down on the mission of the Institute to accelerate the transition toward a clean, prosperous, and secure low-carbon energy future.

As we do so, we stand tall in the face of deep concerns about climate change. And we hold on to the deep conviction Amory taught us—that there is no time for pessimism and no justification for optimism, but all the reasons in the world to apply hope in seeking a sustainable energy system.

”

— Jules Kortenhorst, *RMI CEO*

SEE HOPE IN ACTION

Think, Do, Scale.





THINK, DO, SCALE

It isn't just RMI's strategic approach for how we might change the energy landscape and tackle climate change for good—it's a tried-and-true method with clear evidence that these three pillars are helping to boldly tackle the toughest long-term problems.

Image iStock.com/martinwimmer

01 Think

The foundation of RMI's work is visionary thinking. For nearly 38 years and counting, we've shaped a compelling and alternative vision for the energy future that helps transform market after market and industry after industry. The result is that RMI is a trusted, independent source of technical expertise, research, and analysis around the world.

Now that the energy transition is accelerating, our thought leadership is in greater demand than ever before. Here are some of the *pioneering insights and ideas* we've generated this year:

Making the Climate Finance System Work:

Reinventing Climate Finance set a new vision for the complex global flows of clean and dirty capital—and tools like Climate Auctions, Green Investment Banks, and a Climate Finance Access Service were advanced as innovative means to serve developing economies and make sure that the substantial funds established by the Paris Agreement are spent where they will do the most to achieve its goals.

Making the Dollars-and-Cents Case for Grid-Interactive, Electric, and Net-Zero Buildings:

With four reports: *The Economics of Electrifying Buildings*, *The Economics of Zero Energy Homes*, *Best Practices for Achieving Zero Over Time for Building Portfolios*, and *Value Potential for Grid-Interactive Efficient Buildings in the GSA Portfolio*, RMI built a case for pursuing next-generation, efficient, and renewably powered buildings—detailing different approaches for different sectors. Several developers are using the results to pursue zero-energy ready homes.

Quantifying the Opportunity for “Green Dispatch” in China:

RMI China is collaborating with China's utility think tanks to analyze implications of energy spot markets—helping identify which electricity power plants are at risk of closure due to market reforms, then designing and implementing the power spot markets to maximize cost savings and better manage challenges.

Helping Cities and Regions Lead the Energy Transition:

The *Carbon-Free Regions Handbook* helps state and provincial governments move toward sustainable, low-carbon economies. The recommendations in the book are based on proven, actionable, and impactful work already led by local governments around the world, and follows on the great success of 2017's *Carbon-Free City Handbook*.



Images RMI

Exploring Ways to Take the CO₂ out of Heavy-Duty Hauling in Mines:

Surprisingly, haul trucks at mines emit 68 megatons of CO₂ per year and account for 30%–50% of a mine's total energy use. RMI's *Pulling the Weight of Heavy Truck Decarbonization* report helps mine owners think about a largely ignored but massive opportunity to cut carbon and costs, and meet climate targets with new vehicle technologies.

Lowering Minigrid Costs to Expand Off-Grid Energy Access:

Minigrids in the Money: Six Ways to Reduce Minigrid Costs by 60% for Rural Electrification shows how to overcome the barriers that minigrids currently face in reaching their potential to bring

clean, reliable energy to communities far from an electric grid. Sub-Saharan Africa has an opportunity to bring minigrids to scale to cleanly and efficiently serve the millions of people in the region who lack access to electricity.

Shifting Investments into the Electricity System of the Future:

The *Non-Wires Solutions Implementation Playbook* shows how electric utilities can spend less than the \$55 billion they spend annually on infrastructure like power lines and save customers money, too, with non-wires solutions like solar, demand response, and energy storage and efficiency. And when they do, the *Managing the Coal Capital Transition* report will help cut the losses for coal-plant owners, their shareholders, and their customers while offering policymakers a clearer path toward switching to low-carbon power generation.



...Because It Isn't Just Cleaner, It's Also Cheaper Than Natural Gas:

As a huge wave of power plants retire, many are being replaced by new natural gas-burning plants. But RMI's 2018 *The Economics of Clean Energy Portfolios* report showed that renewable energy and other distributed energy resources provide cheaper, emissions-free energy while delivering all the grid reliability services that new power plants can. And within two decades, the cost of just operating a natural gas-burning plant will be higher than building a new clean portfolio. Following this 2018 analysis focused on several case study examples, RMI published two new reports evaluating the economics of all proposed gas plants and pipelines in the country.

Advancing Smart Charging and Smart Rates:

It's important to design electric vehicle (EV) charging systems that are both efficient in the long term and economically viable in the short term. RMI's mobility team is helping design regulatory structures, and innovating pricing signals to match up EV charging demand with variable-output renewable generation. They're doing this with a series of reports that empower city leaders, planners, utilities, and businesses to design EV charging networks that support their clean mobility and electricity goals as more EVs flood more quickly into certain markets.

Connecting Electric Co-ops to Smart, Affordable Clean Energy:

RMI found that the members of a large Western co-op utility could save \$600 million through 2030 and minimize the risk of rate increases associated with fossil-fuel burning power plants by transitioning to renewable energy generation.





Image courtesy Wikimedia/Mario Roberto Durán Ortiz

Quantifying the Size of the Prize for India's Electric Mobility Revolution:

RMI worked with NITI Aayog to analyze the country's FAME II (Faster Adoption and Manufacturing of Electric Vehicles) policy and make recommendations for continued action. Analysis revealed if FAME II and other measures are successful, India could realize electric vehicle sales penetration of 30% of private cars, 70% of commercial cars, 40% of buses, and 80% of two- and three-wheelers by 2030. Plus, electric vehicles sold through 2030 can save 846 megatons of net CO₂ emissions over their lifetimes.





Image courtesy Flickr/Anilegna



Accelerating Adoption of Electric Vehicles in Urban Delivery

Eliminating carbon emissions from goods transport is one of the key challenges to the transition to a low-carbon global economy. As a primary hub for the delivery of goods, cities feel the impacts of fossil-fueled transportation systems most significantly. And, cities are perfectly positioned to lead

the electrification of this goods movement by changing their transportation decisions and regulations.

The big question is how to effectively provide the charging infrastructure to support urban delivery vehicles. RMI took on that question by exploring

Shenzhen, China's, experience. Shenzhen was the first city in the world to turn nearly all of its buses and taxis electric. And in the last three years, the city has deployed nearly 60,000 electric light trucks and vans for delivering goods.

Through data gathered from over 10,000 electric delivery vehicles in Shenzhen, supplemented by dozens of interviews with charging station owners, logistics and leasing companies, and vehicle operators, we analyzed in unprecedented detail how those trucks are charging and what



can be done to improve the charging system. Our ensuing report, *A New EV Horizon: Insights From Shenzhen's Path to Global Leadership in Electric Logistics Vehicles*, identified a number of solutions to create a better charging climate and support further uptake of electric logistics vehicles.

Shenzhen has shown that it is willing to do what is needed to promote electric vehicle adoption, and RMI's research collaboration with the city is working to ensure that it can do the same for the supporting charging infrastructure.

Shenzhen is not an isolated case. As cities become the leaders in the current energy revolution, they will increasingly face challenges similar to those Shenzhen is solving now. RMI's report not only provides a deeper understanding of Shenzhen's experience deploying electric urban delivery vehicles, but it can also be a guidepost for other cities across the world aiming for a cleaner, low-carbon future.

02 Do

Once we've seen what's possible and have done the rigorous analysis to be certain it's not only possible but profitable, RMI sets out to **demonstrate solutions** for the clean energy transition.

RMI is working with partners around the world to pioneer tactics, establish best practices for the new energy paradigm, and remove barriers to a profitable and rapid energy transition. Here is some of what we've been doing this year:

REALIZING the Promise of Affordable Net-Zero Energy Homes for Low-Income Families:

RMI's REALIZE initiative is supporting pilot projects to retrofit profitable, net-zero energy multifamily housing in California, New York, and the cities of Boston and Minneapolis that will bring low-income communities the benefits of clean, reliable energy.



Image courtesy EnergieSprong

“

We are excited to partner with Rocky Mountain Institute and the California Energy Commission to invest in an initiative designed for the multifamily sector. This partnership will help American families realize new energy- and cost-saving opportunities while improving their quality of life with more comfortable, healthier homes.

Daniel Simmons, Assistant Secretary of DOE's Office of Energy Efficiency and Renewable Energy

”

Helping the Lone Star State Lead the Electricity Transition:

Texas is a great laboratory for testing different models of distributed energy resources integration. RMI's Shine™ team is working with rural electric cooperatives and municipal utilities—acting as the buyers' representative, RMI supported the purchase of 7 megawatts of new distribution-scale solar by five electric cooperatives.

“

Developing these solar energy installations makes a lot of sense for our members. Not only will we be providing more clean, locally sourced energy to our community and hardening our grid, but we expect to save money over the life of these projects by becoming more self-sufficient.

”

**Bryan Lightfoot, General Manager
and CEO of Bartlett Electric Cooperative**

...and Slash Methane Emissions:

Through a partnership with SYSTEMIQ, RMI is finding and scaling best practices to stop climate-wrecking methane leaks from the oil and gas value chain by working directly with major producers and buyers in the United States and Europe.

Offsetting Air Travel From the Super Bowl:

This past Super Bowl was the first for which the carbon emissions from the fans' air travel to the game were offset. RMI partnered with Hartsfield-Jackson Atlanta International Airport and The Good Traveler to offset 18,000 tons of CO₂ emissions; the equivalent of 1,624 air miles for each of the 71,000 fans at the big game in Atlanta.

Developing an Energy Resilience Plan for Colorado's Roaring Fork Valley:

When a wildfire hit close to our Basalt office and nearly disrupted power to the entire community all the way up to Aspen, RMI's electricity team leveraged our global experience in resilience planning and partnered with the local electric cooperative, Holy Cross Energy, and critical community partners to improve energy resilience in preparation for disasters.



Image iStock.com/yuelan

Financing National Action on Paris Agreement Goals:

The Paris Agreement places responsibility for climate action on each nation, but in emerging economies, renewable projects are often considered risky investments. In its largest-ever international convening, RMI brought together major players to work toward the establishment of green investment banks—banks with a double-bottom line of climate and profit—around the world. In other developing economies, RMI is establishing a service that will recruit and train climate investment experts to work in those countries to help direct climate funding where it counts.

Helping Caribbean Islands Use Clean Energy in Place of Imported Diesel:

RMI supported The Bahamas in developing a 925 kilowatt solar photovoltaic project at the National Stadium in Nassau, the first hurricane category 5-rated solar carport system in the Caribbean. Meanwhile, Montserrat announced a rooftop solar project that will provide 10% of the island's peak daytime demand in its first phase and, with more solar and battery storage, will meet 40% of demand in its second phase.

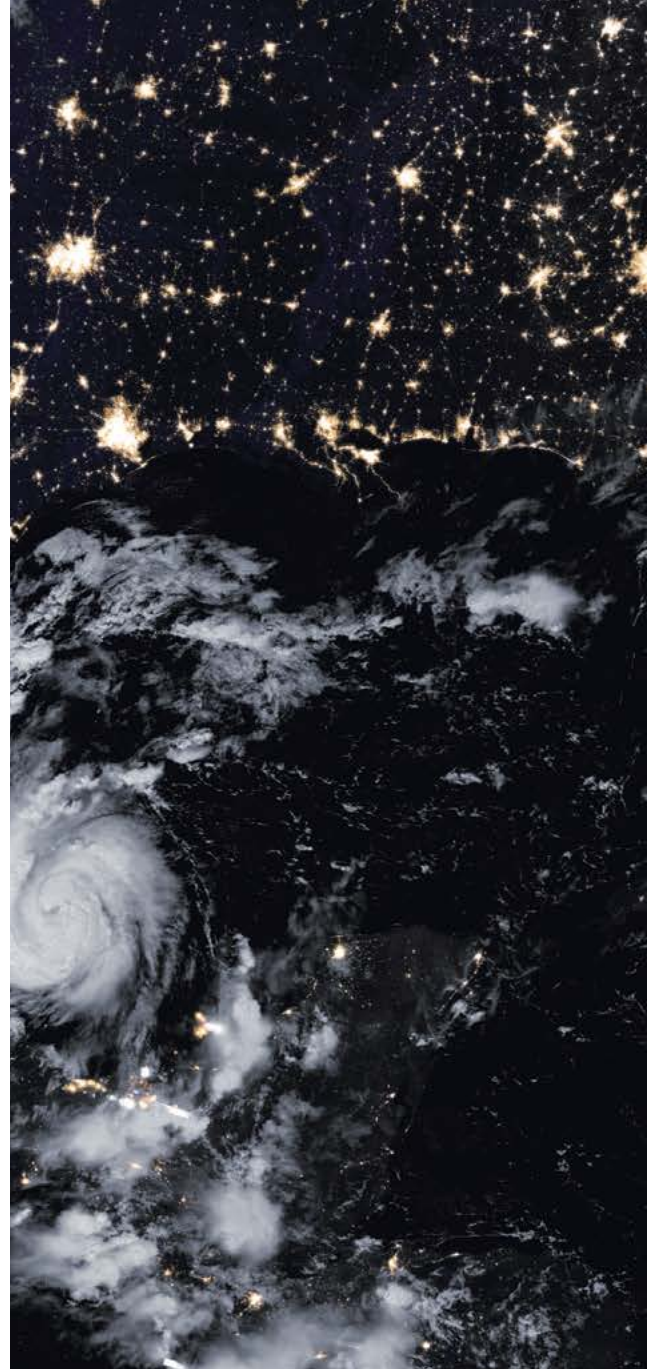




Image courtesy NASA

Bringing Clean, Resilient Power to Ten Schools That Face Hurricanes:

With partners including Save the Children, RMI built stand-alone, solar-powered minigrids on ten schools in Puerto Rico that lost power after 2017's Hurricane Maria—some for several months. The schoolkids aren't just getting reliable, clean power, they're being educated about resilient energy.

A Homegrown Plan for Zero-Carbon Districts Goes Global:

After showing that it's possible and profitable to build an entire community that is net-zero energy in the United States, RMI is collaborating on the design of a net-zero energy, 4,500-acre city on the outskirts of Mumbai, India, that will house 2 million people when it is finished. We are also working on a 330-square-kilometer near-zero carbon district in a port city south of Shanghai.

Bringing Innovative Mobility Solutions to the Heart of the Auto Industry:

RMI is untangling the complex hurdles to large-scale vehicle electrification across market segments by bringing together utilities, regulators, service providers, hardware manufacturers, and more, to facilitate creative problem solving, collaboration, and groundbreaking innovation. The first project Accelerator, held in Michigan, aimed to scale up vehicle electrification and impact the Midwest.

Do Spotlight





Pioneering a World Beyond Gas—Starting with Our Buildings

Seventy million American homes and businesses burn natural gas, oil, or propane to heat, cook, dry clothes, and more, generating approximately 600 million tons of CO₂ each year, a tenth of total US CO₂ emissions. That number is even higher when methane leakage is factored in—upward of 770 million tons of CO₂-equivalent emissions. Indoor air pollution from the burning of gas in buildings can also have profound health impacts. Gas appliances emit hazardous pollutants, like nitrogen dioxides and carbon monoxide, into our homes, leading to asthma and other ailments. Little progress has been made to address the carbon pollution from burning fossil fuels in buildings, meaning the sector is not on track to meet climate goals. Adding to the urgency is the fact that more than 400,000 new customers were added to the gas distribution system last year—a rate of almost one new customer added every minute.

The pressing need to eliminate fossil fuels from our homes and buildings and instead power them with 100% clean electricity led RMI to launch our Building Electrification program. The program is headed by new Managing Director Bruce Nilles, the key architect of the Sierra Club's successful Beyond Coal campaign. Our team is building and leading a national network of allies and bringing our technical, economic, and campaign experience to align support at the state and city levels, starting with a ban or moratorium on constructing new buildings with gas service. The team's primary goal is to reduce greenhouse gas emissions from the building sector at least 50% by 2030. At the same time, we will work to secure policies and programs to upgrade millions of buildings annually to replace existing fossil fuel use. Our new Building Electrification program will catalyze the breakthrough needed to decarbonize our buildings, making them healthier for both people and the planet.

03 Scale

Once we've proved that new energy solutions are possible, practical, and profitable, we intervene broadly across markets to **bring those solutions to global scale**. We do that by **shaping markets** through change labs like our Electricity Innovation Lab (e-Lab) that bring market leaders together to co-create innovative, sometimes risky, but always breakthrough solutions to systemic problems.

And we do it by *participating in markets directly* through RMI market affiliates and, ultimately, spin-offs that create and advance markets ripe for energy transformation. Here is some of what RMI and its affiliates have been doing to scale up the energy transition this year:

Spinning off RMI's Business Renewables Center to Become the Renewable Energy Buyers Alliance (REBA):

REBA is a trade association representing corporate powerhouses that collectively aim to bring more than 60 gigawatts (GW) of new renewables online in the United States by 2025 (that's roughly equivalent to 189 MILLION solar photovoltaic panels). The REBA community has been a part of 98% of all large-scale US corporate renewable energy deals to date, which totaled 6.63 GW in 2018 alone.

“

Never before has such a diverse group of organizations, from every industry, from every sector, come together to form an association with a single, market-focused, mission-driven vision of a zero-carbon energy future. Large energy buyers have the power to move markets.

”

Miranda Ballentine, REBA's inaugural CEO and former US Air Force executive

The Poseidon Principles—A New Vanguard for Climate Finance and Agreements:

Major banks representing a portfolio of about \$100 billion in loans to global shipping signed the Poseidon Principles, an agreement to integrate climate considerations into lending decisions to incentivize maritime shipping's decarbonization. Even more exciting is the potential to do the same in other global industries where decarbonization is difficult.



“

The Poseidon Principles offer significant benefits to the global shipping industry and society and they allow us as banks to align and de-risk our portfolios in line with shipping's green transition.

”

Paul Taylor, Global Head of Shipping & Offshore at Societe Generale Corporate & Investment Banking and Deputy Chair of the Poseidon Principles drafting committee



Bringing Visibility and Accountability to the World's Power Plants:

Thanks to a partnership with Google.org, RMI subsidiary WattTime is bringing its real-time carbon-intensity tracking to provide unprecedented transparency to the carbon emissions of every power plant around the world. Armed with the power of knowledge, regulators can better enforce pollution restrictions on power plants—and this data promises to effectively eliminate poor monitoring and gaming of emissions data.

Launching a Pioneering Blockchain for Energy Platform:

After two years of work supported by some of the world's largest energy corporations, RMI affiliate Energy Web Foundation went live with what promises to be the market standard blockchain for energy applications. The open-source, enterprise-grade blockchain is fundamentally turning the energy industry on its head by decentralizing how every transaction is made, and giving customers full control.



Doubling Down on our Support for Cities and States:

With the America's Pledge initiative, the new Cities Renewables Accelerator, and cities around the world, RMI is working to quantify the most impactful actions cities can take, then arming them with the tools they need to act and make meaningful progress toward their goals. The Influence of *The Carbon-Free City Handbook* and *The Carbon-Free Regions Handbook* continue to scale up and drive impact around the world, as when US Senator Martin Heinrich of New Mexico read the *City Handbook* and then convened a workshop in his home state to build on its recommendations.

Transforming India's Clean Mobility Paradigm Starting in One City:

RMI and NITI Aayog announced the Urban Mobility Lab initiative in late 2017. In 2018, RMI partnered with the Pune Municipal Corporation and set up the first Urban Mobility Lab in the city of Pune, India, to identify and implement advanced mobility solutions that are transformative in their ability to pave the way to a clean, shared, and people-centric mobility future. Today, we're already seeing evidence that this model is successful and replicable. Insights from Pune, captured in *Transforming Mobility in Indian Cities: Insights from India's First Urban Mobility Lab in Pune*, have guided government agency planning processes and supported the city's ability to deploy new mobility solutions on the ground, including 25 electric buses and charging infrastructure for the city's public transit system, 35 shared electric passenger cars for commuter services, and 250 shared bicycles.

...and Scaling to Others:

Launching the Urban Mobility Lab in New Delhi—the country's second most populous city and one where 4 in 10 children suffer from a respiratory illness—is a significant step in building on lessons learned in Pune and will support the Delhi government with its electric vehicle policy and efforts to accelerate EV adoption and address vehicular pollution in the National Capital Region. A workshop hosted in June 2019 kicked off this exciting partnership.

Deepening the Reach and Impact of RMI Change Labs:

RMI is building on the ongoing success of e-Lab and adapting e-Lab's collaboration theory and method to help other programs at RMI and elsewhere to meet ambitious energy goals. Serving change leaders across sectors and across the world, our lab approach has expanded to train other organizations and partners, and serve India's Urban Mobility Lab, the Mobility Innovation Lab Accelerator, Global Climate Finance's Green Bank Design Summit, and the Emerge team's Idea Fest. We salute the nearly 1,000 participants in our global labs over the past year.

“

Private-sector entrepreneurs, financing companies, and government stakeholders can discuss solutions and are ready to deploy them. The [Urban Mobility Lab] platform has really shortened the time needed from the discussion board to the ground. This is not a platform for discussion, but for action.

”

Mr. Jasmine Shah, Vice Chairperson, Dialogue and Development Commission of Delhi



Image RMI

Scale Spotlight



Images RMI



The Cooling Challenge

The Global Cooling Prize Reaches the World's Best Innovators

Our planet is getting hotter. Already, 30% of the world's population is exposed to potentially dangerous heat conditions; by 2100, up to three-quarters could be at risk. Affordable cooling is becoming a global necessity, allowing for increased productivity, positive health outcomes, and accelerated economic development. The increased demand for residential/room air conditioners (RACs), especially in developing countries, could place a massive new burden on electricity grids that are already straining at their limits, and could contribute to an over 0.5°C increase in global warming by 2100.



That is why last year,

RMI launched the Global Cooling Prize to engage innovators from around the world to develop a breakthrough residential cooling technology. The goal is to design and develop a superefficient cooling solution that will have at least five times less climate impact than today's standard residential air-conditioning units being sold in the market. The winning solution will also need to operate within predefined limitations on refrigerants, water, full-load power consumption, emissions, volumetric size, materials, and operational requirements. It will also need to be affordable to typical consumers, costing no more than twice the retail price of today's standard units at assessed industrial scale (the incremental cost would have a payback period of less than three years).

The Global Cooling Prize was launched in November 2018 in New Delhi, India, and post-launch awareness events were subsequently held in Beijing; Washington, D.C.; and other countries around the globe. The attention, response, and momentum has been far beyond what we could have ever expected, attracting innovators from around the world. Since formally opening applications to the competition, the Global Cooling Prize received over 2,000 participant registrations from innovators, start-ups, research institutes, universities, and leading AC industry manufacturers. Of these registered entities, 445 teams submitted their preliminary ideas through the Intent to Apply Form and 139 teams from 31 countries around the globe followed through with their submission of the Detailed Technical Application to the Prize. Finalists of the Prize were selected based on these applications and were announced on November 15, 2019, at a global event in New Delhi, India. The clock is ticking. Fortunately, through the Global Cooling Prize, we have an opportunity to solve the global cooling challenge and provide people access to cooling without warming the planet.

Image iStock.com/ NeoPhoto

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Through the depth of our research and our global network of partners, we have escalated global awareness of the need to solve the cooling challenge, which is now viewed as not only one of the largest end-use risks to the climate, but also a critical need for development, health, and well-being for all. Innovations in cooling technology, which we are helping to catalyze, can enable us to tackle this challenge head-on and truly solve it.

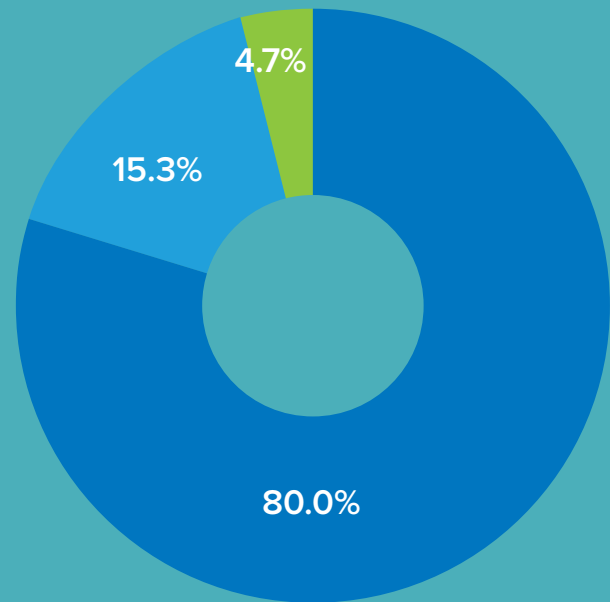
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— Iain Campbell, *RMI Senior Fellow*

Financials

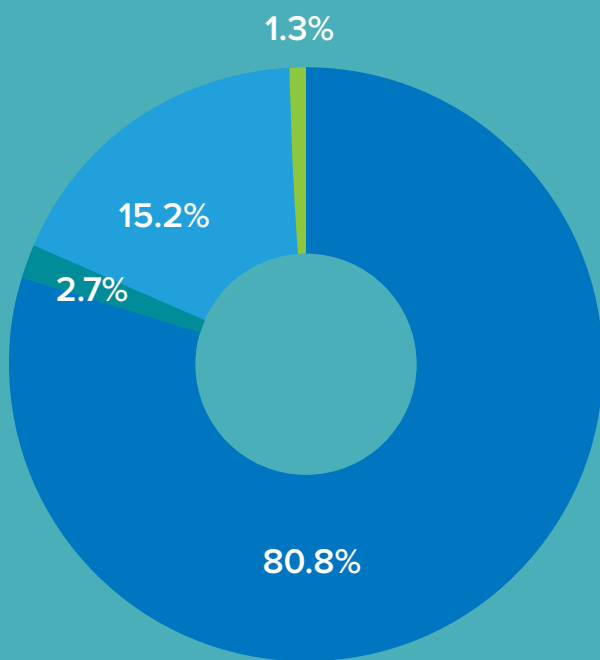
At RMI, we are committed to creating impact from the philanthropic investment of our donors. We also take pride in our sound fiscal management. In 2019, RMI was designated a four-star charity by Charity Navigator, America's largest and most-utilized independent evaluator of charities. On these pages are fiscal year 2019 consolidated financials. Complete financials are available at rmi.org.

Operating Expenses (% of Total Expenses)



Expenses (thousands of dollars)		
Program Services	\$37,578	80.0%
Management & General	\$7,203	15.3%
Fundraising	\$2,220	4.7%
Total Expenses	\$47,001	





Operating Revenue & Support (% of Total Operating Revenue)

Revenue (thousands of dollars)		
Foundation, Individual, & Corporate Contributions	\$44,838	80.8%
Government and Multilateral Grants	\$1,488	2.7%
Earned Revenue	\$8,466	15.2%
Other Revenue	\$728	1.3%
Total Revenue	\$55,520	

Statement of Financial Position

(in thousands)

Assets

	6/30/2019	6/30/2018
Cash & Cash Equivalents	10,220	8,187
Investments	4	4
Beneficial Interest in Assets Held by The Denver Foundation	548	544
Accounts Receivable	5,025	3,666
Pledges Receivable Short-term	12,626	6,145
Other Current Receivables	-	-
Prepaid Expenses and Other Assets	748	440
Pledges Receivable Long-term, Net	1,568	1,345
Property and Equipment, Net	15,951	16,469
Investments Restricted for the Innovation Center	571	559
Deposits and Other Assets	413	470
Total Assets	\$47,674	\$37,829

Liabilities and Net Assets

	6/30/2019	6/30/2018
Accounts Payable	1,873	1,114
Accrued Salaries and Benefits	3,011	2,991
Deferred Revenue	792	652
Other Current Liabilities	651	786
Total Current Liabilities	6,327	5,543
Long-term Liabilities	7,453	6,911
Total Liabilities	13,780	12,454
Net Assets	33,894	25,375
Total Liabilities & Net Assets	\$47,674	\$37,829

Statement of Activities

(in thousands)

Revenue and Support

	12 months ending 6/30/19	% of total revenue	12 months ending 6/30/18	% of total revenue
Earned Revenue	8,466	15.2%	8,020	18.4%
Foundation, Individual, & Corporate Contributions	44,838	80.8%	34,335	78.7%
Event Revenue	369	0.7%	540	1.2%
Government and Multilateral Grants	1,488	2.7%	507	1.2%
Other Revenue	358	0.6%	145	0.3%
Change in Beneficial Interest in Assets Held by The Denver Foundation	18	0.0%	38	0.1%
Investment Income, Net	14	0.0%	9	0.0%
Net Realized and Unrealized Loss on Investments	-31	-0.1%	37	0.1%
Total Revenues, Gains, & Other Support	\$55,520	100.0%	\$43,631	100.0%

Expenses

	12 months ending 6/30/19	% of total expenses	12 months ending 6/30/18	% of total expenses
Program Services	37,578	80.0%	34,024	79.8%
Management & General	7,203	15.3%	6,131	14.4%
Fundraising	2,220	4.7%	2,458	5.8%
Total Expenses	47,001	100.0%	42,631	100.0%
Excess of Revenues and Other Support Over Expenses	8,519		1,018	
Change in Net Assets	\$8,519		\$1,018	

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The history of RMI in producing its great through leadership shows just how powerful the long-range vision of Amory Lovins and the great team at RMI is.

”

— Vice Admiral Dennis McGinn

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Dutch Postcode Lottery Awards

This year the Dutch Postcode Lottery (part of the Nationale Postcode Loterij) awarded RMI €2,300,000 for our Sharing the Power project—to drive affordable, efficient, and resilient energy systems in sub-Saharan Africa. The project tackles rural electrification with an innovative bottom-up approach, building from the community level and balancing the availability of new power resources with the tools to grow economic development. The Lottery also awarded RMI €1,500,000 in general support.

Since 1989, the Dutch Postcode Lottery has been raising funds to support Dutch and global organizations working for a fairer, greener world. Fifty percent of its income goes to charity. In all, the Lottery has donated more than €5.8 billion euros over 30 years to hundreds of charities and social initiatives around the world.



Partner Spotlight

In 2015, support from The Rockefeller Foundation and the Virgin Foundation enabled Rocky Mountain Institute to work in sub-Saharan Africa, helping Rwanda power economic growth by supporting integrated energy planning. The program quickly ramped up into other countries in the region.

RMI spoke with Suman Sureshababu, Director of the Rockefeller Foundation's Power Initiative, to discuss her perspective on the organization's long-term partnership, reflect on the impact we've created together, and describe her hopes for the future.

A Partnership to Advance Energy Access for all

Today, more than 600 million people in sub-Saharan Africa lack access to reliable electricity. Energy access undergirds economic development and is critical to human health, wellness, and productivity.

This is important because policymakers in Africa and other developing economies are working to advance sustainable electrification much more quickly. Yet they are flooded with reports and data about how to advance energy access for economic development. The Rockefeller Foundation observed that the recommendations coming to these policymakers were from entities with specific agendas or were simply too dense to inspire or guide action. They sought to bridge the gap between data and action. That's exactly where RMI came in.

“

You can't fix the entire system from day one, but the team successfully diagnosed unique challenges across the system on the energy supply and demand sides, then identified what activities could create the most bang for the buck, create the most momentum, and scale,” she said. “This step-by-step approach added significant value in a crowded space. And over time, it has been nice to see the team be able to build deeper relationships with partners in-country and gain their relevance.

”

“

The Rockefeller Foundation's mission is to advance the well-being of humankind, and energy is the building block for equitable economic development—not just to a household but to entire communities and economies,” said Sureshbabu. “We have a hunger to change the status quo and knew RMI would be a great partner because they possess the ability to diagnose the problems stymieing energy access, and the technical know-how and skill to put forth recommendations that are easy to understand and action-oriented.

”



Images RMI

Electrifying rural businesses like this computer shop of Bab, the woman portrayed at the previous page, powers economic growth in rural Nigeria.



She gave the example of work in Ethiopia where, in partnership with the regulator, the utility, and the Ministry of Water, Irrigation, and Electricity, RMI defined the value that energy efficiency has in decreasing utility losses, increasing economic productivity, and freeing up capacity for better-quality service and additional connections—while also supporting development partners and the government to explore off-grid technology solutions including minigrids.

“It’s a real testament to the team that we chose to sustain our support beyond early engagements in Rwanda to Ethiopia, Nigeria, and Uganda,” said Sureshbabu. “We were struck by the humility, openness, and awareness of early successes, failures, and RMI’s willingness to evolve to bring the most value. Our funding was building capacity to deliver long-term change. Looking ahead 5 to 10 years from now, my hope is that this work has led to improved planning processes, resulting in many more people electrified, more quickly, sustainably, and with greater impact than current projections.”

Through continued work from RMI’s Africa Energy Program and the help of a growing set of dedicated partners, we’ll continue to see the growth of new approaches to electrification that embrace advances in data, technology, and emerging market-based solutions that make a real difference in people’s lives.

Image RMI

“

We are already seeing this shift in how electrification planning and implementation happens on the African continent,” said Sureshbabu. “RMI can proudly say they were part of the revolution in fostering new approaches that accelerate this shift.

”



Image courtesy The Rockefeller Foundation /Suman Sureshbabu



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The Innovators Circle is an engaged group of partners who fuel RMI's work through philanthropic support and clean energy leadership. Innovators gain unprecedented access to the ideas, experts, and projects that are shaping markets.

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rmi.org/innovatorscircle

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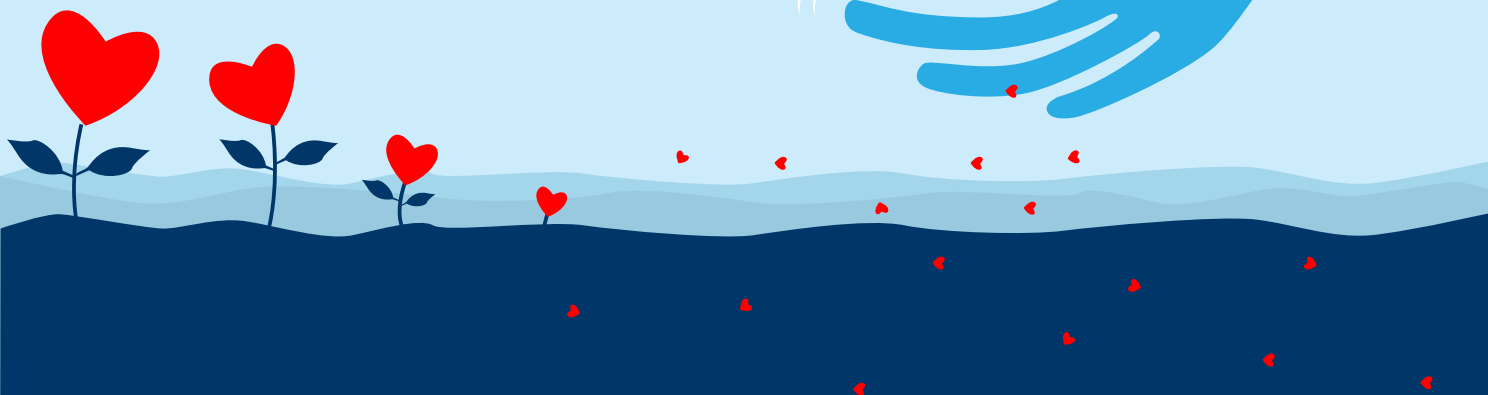
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