



**2016**  
ANNUAL REPORT

## ABOUT THE KEYSTONE POLICY CENTER

For more than 40 years, Keystone Policy Center has worked to inspire leaders to rise above entrenched positions to reach common higher ground.

From health to agriculture and energy to education, Keystone 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 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

Keystone designs and conducts qualitative research — e.g., through interviews, focus groups, and analysis — to identify key stakeholders on a pressing issue, assess the specific opportunities for collaborative problem-solving, and determine any 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.



## MESSAGE

### FROM THE PRESIDENT & CEO

Throughout Keystone Policy Center's history, our partners and project participants have valued the insight our team has brought to some of the most challenging debates of the past half century. We've inspired others through the years to reach common higher ground by tapping into that unique perspective we have from living and working along the Continental Divide.

2016 was no exception, as we brought our mission and vision to bear upon some of the biggest questions surrounding health care, K-12 education, public health, demographic change, and public lands. Our work throughout the year drove progress on issues of national importance where often none seemed possible and spurred thoughtful discussion where entrenchment has too frequently been the result.

Throughout the year, history provided Keystone with a powerful contrast to our mission and approach to solving problems. Indeed, 2016 vividly showed how the converse of our mission can place solutions out of reach or move parties away from common higher ground. It's for this reason that I continue to believe — along with Keystone's Board of Trustees and supporters — that our work is more important now than ever before.

Keystone's work throughout 2016 showed how collaboration, inclusive dialogue, and thoughtful leadership are essential to developing lasting solutions to the biggest challenges we face at the local, state, and national levels. We look forward to continuing to bring our unique expertise to the challenges and opportunities our world faces today and in the years to come.

Christine Scanlan  
President & CEO, Keystone Policy Center





## PROJECTS



### Midwest Row Crop Collaborative

Keystone is helping the Midwest Row Crop Collaborative, a diverse coalition of leading companies and conservation organizations, expand agricultural solutions that protect water quality and enhance soil health. The Collaborative, which launched at the 2016 Farm Progress Show, is focused on measuring and delivering improved environmental outcomes through cross-sector collaboration and continuous improvement at a meaningful scale throughout the Upper Mississippi River Basin. Keystone is providing the Collaborative with leadership and assistance as it supports watershed initiatives and other activities to enhance and accelerate the use of environmentally preferable agricultural practices already underway in Illinois, Iowa, and Nebraska.

The Midwest Row Crop Collaborative's founding members include Cargill, Environmental Defense Fund, General Mills, Kellogg Company, Monsanto, PepsiCo, The Nature Conservancy, Walmart, and World Wildlife Fund.

## PROJECTS



### Food Waste

Keystone and the National Consumers League convened a dialogue about the problem of food waste and better strategies for consumer action. The summit, which took place May 11 in Washington, D.C., featured U.S. Secretary of Agriculture Tom Vilsack, Maine Congresswoman Chellie Pingree, and other thought leaders. They discussed initiatives to reduce food waste in the public, private, and civic sectors; innovative approaches for reducing consumer food waste; and strategies to help consumers make better decisions surrounding food waste.

Keystone built on the summit's success by launching Further With Food, an online hub for the exchange of information and solutions that can help realize the national goal of cutting food waste in half by 2030.

## PROJECTS



### Strategic Action Planning Group on Aging

As the Baby Boomer generation ages, it will profoundly reshape every facet of life. From health care to transportation to the workforce, aging presents unprecedented challenges to state agencies, local entities, and businesses alike. In an effort to confront these challenges, Keystone helped Colorado's Strategic Action Planning Group on Aging develop collaborative strategies to help Colorado plan and prepare for this demographic shift.

Keystone worked with the Planning Group's members and committees to explore solutions, reach common ground, and propose a series of recommendations to help the Centennial State prepare from the state level down to local agencies and businesses. Keystone provided the Planning Group with assistance as it developed its strategic plan, drafted the plan itself, and communicated with the public about its urgency and importance.



## PROJECTS



### Next Generation Genetic Technologies

Synthetic biology — the artificial design and engineering of biological systems and living organisms — offers the potential to address a wide array of public health, ecological, and humanitarian challenges. It also raises important questions related to bioethics, environmental impacts and safety. In an effort to address these questions and find paths forward, Keystone led a series of discussions with leaders from academia, industry, civil society, and government sectors on this emerging issue.

Keystone partnered with the Woodrow Wilson International Center for Scholars convened a one-day, multidisciplinary Leadership Summit on Synthetic Biology Stakeholder and Community Engagement for Public Health, Conservation, and Food and Agriculture to discuss priorities for broadening conversations on the potential risks and benefits of synthetic biology. The summit, held in Washington, D.C., brought together more than two dozen key leaders to share experiences, lessons learned, and priorities for engagement. Keystone partnered with Arizona State University (ASU), North Carolina State University and the Expert & Citizen Science Assessment of Science and Technology (ECAST) Network to convene a stakeholder workshop at ASU on public engagement strategies on genetically engineered algae. Keystone also contributed to a series of events on genetic technologies for species conservation hosted by Revive and Restore at the IUCN World Conservation Congress in Hawaii.

## PROJECTS



### Next 100 Coalition

Keystone provided policy insights and facilitation for the Next 100 Coalition — a broad-based effort to ensure our public lands are engaging and serving all segments of the U.S. population. The Coalition brings together leaders from faith-based, civil rights, community, and environmental justice groups to establish a more inclusive approach to management of our nation's parks and public lands over the next 100 years. Keystone supported the Coalition's efforts to work constructively with land management agencies, environmental and nongovernmental organizations, and the public to include perspectives from an increasingly diverse national constituency in the policies, workforce, and culture of those organizations.

Notably, the Coalition helped secure a Presidential Memorandum from President Obama on Diversity and Inclusion in Our National Parks, National Forests, and Other Public Lands and Waters, which provided concrete direction to public land management agencies for ensuring that all people have the opportunity to experience our great outdoors and engage in decisions about how our public lands and waters are managed. Keystone also helped establish and manage Coalition's work groups on policy development and communications; supported Coalition outreach to the U.S. Department of the Interior and the U.S. Department of Agriculture, as well as several federal agencies; and made connections between the Coalition and other environmental organizations.

## PROJECTS



### **Enhancing Healthcare Infection Control Assessment & Outbreak Response**

Following the recent Ebola outbreak and the needs it highlighted for more robust infection control assessment and response plans, the Keystone Policy Center worked at the behest of the Association of State and Territorial Health Officials and the Centers for Disease Control and Prevention to convene a national effort to identify lessons learned from recent outbreaks and best practices for application going forward. Through a combination of site visits in select states and extensive regional meetings involving cross-sector teams from states and other participating jurisdictions, Keystone designed and facilitated a dialogue to determine effective or promising strategies for optimizing the capacities of public health agencies in responding to infectious disease outbreaks. The discussions and analysis resulted in guidance for national, regional, and state action.





## KEYSTONE LEADERSHIP AWARDS

Since 1994, the Keystone Policy Center has proudly honored exemplary leaders and decision-makers who embody Keystone's belief that lasting results are crafted by considering diverse perspectives and building consensus. Honorees are selected for their leadership, vision, outstanding problem-solving skills, and efforts to seek collaborative solutions to challenging issues.

### 2016 KEYSTONE LEADERSHIP AWARDEES

#### Leadership in Energy

The 51st State — an Initiative of the Smart Electric Power Alliance

#### Leadership in Government

U.S. Senator Kelly Ayotte (R-N.H.)

#### Leadership in the Public Interest

Judy Woodruff, *Co-Author and Managing Editor of the PBS NewsHour*

#### Leadership in Environment

Wildlife Habitat Council, General Motors, and Toyota

#### Spirit of Keystone

John Echohawk, *Executive Director of the Native American Rights Fund*

#### Founders Award

Ken Powell, *Chairman & Chief Executive Officer of General Mills*



## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

### CURRENT ASSETS

Cash and cash equivalents	\$ 283,441
Cash held in agency	640,000
Contracts and grants receivable, net	225,437
Promises to give, net	15,000
Prepaid expenses and other current assets	22,910
<b>Total current assets</b>	<b>1,186,788</b>
Property and equipment, net	1,310,610
Other assets	17,587
<b>Total assets</b>	<b>\$ 2,514,985</b>

### LIABILITIES & NET ASSETS

#### CURRENT LIABILITIES

Accounts payable and accrued expenses	\$ 127,106
Bank loan	105,197
Deferred revenue	512,684
Assets held in agency	640,000
Other current liabilities	1,892
<b>Total current liabilities</b>	<b>1,386,879</b>
Long-term liabilities	23,774
<b>Total liabilities</b>	<b>1,410,653</b>

#### Net assets

Unrestricted	920,457
Temporarily restricted	183,875
<b>Total net assets</b>	<b>1,104,332</b>
<b>Total liabilities and net assets</b>	<b>\$ 2,514,985</b>

## CONSOLIDATED STATEMENT OF ACTIVITIES



	Unrestricted	Temporarily Restricted	Total
<b>Revenue, Support, and Gains</b>			
Program revenue	\$ 3,054,721	\$ -	\$ 3,054,721
Contributions	380,486	465,450	845,936
Special Events	258,240	-	258,240
Miscellaneous income	19,668	-	19,668
Net assets released from restrictions	321,957	(321,957)	-
Total revenue, support, and gains	4,035,072	143,493	4,178,565
<b>Expenses</b>			
Program services	3,119,603	-	3,119,603
Administrative	750,919	-	750,919
Fundraising	245,447	-	245,447
Total expenses	4,115,969	-	4,115,969
Change in Net Assets	(80,897)	143,493	62,596
Net Assets, Beginning of Year	1,001,354	40,382	1,041,736
Net Assets, End of Year	\$ 920,457	\$ 183,875	\$ 1,104,332



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