

# 2017 ANNUAL REPORT





# A B O U T

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, decisionmakers, 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.



# VALUES

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.



#### Blended Learning Roadmap

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.

#### Colorado Tourism Leadership Journey

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.



#### Cardiovascular Health State Learning Collaborative

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.



# FINANCIALS

# Consolidated Statement of Financial Position

#### CURRENT ASSETS

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

#### LIABILITIES & NET ASSETS

Current liabilities			
Accounts payable and accrued expenses	\$ 101,027		
Bank loan, short term portion	16,373		
Deferred revenue	459,795		
Assets held in agency	1,293,642		
Other current liabilities	5,390		
Total current liabilities	1,876,227		
Long-term liabilities			
Bank loan, long-term portion	184,735		
Deferred rent	18,384		
Total long-term liabilities	203,119		
Total liabilties	2,079,346		
Net assets			
Unrestricted	774,816		
Temporarily restricted	138,489		
Total net assets	913,305		
Total liabilties and net assets	\$ 2,992,651		

# FINANCIALS

## **Consolidated Statement of Activities**

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

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Alex Perera

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

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