



KEYSTONE
POLICY CENTER

2014 ANNUAL REPORT



The Keystone Policy Center has been at the forefront of public policy and dispute resolution for nearly 40 years. From energy to education and health to sustainability, Keystone's work has shaped public policy debates at the local, state, and national levels. Keystone's exceptional combination of experience and expertise have led to groundbreaking progress when all other efforts have failed.

By objectively analyzing and advising on issues, identifying key leaders and decision-makers, and using the framework of a focused collaborative approach, Keystone has helped leaders craft public policy solutions with significant, lasting impact. Keystone's unique strategy provides a blueprint for policymakers and leaders to address today's most pressing and vexing policy issues with shared, action-oriented solutions.



SERVICES

Keystone Collaboratives The Keystone Collaborative approach is a carefully crafted process that brings together key thought leaders, decision-makers, and influencers who can forge alliances, make decisions, and change the trajectory of challenging issues. Using a diverse array of tools customized to each groups' needs, Keystone helps advance practical solutions to meet negotiated goals.

Public Engagement and Outreach Keystone designs and executes public meetings on every scale — from small focus groups to state and regional outreach — to gather input, share information, and illuminate public policy decisions. Keystone provide process design, facilitation, electronic polling, synthesis, and dissemination of results.

Joint Fact-Finding Keystone's team of facilitators and experts help stakeholders frame technical and scientific questions; develop negotiated goals; explore questions of bias, credibility, and neutrality; and apply information to policy questions.

Advisory Boards Keystone assists companies, nonprofit organizations, and agencies engage in dialogues with their allies and others to help improve operations and create new strategic partnerships.

Training and Leadership Development Keystone designs and leads executive-level professional development opportunities that demonstrate the power and efficacy of stakeholder outreach, collaborative decision-making, and shared solutions.

MESSAGE FROM **THE PRESIDENT & CEO**

Throughout the Keystone Policy Center's history, we have tackled some of the most important public policy challenges of the past half century. From climate change to pandemic planning, the one thread running through our work has been the vision of our founder, Bob Craig.

With our 40th anniversary as an organization around the corner, now is the time to not only reflect upon the progress we've championed, but also to look to the horizon and the opportunities ahead.

As part of that vision for what's next, the Keystone Policy Center engaged in a rebranding effort in 2014. Our new name and logo reflect not only our renewed commitment to and clarification of our mission and Bob's vision, but also to reflect recent organizational changes, including the decision in 2013 to enable the Keystone Science School to be established as its own separate organization. This logo, coupled with our work throughout 2014, underscores how we can continue to help leaders rise above entrenched positions to reach common higher ground.

Keystone launched a series of projects this past year that will define our forward-looking vision for collaboration, authentic discourse, diverse perspectives, sound scientific analysis, and enduring solutions. Those projects include the Honey Bee Health Coalition, a diverse group of stakeholders working find collaborative ways to improve the health of honey bees and other pollinators; the Colorado Oil and Gas Task Force, a statewide effort aimed at addressing the tensions resulting from oil and gas development; and the Colorado Commission on Higher Education's work to reformulate the funding of public colleges and universities and keep opportunity within reach for all Coloradans.

These projects, highlighted in this annual report, are just the tip of the iceberg for Keystone. Every day our project leads, associates, and senior leaders are working tirelessly on projects aimed at achieving sustainable policy solutions with lasting impact.

2014 has been a year of transformation for our organization, but our work shows that the vision and mission at our core remains unchanged — and the Keystone Policy Center's work is only just beginning.





ENERGY

Colorado Oil and Gas Task Force

The growth of Colorado oil and gas development — especially along Colorado's Front Range — presents challenges for Colorado leaders, residents and businesses alike regarding the tension of developing resources while also reducing impacts for residents and respecting local communities. Following a protracted public policy fight, Colorado Governor John Hickenlooper issued an executive order in mid-2014 creating the Colorado Oil and Gas Task Force to find ways to reduce conflicts and suggest ways to improve relationships and propose strategies.

The governor charged the task force, led by the Keystone Policy Center, with finding collaborative ways to balance oil and gas development — one of the most important economic drivers in Colorado — and private mineral right holders' interests with local residents, public health officials, and conservationists' concerns.

The task force, whose members represented the diverse opinions and interests around energy development in Colorado, conducted six months of listening sessions around the state from September 2014 forward. The task force's final recommendations, crafted based on stakeholders comments and other input, represented a series of consensus proposals for enhancing oversight and response to Colorado's ongoing energy boom. State policymakers are in the process of implementing the task force's recommendations.



EDUCATION

Higher Education Funding

Focused on making higher education funding more understandable and accountable for Coloradans, the Colorado General Assembly passed House Bill 14-1319 to kick start a statewide conversation about a new base funding formula that considers role, mission, and performance. The Keystone Policy Center and Engaged Public partnered with the Colorado Department of Higher Education (CDHE) in 2014 to facilitate stakeholder engagement and a public input process to confront this long-term, systemic issue. The process solicited input through key informant interviews and stakeholder meetings in 16 communities with more than 400 attendees.

Keystone's collaborative process resulted in recommendations for a new funding formula to better allocate state general fund dollars among the state's public institutions of higher education. The state is in the process of implementing the new formula that Keystone's work and outreach yielded.



HEALTH

Colorado Personal Belief Exemption Policy for Vaccinations

The Keystone Policy Center designed and facilitated a series of meetings — in partnership with the Colorado Department of Public Health and Environment's Immunization Section, the Colorado Children's Immunization Coalition, and with support from The Colorado Trust — to better understand the state's current immunization landscape, the impacts of Colorado's current personal belief exemption policy for immunizations, and to generate potential recommendations to address the challenges with the current policy.

Through the project, Keystone facilitated 10 sector-specific focus group meetings, key informant interviews, and three stakeholder meetings in which recommendations were developed for decision-makers and partners involved in the state's personal belief exemption policy for immunizations. Keystone's work and the project's recommendations helped to inform legislation, signed into law in mid-2014, regarding the state's personal belief exemption for immunizations.



AGRICULTURE

Honey Bee Health Coalition

Honey bees support more than \$20 billion in U.S. and Canadian agriculture annually. Faced with recent declines in honey bee health, the Keystone Policy Center brought together representatives of beekeepers, growers, researchers, government agencies, agribusinesses, conservation groups, manufacturers and brands, and other key partners. Officially convened in 2014, the Honey Bee Health Coalition is working to help improve honey bee hive management and nutrition, increase forage for bees, control crop pests while safeguarding pollinator health, and enhance public-private outreach, communications, and education.

The Honey Bee Health Coalition is working to achieve a healthy population of honey bees to support productive agricultural systems and thriving ecosystems. The Coalition also is working to foster new partnerships, leverage existing efforts and expertise, and incubate and implement new solutions.

Keystone's work has been essential in helping the Coalition's diverse members find collaborative strategies to substantively improve honey bee health in North America.



ENVIRONMENT

Moab Master Leasing Plan

Moab is surrounded by some of the most stunning landscapes in Utah and the American Southwest — renowned for their recreation opportunities and potential for oil, gas, and mineral development. In an effort to assess current and future land uses, including energy development, the Bureau of Land Management launched its Moab Master Leasing Plan (MLP) process. The BLM's planning effort will prepare the MLP, amendments to the Moab and Monticello Resource Management Plans, and an Environmental Impact Statement. The MLP process will provide additional planning and analysis prior to new leasing of oil and gas and potash within the Planning Area.

In an effort to support this community conversation and collaborative process, the Keystone Policy Center facilitated two Moab Master Leasing Plan Stakeholder Mapping workshops in 2014 that were independent of the BLM's formal process. Keystone's workshops brought together private sector and NGO stakeholders to share and discuss map data layers reflecting their conservation, recreation, and energy and mineral development interests within the Moab MLP area. The workshops enabled participants to better understand the various concerns and interests held by each stakeholder.

Keystone's work resulted in a final report, finished in April 2014, outlining the various stakeholders' interests and perspectives on issues — areas of agreement and disagreement — ahead of the BLM's formal process.



Established in 1994, the Keystone Policy Center's Leadership Awards honor individuals and companies whose work embodies its mission and dedication to inclusiveness, collaboration, and innovation. Keystone presents awards each year to honorees for their work in energy, environment, agriculture, public health, and education, and government.

2014 KEYSTONE LEADERSHIP AWARDEES

LEADERSHIP IN ENVIRONMENT

Muhtar Kent

Chairman and CEO, The Coca-Cola Company

LEADERSHIP IN GOVERNMENT

U.S. Senator Rob Portman (R-Ohio)

LEADERSHIP IN ENERGY

Tom King

Executive Director, National Grid US

LEADERSHIP IN HEALTH

Jennifer Howse

President, March of Dimes

SPIRIT OF KEYSTONE AWARD

Anthony E. Malkin

Chairman, CEO, and President, Empire State Realty Trust

Keystone Policy Center Consolidated Statement of Financial Position

2014 ASSETS

Current assets:

Cash and cash equivalents	\$	91,473
Contracts and grants receivable, net		183,463
Promises to give, net		50,000
Prepaid expenses and other current assets		18,353
Total current assets		343,289
Property and equipment, net		1,372,960
Other assets		18,299
Total assets	\$	1,734,548

2014 LIABILITIES AND NET ASSETS

Current liabilities:

Accounts payable and accrued expenses	\$	203,603
Deferred revenue		100,893
Other current liabilities		8,516
Deferred compensation liability		22,500
Total current liabilities		335,512
Long-term liabilities		1,927
Total liabilities		337,439

Net assets:

Unrestricted		1,220,938
Temporarily restricted		176,171
Total net assets		1,397,109
Total liabilities and net assets	\$	1,734,548

Keystone Policy Center Consolidated Statement of Activities

FOR THE YEAR ENDED DECEMBER 31, 2014

	Unrestricted	Temporarily Restricted	Total
Revenue, support, and gains			
Program revenue	\$ 2,050,820	\$ -	\$ 2,050,820
Contributions	316,700	843,255	1,159,955
Gross special event revenue	468,599	-	468,599
Less cost of direct benefits to donors	(71,279)	-	(71,279)
Net special event revenue	397,320	-	397,320
Miscellaneous income	68,634	-	68,634
Net assets released from restrictions	822,275	(822,275)	-
Total revenue, support, and gains	3,655,749	20,979	3,676,728
Expenses			
Program services	2,247,823	-	2,247,823
Administrative	583,500	-	583,500
Fundraising	650,927	-	650,927
Total expenses	3,482,250	-	3,482,250
Change in Net Assets	173,499	20,979	194,478
Net Assets, Beginning of Year	1,047,439	155,192	1,202,631
Net Assets, End of Year	\$ 1,220,938	\$ 176,171	\$ 1,397,109

BOARD MEMBERS

EXECUTIVE COMMITTEE

Mr. Glenn Prickett

(Co-Chair of the Board)
Chief External Affairs Officer
The Nature Conservancy

Mr. Jerry Steiner

(Co-Chair of the Board)
CEO
Arvegenix

Mr. Robert Craig

Founder & President Emeritus
Keystone Policy Center

Mr. David E. Greenberg

Vice Chancellor, Institutional Partnerships
University of Denver

Ms. Dede Hapner

Vice President, FERC & ISO Relations
Pacific Gas & Electric Company

Ms. Christine Scanlan

President and CEO
Keystone Policy Center

Dr. Ben Schwartz

Senior Director, Health Programs
CARE USA

Mr. Tom Sheldon

CFO (Retired)
National Ecological Observatory Network

Mr. Clinton A. Vince

Chair, Energy, Transport and Infrastructure
Dentons US LLP

Mr. Scott A. Vitters

General Manager, PlantBottle™
Packaging Innovation Platform
The Coca-Cola Company

MEMBERS

Mr. Manish Bapna

Executive Vice President and Managing Director
World Resources Institute

Mr. Doyle Beneby

President and CEO
CPS Energy

Mr. Shelby Coffey III

Vice Chair
The Newseum

Ms. Natalie DiNicola

Vice President, Sustainability and Signature Partnerships
Monsanto

Mr. John E. Echohawk

Executive Director
Native American Rights Fund

Ms. Shelley Fidler

Principal
Van Ness Feldman

The Honorable Edward M. Gabriel

President & CEO
The Gabriel Company, LLC

Mr. David Goldston

Director, Government Affairs
Natural Resources Defense Council

Mr. David I. Greenberg

Executive Vice President, Knowledge
LRN, Inc.

Ms. Sally Greenberg

Executive Director
National Consumers League

The Honorable Peter C. Groff

Principal
MCG2 Consulting

Mr. Nate Hurst

Global Director, HP Sustainability & Social Innovation
Hewlett-Packard Company

Dr. Paul Jarris

Executive Director
ASTHO

Mr. Jerry Lynch

Chief Sustainability Officer
General Mills

Dr. Len Nichols

Center for Health Policy Research and Ethics

Dr. James R. Ricciuti, Ph.D.

Vice President, Head of Strategy & Operations
Government Affairs and Public Policy
Aetna, Inc.

Mr. James C. Romine

Vice President, Product Stewardship & Regulatory Affairs
DuPont

Dr. Roy F. Schwitters

S.W. Richardson Professor of Physics
The University of Texas at Austin

Mr. Jigar Shah

CEO
Jigar Shah Consulting

Mr. Mostafa Terrab

Chief Executive Officer
OCP S.A.

Mr. Kerry S. McNamara

OCP North American
Representative

Mr. Keith Trent

Executive VP and COO, Regulated Utilities
Duke Energy

Dr. Mike Witt

Global Director, Toxicology and Environmental Research
& Consulting
The Dow Chemical Company

DONORS

\$50,000+

The Coca-Cola Company
CPS Energy
JPMorgan Chase
Monsanto Company
Pacific Gas and Electric
Company
Pioneer, a DuPont Company

\$25,000 – \$49,999

Altria Group, Inc.
American Petroleum Institute
American Transmission
Company
Bayer CropScience
CMS Energy
Dentons
The Dow Chemical Company
Duke Energy Corp.
DuPont
Edison Electric Institute
Gates Family Foundation
Google
Hewlett-Packard Company
Hogan Lovells
Nuclear Energy Institute
OCP Group
Reynolds American Services
Company
Southwestern Energy Company
Syngenta Crop Protection, Inc.
United Technology Corporation
The Walton Family Foundation
Walmart

\$10,000 – \$24,999

Aetna
Akin Gump Strauss Hauer &
Feld LLP
Alliance One International
American Electric Power
Brownstein Hyatt Farber Schreck
CHS, Inc.

CropLife America
Electric Power Supply
Association
Empire State Realty Trust
Gibson Dunn & Crutcher LLP
March of Dimes
McKinsey & Company
National Grid
PhRMA
Piedmont Natural Gas
The Robert N. and Nancy A.
Downey Foundation
Universal Leaf
Van Ness Feldman, PC
Winfield Solutions

\$5,000 – \$9,999

American Gas Association
American Honey Producers
Association
American Seed Trade
Association
Center for Arab American
Philanthropy
Latham & Watkins
Clark Mandigo
The Nature Conservancy
Purina Animal Nutrition
Steven Read
Nicholas Reding
Cody Smith

\$1,000 – \$4,999

Agricultural Retailers Association
Arent Fox LLP
Doyle BENEBY
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Edward Bleier
David Buzzelli
Ralph Christoffersen
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William Danforth
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Paul Downey
DTE Energy Foundation
Florida Specialty Crop
Foundation
Focused Advocacy
Robert Follett
Robert French
Edward Gabriel
General Mills Corporation
The Hansen Family Foundation
Joan Houlton
Warren Johnson
Leon Levy
Jane Lewis-Raymond
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Mark Malone
Patterson McBaine
Harry McGrath
Natural Resources Defense
Council
Jay Precourt
Michael Rantz
James Romine
Harris Sherman
Siemens Corporation
Snake River Foundation
Solar Electric Power Agency
Christopher Stephan
Talley and Associates
Keith Trent
Unilever
United Soybean Board
Clinton Vince

Up to \$1,000

Pamela Beardsley
Gary Bergman
Rita Bergman
William Bergman
Eugene Berry
Rob Brenner
Janesse Brewer
Kate Brewer

Garth Buchanan
Buirgy Consulting Inc.
CARE USA
Douglas Carson
Tim Casey
Michael Clary
Michael Cohen
Colorado Tent and Events
Steven Corneillier
Thomas Daniel
Jane Delgado
Abby Dilley
Bruce Ducker
Eastern Missouri Beekeepers
John Echohawk
John Fitzgerald
Gerald Fricke
Jerry Gavenda
Kasey Geoghegan
Mary Gilliland
David Goldston
Sally Greenberg
Robin Hadley
Karin Henszey
H.G. Higbie
Thomas Hornbein
C. Gerald James
Claiborne Jones
Robert Julian
George Karklins
Jeremy Kranowitz
Kresge Foundation
Meg Lass
P.A. Livingston
Barbara Lommen
Larry Lunceford
Michael Magliocchetti
Charles Manlove
Phyllis Martinez
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Judith McBride
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Ann McCreary

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Kikken Miller
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Dana Query
Ira Redner
Marc Rodriguez
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John St. John
Barbara Schneeman
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Tom Sheldon
Sheridan Energy & Environment
Consulting
Douglas Sims
Brian Smith
Catherine Smith
Snake River Saloon &
Steakhouse
John and Suzanne Sommer
Robert Starekow
Karn Steiglemeier
Joey Terriquez
Alf Tieze
Peter Tilton
Donald Van Dyne
Jeremy Voge
Walter Fisher & Associates
Kenneth Wiggins
J. Williams
Robert Williams
Mike Witt
Cap Witzler
Frederick Wolfe
Hans Wurster

Keystone Headquarters

1628 Sts. John Road
Keystone, CO 80435

Denver

1800 Glenarm Place
Suite 503
Denver, CO 80202

Washington DC

1730 Rhode Island Avenue, NW
Suite 509
Washington, DC 20036

970/513-5800
keystone.org



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