Looking to the



2018 ANNUAL REPORT



ABOUT

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.



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 AND CEO

Christine Scanlan President & CEO

Keystone Policy Center

Keystone Policy Center's mission is to inspire leaders to rise above entrenched positions to reach common higher ground. We have shown for over four decades that enduring solutions are born of collaboration and striving toward shared resolutions. Keystone's mission has never been more relevant or necessary than it is today.

Our talented team leads the field in creating dynamic and impactful advances in energy, agriculture, emerging genetic technologies, health and education sectors, as well as through cross-sectoral programs that focus specifically on creating greater equity and opportunity within the communities in which we work. In 2018, Keystone worked collaboratively to examine policy decision-making in science, advanced a broad-based effort to ensure our public lands are engaging and serving, pulled together experts and key stakeholders in education to explore new and innovative models for educator preparation, and facilitated the second annual CRISPRcon in Boston.

We also celebrated the 25th year of honoring leaders who embody the spirit and tenor of Keystone Policy Center's collaborative decision-making and inclusive, bipartisan approach to society's most pressing science and policy related challenges.

We accomplished so much in 2018 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, now and into the future.

CRISPRcon: Conversations on Science, Society, and the Future of Gene Editing

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have captured the public's imagination and are driving spirited debate on the myriad of possible applications across health, agriculture, and conservation. CRISPRcon brings together diverse societal voices to discuss the future of these technologies across applications. Following the success of the first CRISPRcon event hosted at the University of California, Berkeley in 2017, Keystone facilitated a second event hosted by the Broad Institute and MIT McGovern Institute in Boston, Massachusetts in June 2018. Keystone is simultaneously scoping conversations regarding several possible smaller scale/more regional events in the United States. As CRISPRcon's programming continues to grow, we have developed toolkits and templates to enable a broader global dialogue with a variety of scalable opportunities to deploy the CRISPRcon model of cross-sector conversation at locations across the U.S. and the world.

CRISPR and other new gene editing technologies

Midwest Row Crop Collaborative

The Collaborative launched a Consumer Engagement Campaign in more than 250 Walmart stores in Iowa, Illinois, and Nebraska. From July 6th through July 17th, 2018, five members of MRCC each chose one of their brands to be featured in a consumer engagement campaign, Farming for the Future, in support of Future Farmers of America (FFA) and agricultural education. The MRCC donation to FFA leveraged by the campaign is helping provide conservation agriculture education to the next generation of farmers. MRCC also provided support for conservation programs in the Farm Bill, continued with its watershed work in Iowa, Illinois, and Nebraska through funding to the Nature Conservancy.

The Colorado Water and Growth Dialogue

The Colorado Water and Growth dialogue explored whether, and if so to what degree, integrating water and land use planning can reduce water demand associated with the projected population increase on the Front Range of Colorado. The dialogue utilized computer modeling, case studies, and a multi-stakeholder scenario planning process to quantify and better understand how land use decisions including increasing residential density and reducing landscaping, influence water consumption. This resulted in ranges of water savings that communities could expect if they implemented a variety of suggested strategies. The dialogue also developed the Residential Land Use and Water Demand Model. Land planners can use this decision support tool to create scenarios of growth that enables them to see the trade-offs of their land use decisions. In the arid west, with a fast-growing population, data, information and tools such as these will enable the region to grow smarter.

Intellectual and Developmental Disabilities

Keystone worked with the Colorado Department of Health Care Policy and Financing, the Colorado Department of Education, and a legislatively created task force to address youth with intellectual and developmental disabilities (IDD) transitioning from services in the educational setting to receiving services through Medicaid and the Division of Vocational Rehab. The task force was charged with submitting its findings and recommendations to improve transitions for youth and their families to the Health and Human Services Committee of the Colorado Senate, the Public Health and Human Services Committee of the Colorado House of Representatives, and the Colorado Joint Budget Committee by January 2019. In addition, Keystone worked with Boulder County to evaluate federal and state trends in Medicaid as it relates to policies for those with people with IDDs and assess how a local mill levy is being used and how it could be better leveraged to address needs and gaps for people with IDD in the County.

The Teaching Workforce

Colorado Educator Preparation Innovation Coalition (COEduPIC) continued its progress and action to improve the pipeline of new teachers and ensure the alignment of the pipeline with the schools and communities served by the programs. During the 2018 state legislative session, Keystone supported the drafting and passage of HB 1189 which provided \$600,000 to expand residencies statewide in partnership with an Institute of Higher Education and an alternative preparation program. Keystone received foundation funding to provide matching funds for this first pilot. In addition, Keystone worked with the Department of Higher Education to distribute \$2 million in funds to improve teacher preparation in the state – the joint budget committee modeled the allocation off the work of COEduPIC.

Colorado Tourism Leadership Training

At the behest of the Colorado Tourism Office, Keystone designed and implemented a year-long leadership program aimed at creating a stronger, more unified, engaged, and high-performance statewide tourism industry. The experiential and education focus on leadership skills included creative problem-solving, listening and communication, emotional intelligence, and the development of deeper self-awareness, and helps participants create connections with state and national resources and networks.

Denver Museum of Nature and Science Symposium on Science and Policy

The Institute for Science Policy

Panel Session: What is Science

Keystone partnered with the Denver Museum of Nature and Science's Institute of Science and Policy to plan a symposium on Science in Decision-Making. The symposium considered the past, present and future of science in policy and decision-making from the perspective of a variety of disciplines. It provided participants with insights and tips for appropriately incorporating scientific information in decision-making. The Symposium included keynotes, panels, interactive discussions, audience polling, and networking opportunities. Speakers included an interdisciplinary and bipartisan array of prominent scientists, writers, and policy experts. Nearly two hundred thought leaders and decision-makers in science and policy participated in the symposium.

Puerto Rico Career Pathways

Keystone supported the development of employment and career pathways for students completing their K-12 education in Puerto Rico. We secured partnerships with private sector employers to establish work-based learning and direct employment opportunities for students graduating in 2018. Through this direct outreach to employers and a student survey, we matched 127 students with opportunities aligned with their interests. We also convened a summit, Creating Pathways to Employment for Puerto Rico's Students, in November in San Juan, PR. The main objective was to increase collaboration among employers and education leaders to ensure that every student has the opportunity to develop the necessary skills to be successful in the local economy and that local employers have a well-educated workforce to help them grow and improve the Puerto Rican economy.

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.

2018 Keystone Leadership Awardees:

- Louisiana Governor John Bel Edwards
- Paula Gold-Williams, President and CEO, CPS Energy
- Andrea Mitchell, Chief Foreign Affairs Correspondent, NBC News
- Andrew Steer, President and CEO, World Resources Institute

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	\$ 173,237
Short-term investment- Certificate of Deposit	128,000
Contracts receivable, net of allowance for doubtful accounts of \$1,399	323,911
Prepaid expenses and other current assets	20,765
Total current assets	645,913
Property and equipment, net	1,217,461
Other assets	19,436
Total assets	\$ 1,882,810

LIABILITIES & NET ASSETS

Current liabilities					
Accounts payable and accrued expenses	\$	144,462			
Bank loan, short term portion		17,221			
Deferred revenue		455,902			
Deferred rent, short term portion		9,024			
Total current liabilities		626,609			
Long-term liabilities					
Bank loan, long-term portion		167,532			
Deferred rent, long-term portion		10,603			
Total long-term liabilities		178,135			
Total liabilties		804,744			
Net assets					
Unrestricted		852,766			
Temporarily restricted		225,300			
Total net assets	Total net assets 1,0				
Total liabilties and net assets	\$	1,882,810			

FINANCIALS

Consolidated Statement of Activities

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Revenue and Support				
Program revenue	\$	2,779,628	\$ –	\$ 2,779,628
Contributions		288,506	887,639	1,176,145
Fundraising revenue, net of \$96,943 direct benefit to donors		285,407	_	285,407
Rent income		39,427	-	39,427
Interest income		27,575	-	27,575
Net assets released from restrictions		800,828	(800,828)	_
Total revenue and support		4,221,371	86,811	4,308,182
Expenses				
Program services		3,197,450	_	3,197,450
Administrative		741,897	_	741,897
Fundraising		204,074	_	204,074
Total expenses		4,143,421	-	4,143,421
Change in Net Assets		77,950	86,811	164,761
Net Assets, Beginning of Year		774,816	138,489	913,305
Net Assets, End of Year	\$	852,766	\$ 225,300	\$ 1,078,066

SUPPORTERS

\$50,000+

Altria Bayer **CPS** Energy Doris Duke Charitable Fund Dupont Pioneer General Mills Hewlett Foundation JTI Leaf Monsanto New Venture Fund Pfizer Phillip Morris Project Apis M RAI **Rockefeller** Foundation Rose Community Foundation

\$25,000 - \$49,999

Alliance One International, Inc. Almond Board of California BASF Corporation BASF Foundation USA Broad Institute Claneil Foundation Dentons US LLP Duke Energy Edison Electric Institute Editas Medicine FedEx Gates Family Foundation Kellogg Company Massachusetts Institute of Technology National Pork Board Navigant Consulting OCP Research LLC Pew Charitable Trusts Retrophin Syngenta The Denver Foundation Valent Walmart

\$10,000 - \$24,999

ABS Global, Inc. American Coalition for Clean Coal Electricity **Biotechnology Innovation Organization** Cargill Corporation Centura Health CISCO CLEAResult Consulting, Inc. **Conservation Lands Foundation Consumers Energy Company** Covanta Energy Dairy Management, Inc. Dede Hapner DOW International Google LLC Hogan Lovells US LLP Illinois Soybean Association ITC Holdings

Lime Energy National Corn Growers Association Natural Resource Defense Council **OCI** Enterprises Pacific Gas & Electric Company Pacific Gas & Electric Corporation Foundation Patagonia Paula Gold-Williams PepsiCo Robert and Nancy Downey Foundation Scott Madden, Inc. Stormcon, LLC Synthego Corporation The Nature Conservancy Utilligent Empowers Good Foundation Van Ness Feldmam LLP Veto Pharma Western Conservation Foundation Xcel Energy Services XL Hybrids

SUPPORTERS

\$5,000 - \$9,999

Agricultural Retailers Association American Gas Association Baker Botts, LLP Caribou Biosciences, Inc. ComEd CropLife **Electric Power Supply Association** Florida Fruit & Vegetable Association Greenblum & Bernstein, P.L.C. Hazel R. O'Leary McCarter & English, LLP National Wildlife Federation Noble Research Institute LLC North American Insulation Manufacturers Association Sierra Club The Gabriel Company The Wilderness Society U.S. Farmers & Ranchers Alliance Vertex Pharmaceuticals, Inc. Wells Fargo William Scherman World Resources Institute

\$1,000 - \$4,999

American Beekeeping Federation American Farm Bureau American Honey Producers Association American Seed Trade Association American Soybean Association Andrew Steer Center for Climate & Energy Solutions Colorado Wild & Scenic Rivers Cornell Alliance for Science Cornell University Dan Cohen Daniel Hartman Daniel Weisberg David I. Greenberg David McLaughlin Eastern Apicultural Society Estrada Hinojosa & Company Exelon Gerald A Steiner J. Paul Gilman James Romine Jerry Lynch John Hofmeister Johnson Controls Kevin Klustner Marc Battle NOD Apiary Products, Ltd Osborn Barr Pheasants Forever

Research Institute for Fragrance **Robert Jones Robert Perciasepe Roy Schwitters** Shelby Coffey III Shelley Fidler Smart Electric Power Alliance Stephanie Donner Sue D. Sheridan Sundt Construction Inc. Susan Tierney Troy Madres U.S. Environmental Protection Agency **UBS** Financial Services Unilever United Soybean Board U.S. Canola Association VITA Limited Western Apicultural Society William H. Danforth Zachary Asbury

SUPPORTERS

Up to \$1,000

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National Pesticide Safety Education Center Pam Strifler Briles Paul Jarris Peter Crawford Propolis Project LLC Robert Brenner Robert Kenney Sally Greenberg Scott Vitters Summit County School District Terry Craig Thomas Sheldon

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