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.
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.

Keystone is focused on fostering collaborative and sustainable outcomes through the following values:
• Equity and Inclusiveness
• Meeting people where they are
• Civil discourse
• Science and evidence-based decision-making
• Deepening understanding
• Collective Action
From the President & CEO
For more than four decades, Keystone Policy Center has worked to spark and sustain discussions on how we can achieve collaborative and lasting solutions to big problems. 2017 was a watershed year for Keystone in this monumental effort.

Our team has been hard at work convening discussions around the big challenges facing the world in a series of programmatic areas: Agriculture and Food; Education; Emerging Genetic Technologies; Energy, Environment, and Climate; and Health Policy and Public Health.

Through each program and project, we’ve seen the power of bringing together diverse stakeholders to work through potential solutions. This report highlights some of our notable new projects and public policy challenges Keystone embraced in 2017. In each instance, our experienced team brought together diverse stakeholders and found ways to inspire leaders to reach common higher ground.

Beyond our truly global work this past year, we also brought our mission to life through the Keystone Leadership Awards event at the Newseum. Throughout my time with Keystone, I’ve seen how collaboration starts with conversation. That simple, but profound, idea enlivened an exciting panel discussion we hosted at the awards dinner. It gave our friends, supporters, and partners a window into how Keystone’s mission impacts and influences companies, organizations, and leaders the world over.

We accomplished so much throughout 2017 thanks to our team at Keystone, our talented Board of Trustees and Energy Board, and our generous supporters.

Thank you for everything you do to ensure we can continue to inspire leaders to reach common higher ground.

Christine Scanlan
President & CEO
Keystone Policy Center
CRISPRcon

With CRISPR/Cas9, the scientific community has handed the world the ability to precisely edit the genes of plants, animals, humans, and other species. This technology could have a profound impact on conservation, agriculture, and human health. It also raises important questions related to bioethics, environmental impacts, safety, regulation, and public engagement.

Keystone is fostering critical dialogue around emerging genetic technologies to help ensure ethical, equitable, safe, and positive outcomes for society. As part of these efforts, Keystone helped convene a national conversation on the CRISPR/Cas9 and other emerging gene editing technologies at the University of California, Berkeley. The event brought together diverse voices to discuss a range of issues at the intersection of science, society, and the future of gene editing.
Keystone Policy Center developed a statewide roadmap to assist Colorado educators, district leaders, and state policymakers to support and expand the use of blended learning — a teacher-led instructional method or strategy that combines classroom and digital learning, and through which students have some control over when, where, and at what pace they learn. Keystone worked with education leaders, teachers, and members of the public to develop the roadmap, including hosting numerous meetings across Colorado, utilizing an online survey, and conferring with experts in other states.

The roadmap is helping Colorado policymakers, school district leaders, and others bring blended learning and supplemental digital resources to classrooms and students across the Centennial State.
Substance Abuse Assessment
Keystone partnered with the Colorado Behavioral Healthcare Council and substance abuse providers to conduct a statewide needs assessment related to Colorado’s substance abuse disorder services. Keystone conducted research and interviewed key stakeholders to determine what funded substance abuse disorder services were supported in Colorado; the challenges involved in providing those services; and the barriers people encounter to accessing them. Keystone’s work resulted in recommendations to inform public policy strategies to strengthen Colorado’s efforts to address substance abuse in the state.
Keystone is helping the Colorado Tourism Office prepare the next generation of leaders in the tourism industry through the Colorado Tourism Leadership Journey. The yearlong executive training program is aimed at building participants’ knowledge of the state, fostering professional and personal growth, and ultimately building the state’s tourism industry bench strength.

Keystone supported the Colorado Tourism Leadership Journey by developing the curriculum, managing the program, fostering collaborative leadership, facilitating problem solving and creative thinking among participants, and providing critical support to the participants and Colorado Tourism Office.
Keystone worked with the Association of State and Territorial Health Officials’ (ASTHO) Heart Disease and Stroke Prevention Learning Collaborative to help a series of states improve efforts to prevent heart attack and stroke. Specifically, Keystone conducted key informant interviews to help ASTHO advance a strategy for developing and strengthening partnerships between public health and private payers in states. Six states are participating in the learning collaborative: Virginia, Arkansas, Utah, Nevada, Florida, and Wisconsin.

Keystone’s work helped ASTHO identify the six states that brought forward proposals to identify high risk, underserved and hard-to-engage populations with hypertension; identify interventions to help patients improve their blood pressure control using community health workers and pharmacists; and strengthen payers’ abilities to achieve cost savings.
Collaboration in Lincoln Parish Schools
Keystone worked with Lincoln Parish, a rural school community in northern Louisiana, to assist with identifying opportunities to better support students and teachers through improved collaboration and communication. Keystone designed and conducted eight focus groups with teachers, school leaders, parents, and community leaders in June 2017. Keystone’s final report summarized stakeholder input and recommendations, including strategies for meeting the needs of all students, supporting and empowering teachers, supporting and engaging families, strengthening community engagement, and ensuring program strength and continuity.
KEYSTONE LEADERSHIP AWARDS
Since 1994, the Keystone Policy Center has proudly honored exemplary leaders and decision-makers who embody Keystone’s mission in action. Honorees are selected for their leadership, vision, outstanding problem-solving skills, and efforts to seek collaborative solutions to challenging issues.

2017 Keystone Leadership Awardees:
- U.S. Senator Amy Klobuchar, D-Minn.
- Kees Kruythoff, President, Unilever North America
- Anne Pramaggiore, President and CEO, ComEd
- Mark Tercek, President and CEO, The Nature Conservancy
- Chris Wallace, Anchor, Fox News Sunday

Shelby Coffey III, a member of Keystone’s Board of Trustees and Vice Chairman of The Newseum, moderated an insightful conversation at the awards event. The honorees discussed collaborative leadership, overcoming gridlock and polarization, and reaching common higher ground while solving complex policy challenges.
## Consolidated Statement of Financial Position

### Current Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$213,469</td>
</tr>
<tr>
<td>Cash held in agency</td>
<td>1,293,642</td>
</tr>
<tr>
<td>Accrued interest receivable</td>
<td>1,759</td>
</tr>
<tr>
<td>Contracts receivable, net of allowance for doubtful accounts of $667</td>
<td>106,989</td>
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<tr>
<td>Promises to give</td>
<td>25,000</td>
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<tr>
<td>Prepaid expenses and other current assets</td>
<td>17,083</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>1,657,942</td>
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<tr>
<td>Property and equipment, net</td>
<td>1,314,748</td>
</tr>
<tr>
<td>Other assets</td>
<td>19,961</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$2,992,651</td>
</tr>
</tbody>
</table>

### Liabilities & Net Assets

#### Current Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$101,027</td>
</tr>
<tr>
<td>Bank loan, short term portion</td>
<td>16,373</td>
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<tr>
<td>Deferred revenue</td>
<td>459,795</td>
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<tr>
<td>Assets held in agency</td>
<td>1,293,642</td>
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<tr>
<td>Other current liabilities</td>
<td>5,390</td>
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<td><strong>Total current liabilities</strong></td>
<td>1,876,227</td>
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#### Long-term Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Bank loan, long-term portion</td>
<td>184,735</td>
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<tr>
<td>Deferred rent</td>
<td>18,384</td>
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<tr>
<td><strong>Total long-term liabilities</strong></td>
<td>203,119</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>2,079,346</td>
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#### Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>774,816</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>138,489</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>913,305</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$2,992,651</td>
</tr>
</tbody>
</table>
## Consolidated Statement of Activities

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue and Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program revenue</td>
<td>$2,398,767</td>
<td>$</td>
<td>$2,398,767</td>
</tr>
<tr>
<td>Contributions</td>
<td>281,932</td>
<td>577,000</td>
<td>858,932</td>
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<tr>
<td>Fundraising revenue, net of $90,000 direct benefit to donors</td>
<td>210,250</td>
<td>–</td>
<td>210,250</td>
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<tr>
<td>Rent income</td>
<td>32,608</td>
<td>–</td>
<td>32,608</td>
</tr>
<tr>
<td>Interest income</td>
<td>12,145</td>
<td>–</td>
<td>12,145</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>2,210</td>
<td>–</td>
<td>2,210</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>622,386</td>
<td>(622,386)</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total revenue and support</strong></td>
<td>3,560,298</td>
<td>(45,386)</td>
<td>3,514,912</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td>2,691,695</td>
<td>–</td>
<td>2,691,695</td>
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<tr>
<td>Administrative</td>
<td>780,950</td>
<td>–</td>
<td>780,950</td>
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<tr>
<td>Fundraising</td>
<td>233,294</td>
<td>–</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td>3,705,939</td>
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<td>3,705,939</td>
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<tr>
<td><strong>Change in Net Assets</strong></td>
<td>(145,641)</td>
<td>(45,386)</td>
<td>(191,027)</td>
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<tr>
<td><strong>Net Assets, Beginning of Year</strong></td>
<td>920,457</td>
<td>183,875</td>
<td>1,104,332</td>
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<td><strong>Net Assets, End of Year</strong></td>
<td>$774,816</td>
<td>$138,489</td>
<td>$913,305</td>
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</tbody>
</table>
SUPPORTERS

$50,000 +
Bayer
BOCES Mountain Board of Cooperative Educational Services
Colorado Behavioral Healthcare Council
CPS Energy
Dupont Pioneer
General Mills
JP Morgan Chase Foundation
JTI Leaf LLC
Monsanto
Philip Morris
RAI Reynolds American
Rockefeller Foundation
State of Colorado
Syngenta
University of California Berkeley
Walmart Stores Inc
William & Flora Hewlett Foundation

$10,000 - $24,999
Covanta Energy
Dentons US LLP
Doris Duke Charitable Foundation
DuPont Company
Edison Electric Institute
ITC Holdings
Kempharm, Inc.
Land O’Lakes, Inc
Lincoln Parish Louisiana School Board
National Fish & Wildlife Foundation
OCP Research LLC
Pacific Gas & Electric Company
Pacific Gas & Electric Company Foundation
Patagonia
Project Apism.
Retrophin, Inc.
United Soybean Board
Universal Leaf Tobacco
Valent
Xcel Energy

$25,000 - $49,999
ABS Global
Academy of Nutrition and Dietetics
Alliance for Market Solutions
Almond Board of California
Association of State and Territorial Health Officials
BASF Corporation
Biotechnology Innovation Organization
Caribou Biosciences Inc
Centura Health
Commonwealth Edison
Consumers Energy Company
Duke Energy
Editas Medicine Inc
Gibson, Dunn & Crutcher Foundation
Goldman Sachs
Google Inc
Grocery Manufacturers Association
Hogan Lovells US LLP
Hummingbird Society Foundation
Intrexon Corporation
Joyride Collective
Lime Energy
Los Angeles County
National Pork Board
National Renewable Energy Laboratory
Natural Resources Defense Council
Navigant Consulting
Nuclear Energy Institute
Pew Charitable Trusts
Pikes Peak Area Council of Governments
<table>
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<th>$5,000 - $9,999</th>
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<tbody>
<tr>
<td>Agricultural Retailers Association</td>
</tr>
<tr>
<td>American Gas Association</td>
</tr>
<tr>
<td>Children's Hospital Association</td>
</tr>
<tr>
<td>CropLife</td>
</tr>
<tr>
<td>Daniel Hartman</td>
</tr>
<tr>
<td>Feeding America</td>
</tr>
<tr>
<td>Field to Market</td>
</tr>
<tr>
<td>General Motors</td>
</tr>
<tr>
<td>Latham &amp; Watkins LLP</td>
</tr>
<tr>
<td>National Corn Growers Association</td>
</tr>
<tr>
<td>Noble Research Institute LLC</td>
</tr>
<tr>
<td>North American Insulation Manufacturers Association</td>
</tr>
<tr>
<td>Piedmont Natural Gas Company</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>$1,000 - $4,999</th>
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</thead>
<tbody>
<tr>
<td>Altagrow Consulting</td>
</tr>
<tr>
<td>American Seed Trade Association</td>
</tr>
<tr>
<td>American Soybean Association</td>
</tr>
<tr>
<td>Bob Perciasepe</td>
</tr>
<tr>
<td>Browning Honey Company</td>
</tr>
<tr>
<td>Center for Climate &amp; Energy Solutions</td>
</tr>
<tr>
<td>Colorado Water Conservation Board</td>
</tr>
<tr>
<td>Colorado Wild &amp; Scenic Rivers</td>
</tr>
<tr>
<td>Dairy Management Inc</td>
</tr>
<tr>
<td>Daniel Weisberg</td>
</tr>
<tr>
<td>David I. Greenberg</td>
</tr>
<tr>
<td>Dede Hapner</td>
</tr>
<tr>
<td>Eastern Apic Society</td>
</tr>
<tr>
<td>Exelon</td>
</tr>
<tr>
<td>Gerald Lynch</td>
</tr>
<tr>
<td>Gerald Steiner</td>
</tr>
<tr>
<td>James Romine</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Up to $1,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alex Perera</td>
</tr>
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</table>

- Robert & Nancy Downey Foundation
- Rose Community Foundation
- State of Louisiana
- The Nature Conservancy
- U.S. Environmental Protection Agency
- U.S. Geological Survey
- Van Ness Feldman
- Western Conservation Foundation
- World Wildlife Fund

- Power Supply Association
- Purina Animal Nutrition
- Recombinetics, Inc
- The Aspen Institute
- The Gabriel Company LLC
- Gibson Dunn

- Jane Lewis-Raymond
- NOD Apiary Products USA
- Noel Black
- Paul Downey
- Paula Gold-Williams
- Research Institute for Fragrance Materials, Inc.
- Roy Schwitters
- Shelby Coffey III
- Shelley Fidler
- Siebert Cisneros Shank & Co LLC
- Signal Behavioral Health Network
- Smart Electric Power Alliance
- Smith Bucklin Corporation
- Sonoran Institute
- Stephanie Donner
- Sue Tierney
- Tony Torntore
- United States Canola Association
- University of Texas at Austin
- Western Apicultural Society
- William Danforth
American Beekeeping Federation
Ana Unruh Cohen
Andrew Franczak
Barbara Pedley
Blowing Rock Software - Hive Tracks
Bruce Harris
Caitlin Garing
Campfire Mountain Homes Association
Carole Karaglanis
Charles Manlove
Christopher Porter
Christy Meinzer
Clinton Vince
Dan Cohen
David E. Greenberg
David J. Goldston
Deborah Nease
Dow Chemical Company
Eastern Missouri Beekeepers Association
FieldWatch, Inc
Focused Advocacy LLC
Foundation for the Preservation of Honey Bees
Glenn Prickett
Jane Delgado
Jeremy Voge
John Echohawk
Kerry McNamara
Kresge Foundation
LAB-AIDS, Inc.
Lena Research Foundation
Marc A. Rodriguez
Mark Malone
May Farms LLC
Michael Levine
Mike Witt
Mindy Herzog
Pam Strifler Briles
Paul Jarris
Phenix Governmental Affairs Group LLC
River Network
Robert Brenner
Robert Steele Jr.
Roland Leal Consulting
Sally Greenberg
Scott Puccio
Scott Vitters
Shantha Alonso
Ski Tip Ranch
Snake River Village Association
Snowdance Condo Association
Steven Zurcher
Straight Creek Ponds Owners Association
Sue Sheridan
Tally & Associates, Inc.
Taryn Gurgol
Terry Craig
The Piton Foundation
Tom Sheldon
Walter Serna
Whispering Pines Ranch Homeowners Association
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Washington, DC

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Washington, DC

Mr. Jerry Steiner
CEO
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St. Louis, MO

Ms. Pamela Strifler
Vice President, Global Sustainability and Stakeholder Engagement
Monsanto Company
Saint Louis, MO

Dr. Susan Tierney
Senior Advisor
Analysis Group, Inc.
Boston, MA

Mr. Scott Vitters
Senior Director, Environmental Management and Innovation
Nike
Seattle, WA

Mr. James C. Romine
President
Research Institute for Fragrance Materials
Woodcliff Lake, NJ

Dr. Roy Schwitters
S.W. Richardson Professor of Physics
The University of Texas at Austin
Austin, TX

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Mr. Alex Perera
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Global Energy Program
World Resource Institute
Washington, DC

Mr. Glenn Prickett
Chief External Affairs Officer
The Nature Conservancy
Arlington, VA
Mr. Daniel Weisberg
Chief Executive Director
TNTP
Brooklyn NY

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Toxicology & Environmental Research & Consulting
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Midland, MI