

CELEBRATING **40** YEARS

1975 – 2015



KEYSTONE  
POLICY CENTER

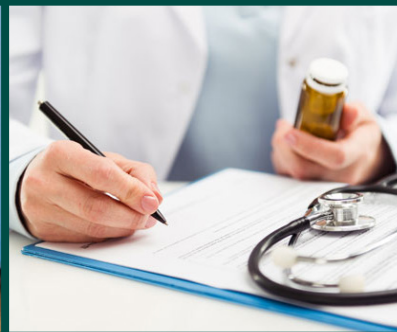
**2015** ANNUAL REPORT

The **KEYSTONE POLICY CENTER** has been at the forefront of public policy and dispute resolution for 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.

*"As The Keystone Center approaches the last few months of its ninth year, there is a sense among all of us with the Center's work of having travelled far. The Keystone policy dialogue process has become one of the most sought after approaches to the resolution of controversial environmental questions in the United States."*

— **ROBERT W. CRAIG**  
Keystone's President & CEO, 1983



## SERVICES

### KEYSTONE DIALOGUES & COLLABORATIVES

Keystone's carefully crafted process brings together key thought leaders, decision-makers, and influencers who can forge alliances, make decisions, resolve conflicts, and change the trajectory of challenging issues. Using a diverse array of tools customized to each group's needs, Keystone helps advance practical, implementable solutions to meet negotiated goals.

### PUBLIC ENGAGEMENT & 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 provides process design, facilitation, electronic polling, synthesis, and dissemination of results.

### SITUATION ASSESSMENTS

Using interviews, focus groups, and analysis, Keystone designs and conducts qualitative research on pressing issues to identify key stakeholders, assess specific opportunities for collaborative problem-solving, and determine challenges in pursuing joint solutions.

### POLICY DEVELOPMENT & STRATEGIC PLANNING

Keystone convenes diverse coalitions and stakeholders to identify strategic goals and develop dedicated plans to reach those goals. Keystone's facilitators work with organizations and their constituents to assess the current policy landscape and thoughtfully craft custom roadmaps and benchmarks to achieve progress.

### 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.

*"We will reap as we sow,  
and it seems important,  
therefore, to me, that what we  
ought to sow is conciliation  
and consensus, and we ought  
to be working through institutes  
such as Keystone to try to  
minimize the confrontation."*

— SECRETARY OF THE INTERIOR  
**DONALD P. HODEL**  
at Keystone's 10th anniversary dinner, 1985



## MESSAGE FROM THE PRESIDENT & CEO

We at the Keystone Policy Center entered our 40th year — a monumental anniversary — with the loss of our founder and guide, Robert W. Craig.

Climbing some of the tallest mountains in the world gave him a perspective we at Keystone have been fortunate to share for four decades. Bob understood that conquering the natural landscape was never the purpose behind mountaineering or life. Rather, it was collaboration and cooperation — sharing a rope and working toward a common summit — that made for successful climbs and dialogues.

Keystone's growth into a nonprofit with international reach is a testament to his leadership and his enduring vision. We were proud he was able to lead Keystone and work side-by-side with so many of us throughout the years. His vision for Keystone and its mission still drives our work today as we continue to inspire leaders to rise beyond entrenched positions and reach common higher ground.

Looking back at our history and the writings of Bob and other past presidents, it is notable how unlikely Keystone and its success seemed. Bob wrote in the 1986 annual report: “Why does such an unlikely entity as The [Keystone] Center manage to succeed?” As we look back on 12 years of effort and accomplishment, the question really is: “Why not?”

In the years since our founding and that report, Keystone has time and again shown that the approach we pioneered is as resonant today as it was at the organization's inception. Although Keystone's continued success no longer seems improbable given our long track record of success, we continue to probe seemingly intractable problems with that very same question: “Why not?”

Our work throughout 2015 all goes back to Bob's vision for collaborative dialogue and cooperative problem solving. From our exciting work to strengthen how we prepare teachers for the classroom to our international collaborative working to support monarch butterflies, each project underscores the remarkable vision of Bob Craig and the necessity of our mission.



*“Our mission is to bring  
people together to solve some  
of society’s most pressing and  
difficult problems.”*

— CHRISTINE SCANLAN  
Keystone's President & CEO, 2013



## IN MEMORIAM

### REMARKS DELIVERED BY NICK CLINCH AT KEYSTONE'S MEMORIAL FOR BOB CRAIG

There are losses and then there are great losses. Bob Craig is a great loss. He was as straight and put together as his ski tracks. Upon a foundation of character, strength, and courage, he added a vision of what needed to be done, together with the wisdom of how to do it. He was beyond just good intentions. His empathy and understanding of human nature allowed him to deal with the world as it is and not as we think it should be. He was an effective force for good and left this world a better place

Bob is gone, and under the wave of words of praise and loss, there is an undercurrent of whom can I lean on now. There is no better way to honor Bob than to use the memory of his example to encourage us in our daily efforts. To add effectiveness to our dedication. And while Bob was unusual, he was not unique. There are others we can lean on. Some are even in this room.

So together we go forward and may the spirit of Bob Craig go with us.

*"At year end, The Center's staff and Board of Trustees united in a joint effort to redefine The Center's future. This effort will complement the other strategy work underway, ensuring that The Center is as vital and relevant to society for the next thirty years as it has been in the previous thirty."*

— NICHOLAS I. REDING  
Chairman of Keystone's Board, 2003



## AGRICULTURE



### THE MONARCH COLLABORATIVE

Following recent declines in monarch butterfly populations, the Keystone Policy Center brought together a diverse group of committed stakeholders, including scientists, conservationists, farmers, and the private sector, to find collaborative solutions to strengthen monarch populations and habitat. The Collaborative's conversations have led to ongoing efforts to develop collaborative strategies to promote and implement actions that will support monarchs in agricultural landscapes.

The Monarch Collaborative is specifically focused on how partnerships in the farming and ranching community can support and enhance habitat for a sustainable monarch population. Keystone's work is helping promote voluntary habitat conservation as a win-win for all involved. Keystone also is working through the Collaborative to help ensure productive lands and resilient monarch populations endure for future generations.

*“Why does such an unlikely entity as The Center manage to succeed? As we look back on 12 years of effort and accomplishment, the question really is, ‘Why not?’”*

— ROBERT W. CRAIG  
Keystone's President & CEO, 1986

## EDUCATION



### COLORADO EDUCATOR PREPARATION INNOVATION COALITION

Although Colorado has made tremendous strides in supporting great teaching and improving outcomes for kids, many state policies governing who trains teachers and how they do so have remained largely unchanged and driven by a series of inputs.

Led by Keystone Policy Center and TNTF, the Colorado Educator Preparation Innovation Coalition is a collaborative effort that brings together stakeholders involved with the training, employment, and support of new teachers together with educators, experts in the field, government leaders, and business leaders to explore ways in which the teacher pipeline could be expanded and improved.

The Coalition's ultimate goal is to develop proposals for an alternative system governing the authorization and operation of educator preparation programs. Such a system would not replace existing processes, rules, or regulations, but rather would create a new "innovation zone" and framework within which preparers could operate.

*"The best way to describe the unique contribution of The Keystone Center is that we optimize the possibilities for effective action by helping people address complex issues and resolve the conflicts they generate."*

— ROBERT W. CRAIG  
Keystone's President & CEO, 1990

## ENERGY



### U.S. OFFSHORE WIND LEADERSHIP SUMMIT

In light of the U.S. Department of Energy and the U.S. Department of the Interior's renewed commitment to offshore wind development, the Keystone Policy Center facilitated a meeting of industry leaders and their European counterparts at the U.S. Offshore Wind Leadership Summit. The summit brought together industry leaders, policymakers, and the NGO community, as well as funders from a variety of offshore wind efforts along the East Coast.

Participants identified ways to help lower the cost of offshore wind energy; strategies to develop compelling, consistent, and right-sized jobs and economic development propositions; a model for regional collaboration; opportunities to communicate with policymakers and the public about offshore wind energy; and how federal policymakers can support offshore wind development.

*"The history of The Keystone Center is well known; the organization has the demonstrated ability to unite people through its processes."*

— TOM GRUMBLY  
Keystone's President & CEO, 2000



## ENVIRONMENT



### GREAT LAKES RESTORATION INITIATIVE

The Keystone Policy Center, in coordination with the U.S. Environmental Protection Agency and Michigan Department of Environmental Quality, conducted a series of regional meetings in Michigan to discuss restoration progress in the U.S. Lake Huron basin and to present plans for developing the Lake Huron Lakewide Action and Management Plan under the newly updated U.S.-Canadian Great Lakes Water Quality Agreement.

A diverse array of stakeholders and organizations attended the meetings and reported on recent restoration activities, shared successes, and lessons learned, discussed challenges, and helped inform the development of the binational Lake Huron Lakewide Action and Management Plan. The meetings were funded by a grant from the EPA under the Great Lakes Restoration Initiative.

*“We’re not sure whether it’s the pure air at 9,000 feet, the stunning view of the Rockies, the opportunity to dive deeply into complex issues in a group representing a diverse spectrum of interests, or the ability to apply good science in a ‘hands-on’ way to real problems — but we are certain that the Keystone formula works.”*

— **DAVID I. GREENBERG** and **HOWARD “BUD” RIS**  
Co-chairmen of Keystone’s Board, 2004

## HEALTH



### COLORADO COMMISSION ON AFFORDABLE HEALTH CARE

Faced with the challenges that growing health care costs pose to families and Colorado, state lawmakers created the Colorado Commission on Affordable Health Care to comprehensively study the major and fundamental drivers of health care costs and make recommendations to ensure all Coloradans can access affordable and high-quality health care. The Keystone Policy Center is staffing the effort to provide programmatic and administrative support, which includes organizing and facilitating statewide meetings, web development, fundraising, communications, and report development.

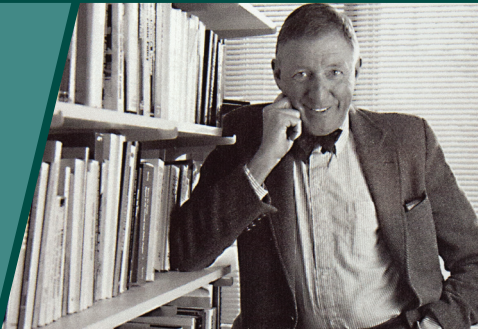
The Colorado Commission on Affordable Health Care presented its first report to the Colorado General Assembly and Governor's Office in late 2015. The Commission is continuing to study the challenges that ballooning health care costs pose to hardworking families and the state. In addition to exploring possible solutions, the Commission will deliver regular reports to state policymakers on its findings, culminating with a final report to the Colorado General Assembly and Governor's Office.

*“Synergy is what we practice at The Keystone Center. We do so in our energy, environment, and public health policy work when we bring improbable partnerships and alliances together. ... Our mission for the last 31 years (and the next) is to bring today's leaders together to solve our most vexing problems and to prepare the next generation to do even better.”*

— PETER S. ADLER  
Keystone's President & CEO, 2006

## KEYSTONE THROUGH THE YEARS

- 1975** Robert W. Craig founds the Keystone Policy Center as a national nonprofit headquartered in Keystone, Colorado
- 1976** Robert W. Craig starts the Keystone Science School
- 1978** Keystone Energy Futures Project, a precursor to the Energy Board, launches
- 1980** Keystone hosts the Siting Non-Radioactive Hazardous Waste Management Facilities dialogue
- 1981** Keystone convenes the Consensus Building Effort on Strengthening U.S. Energy Security
- 1982** Keystone helps address revisions of the Clean Air Act through a policy dialogue
- 1983** Keystone establishes the Keystone Biotechnology Forum
- 1984** Keystone launches the Energy Emergency Preparedness: Possible Approaches to the Free Market Distribution of Oil Products During Times of Shortfall dialogue
- 1985** Keystone convenes the first meetings of the Biotechnology Regulatory Policy/National Biotechnology Forum
- 1986** Keystone concludes The Role of Oceans in Hazardous Waste Management consensus-building process
- 1987** Keystone helps develop rules and regulations for the U.S. Department of the Interior's Office of Surface Mining
- 1988** Keystone concludes its unprecedented cooperative project confronting the problem of plastic waste in the oceans
- 1989** Keystone facilitates a national dialogue on the implementation of the Superfund law
- 1990** Keystone opens its Washington, D.C., office



- 1991 Keystone continues its National Policy Dialogue on Food Safety
- 1992 Keystone Energy Board launches
- 1993 Keystone joins the Environmental Law Center and Vermont Law School in convening the National Commission on Superfund
- 1994 Keystone launches its annual leadership awards
- 1995 Keystone unveils its Incentives to Protect Endangered Species report to a U.S. Senate committee
- 1996 Keystone commences the Dialogue on Food, Nutrition, and Health
- 1997 Keystone begins a national dialogue concerning alternative means of destroying assembled chemical weapons
- 1998 Keystone opens its new headquarters, the Robert W. Craig Consensus Building
- 1999 Keystone facilitates an interagency effort to identify alternatives for pipeline design, routing, and landfall for the Liberty Project pipeline in Alaska
- 2000 Keystone hosts the Keystone Leadership Forum to help business leaders explore sustainable development initiatives
- 2001 Keystone completes its Natural Gas Infrastructure Dialogue
- 2002 Keystone hosts the Dialogue on Global Climate Change
- 2003 Keystone plays a critical role in helping NASA prepare for future Mars missions, including designing and implementing public participation processes
- 2004 Keystone launches a dialogue in partnership with the FDA to explore ways to prevent obesity





- 2005** Keystone opens its Denver office
- 2006** Keystone works with the CDC and other stakeholders to gather public input regarding pandemic influenza preparation
- 2007** Keystone's Joint Fact Finding on Nuclear Power initiative issues an influential report on balancing the risks and benefits of nuclear power and alternative technologies in meeting the nation's energy demand and mitigating climate change
- 2008** Keystone's Health Reform Dialogue produces a series of recommendations, which are submitted to the newly elected administration as well as members of Congress
- 2009** Keystone forms the Green Products Roundtable, which advances product sustainability by providing leadership and guidance to improve the decision-making capabilities of product manufacturers, institutional buyers, businesses, and consumers
- 2010** Keystone facilitates the Pediatric Medical Countermeasure Roundtable for National Health Security
- 2011** Keystone convenes the Research Integrity Roundtable to study bias and transparency in scientific advisory panels and research
- 2012** Keystone delivers a landmark report on the challenges facing the electrical grid to the U.S. Department of Energy
- 2013** Keystone establishes the Keystone Science School as a separate organization
- 2014** Keystone convenes the Honey Bee Health Coalition, which works to achieve a healthy population of honey bees to support productive agricultural systems and thriving ecosystems
- 2015** Keystone marks its 40th anniversary, rebranding itself as the Keystone Policy Center





## KEYSTONE LEADERSHIP AWARDS 2015

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, education, and government.

### 2015 Keystone Leadership Awardees

#### LEADERSHIP IN ENVIRONMENT

Cargill, McDonald's, and Greenpeace for their collaboration on the Brazilian soy moratorium

#### LEADERSHIP IN ENERGY

Doyle N. Beneby, President & CEO, CPS Energy  
presented by The Honorable Julián Castro

#### LEADERSHIP IN GOVERNMENT

Delaware Governor Jack Markell  
presented by The Honorable Chris Coons

#### LEADERSHIP IN EDUCATION

Ariela Rozman, CEO, The New Teacher Project  
presented by The Honorable Kaya Henderson, Chancellor, DC Public Schools

#### LEADERSHIP IN THE PUBLIC INTEREST

Chuck Todd, NBC News: Meet the Press  
presented by Shelby Coffey III, Vice Chair, The Newseum

#### SPIRIT OF KEYSTONE

The Honorable Ernest Moniz, U.S. Secretary of Energy  
presented by Daniel Yergin, Vice Chair, IHS and Founder, Cambridge Energy Research Associates

*"Solving society's most  
challenging problems is our  
business. No one sector —  
government, industry, or civil  
society — owns these problems  
and no one discipline or mental  
model can fully explain them.  
... Solution-finding has to be a  
team sport, and we are dedicated  
to bringing the right teams  
together, again and again."*

— **PETER S. ADLER**  
Keystone's President & CEO, 2009



**CONSOLIDATED STATEMENT OF FINANCIAL POSITION****2015 Assets****CURRENT ASSETS:**

Cash and cash equivalents	\$	1,639
Contracts and grants receivable, net		216,493
Promises to give, net		25,000
Prepaid expenses and other current assets		12,329
Total current assets		255,461
Property and equipment, net		1,302,632
Other assets		18,510
Total assets	\$	1,576,603

**2015 Liabilities and Net Assets****CURRENT LIABILITIES:**

Accounts payable and accrued expenses	\$	102,477
Bank overdrafts		47,507
Line of credit		122,024
Deferred revenue		237,486
Other current liabilities		1,648
Total current liabilities		511,142
Long-term liabilities		23,725
Total liabilities		534,867

**NET ASSETS:**

Unrestricted		1,001,354
Temporarily restricted		40,382
Total net assets		1,041,736
Total liabilities and net assets	\$	1,576,603

## CONSOLIDATED STATEMENT OF ACTIVITIES

For the Year Ended December 31, 2015

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
REVENUE, SUPPORT, AND GAINS:			
Program revenue	\$ 2,077,630	\$ -	\$ 2,077,630
Contributions	333,069	492,909	825,978
Special event, net of direct			
Benefit to donors	320,298	-	320,298
Miscellaneous income	36,306	-	36,306
Net assets released from restrictions	628,698	(628,698)	-
Total revenue, support, and gains	3,396,001	(135,789)	3,260,212
EXPENSES:			
Program services	2,465,168	-	2,465,168
Administrative	632,507	-	632,507
Fundraising	517,910	-	517,910
Total expenses	3,615,585	-	3,615,585
Change in net assets	(219,584)	(135,789)	(355,373)
Net assets, beginning of year	1,220,938	176,171	1,397,109
Net assets, end of year	\$ 1,001,354	\$ 40,382	\$ 1,041,736

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