



KEYSTONE
POLICY CENTER

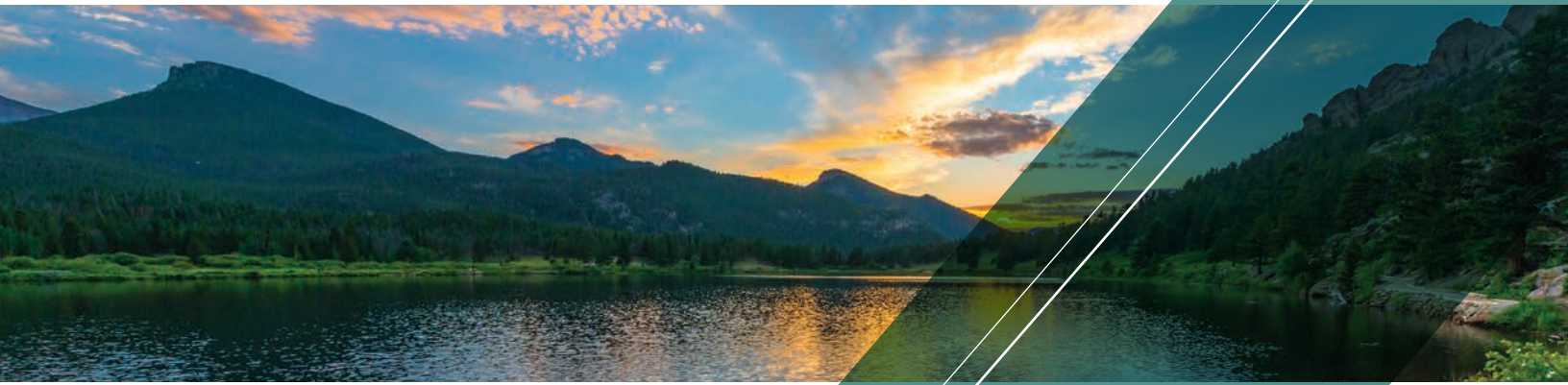
EMPOWERING LEADERS

2021 ANNUAL REPORT



ABOUT

For nearly 50 years, Keystone Policy Center has been a catalyst empowering leaders to rise above entrenched positions to reach common higher ground. From agriculture and energy, to education and Tribal engagement, Keystone has shaped public policy debates at the local, state, and national levels. Keystone's exceptional combination of experience and expertise leads to groundbreaking progress when all other efforts have failed. By objectively analyzing and advising on issues, identifying key leaders and decision-makers, and utilizing a focused collaborative approach, Keystone helps 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

Coalitions & Collaboratives

Keystone thoughtfully manages multi-stakeholder coalitions that bring together key thought leaders, decision-makers, and influencers who forge alliances, make decisions, resolve conflicts, and change the trajectory of challenging issues. Keystone utilizes a diverse array of tools customized to each group's needs to help them develop practical, shared solutions that meet mutually agreed upon goals.

Public Engagement & Outreach

Collective action requires meeting people where they are. As such, Keystone designs and executes public meetings on every scale — from small focus groups to state and regional outreach — to gather input, share information, and inform public policy decisions. Keystone gives members of the community an active voice in a policy discussion that will often have the most direct impact on them.

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 works with organizations and their constituents to assess the current policy landscape and thoughtfully craft custom roadmaps to achieve progress. Keystone helps stakeholders undertake strategic planning and partnership assessments, conduct internal analyses, offer recommendations to achieve strategic goals, and develop dedicated plans to reach those goals.

Leadership & Capacity Building

Keystone's customized workshops and other learning experiences help institutions and individuals build skills for effective decision-making that leads to sustainable outcomes within and beyond their organizations. We work across a range of sectors, disciplines, and geographies to provide public-facing organizations (agencies, corporations, schools, etc.) with strategies, techniques, and tools for identifying and engaging stakeholders in mutually beneficial ways.



FROM THE PRESIDENT AND CEO

Throughout our history, Keystone has proven to be innovative and adaptive — characteristics of our organization that were fully utilized over the last year. This unprecedented year required out-of-the-box thinking and quick adaptation to address today's challenges — and Keystone was up to the challenge. We quickly pivoted by adopting virtual and hybrid meeting models allowing us to continue creating dynamic and impactful change. Over a year later, and a thousand Zoom calls, we are proud at the success we accomplished through this adapted approach.

One thing has been reaffirmed through it all: **Keystone Policy Center is essential.**

Keystone spearheaded a diverse coalition of education leaders to develop new strategies that provide robust support for teachers. The findings of that coalition led to significant legislative action that dedicated more than \$13 million to educator programs. We also delivered federal decarbonization recommendations to drive economy-wide and equitable decarbonization, and we also developed a new academic and cultural initiative for the Ute Mountain Ute Tribe, helping lead to the first-ever tribal-run charter school in the state.

These are but a few of the impacts of Keystone's work in 2021, which has improved entrenched systems, given voice to communities historically shut out of policy discussions, and moved people to action. We have been able to excel during this tumultuous time because of our supporters, partners, staff, and dedicated Board of Trustees who are committed to the ideals of collaboration. Individually we can accomplish much; but together, united in the pursuit of reaching common higher ground, we accomplish so much more.



PROJECTS

Gray Wolf Restoration and Management Public Engagement

Colorado voters passed Proposition 114 in 2020 directing the Colorado Parks and Wildlife Commission to begin the planning process to reintroduce gray wolves west of the Continental Divide no later than December 2023. Keystone was selected by Colorado Parks and Wildlife to implement a robust public involvement effort that provides a variety of opportunities for Coloradans to engage, learn, and provide substantive input and feedback on the wolf reintroduction restoration and management planning process. Colorado Parks and Wildlife and Keystone Policy Center engaged more than 3,400 participants through 47 meetings and an online comment form in the summer of 2021. The meetings included 16 in-person public open houses throughout the state, 17 in-person Western Colorado geographic focus groups, 10 virtual interest-based focus groups, two in-person Tribal consultations, and two virtual town halls. Keystone will also convene local stakeholders and technical experts in working groups over the next year which will culminate in recommendations from each group by the end of 2022.



PROJECTS

The Decarbonization Dialogue

The Decarbonization Dialogue, led by Keystone Policy Center and Great Plains Institute, convened experts from multiple sectors to develop recommendations for near-term federal policies to drive economy-wide and equitable decarbonization. The recommendations were developed by stakeholders with diverse interests and reflect months of dialogue between and among sector-specific working groups. The collaborative released a set of wide-ranging recommendations in February. Additionally, a subgroup of the Decarbonization Dialogue called the Carbon Bank Task Force, also submitted recommendations to the U.S. Department of Agriculture to create a carbon bank that would provide incentives for farmers, ranchers, and foresters to reduce atmospheric concentrations of heat-trapping gases. The Taskforce submitted the recommendations in response to a USDA request seeking public input on the agency's climate strategy following an executive order from President Joe Biden on Tackling the Climate Crisis at Home and Abroad.



PROJECTS

NGO Gene Editing Roundtable

Biotechnology, which includes gene editing and other technologies, has the potential to address urgent food security, environmental, and human health dilemmas. However, these technologies also raise potential for societal concerns, environmental and health risks, and conflicts with cultural and spiritual values. To address these potential concerns, Keystone facilitated the NGO Gene Editing Roundtable. The Roundtable is an informal network of U.S.-based food-, agriculture-, and/or conservation-focused NGOs concerned with the responsible governance of gene editing and other biotechnologies that recognizes the potential societal benefits of gene editing technologies, while acknowledging their potential risks. This forum provided peer-to-peer engagement on gene editing policy and science to enhance organizational knowledge and capacity as well as identify and advance shared interests. The NGO Gene Editing Roundtable developed six principles for responsible governance of gene editing in agriculture and the environment, which were published in an article for *Nature Biotechnology*.



PROJECTS

Colorado's Missing Year

In October 2021, Keystone Policy Center released a report titled Colorado's Missing Year, which analyzed data on Colorado education during the pandemic. It revealed critical gaps in student learning across the state but also indicated potential bright spots. Since many states, including Colorado, paused state accountability assessments, it has in some cases limited the public data available. The Missing Year report urged governmental agencies to be more transparent with data so as to be trusted sources for information. The report detailed how these national themes on education and data transparency played out in Colorado as a single use case and analyzes the impact on student learning as measured by the state mandated assessments, the Colorado Measures of Academic Standards, and Colorado PSAT and SAT. This is the first of several data-focused reports to inform policy that will be developed by Keystone in the coming year.



PROJECTS

Growing Ute Futures

The Ute Mountain Ute Tribe and Keystone Policy Center launched a Tribal education initiative called Growing Ute Futures seeking to develop an academic and cultural curriculum for Ute Mountain Ute youth and the community at large. A central pillar of the plan is to integrate Ute arts, language, and culture into all levels of education and curriculum focused on science, technology, engineering, (Native) arts, and math (STEAM) to prepare children, youth, and families for the workplace of the future. The project aims to provide an innovative, student-focused model of learning and support for all students of the Ute Mountain Ute Tribe. Keystone joined with the Ute Mountain Ute leaders in Fall 2021 to host a ribbon cutting ceremony to commemorate the opening of the Kwiyaqat Community Academy (KCA), the first school located on the Ute Mountain Ute reservation. It opened with 27 students enrolled in kindergarten and first grade, and has plans to add additional grade levels in subsequent years. The school is a key component of Growing Ute Futures and is already making an impact within the community.



PROJECTS

Education System Resilience & Innovation Initiative (ESRII)

Keystone Policy Center and the Public Education & Business Coalition published a comprehensive report detailing a set of 16 recommendations aimed at strengthening teacher support and initiating system-level change. The report is the result of the work of a broad coalition called the Education System Resiliency and Innovation Initiative (ESRII) and details potential pilot programs, field studies, and learning opportunities as well as findings from its own micro-pilots. ESRII assembled more than 80 education system leaders, educators, government officials, and stakeholders from within and outside the education system to develop new approaches to improve support for the teaching workforce, deliver instruction that better prepares all students for the challenges of an ever-evolving world, and address issues within the education system that perpetuate inequities and achievement gaps that were only exacerbated during disruptive events like the COVID-19 pandemic. Many ESRII recommendations were included in SB21-185, Supporting Educator Workforce In Colorado, which was signed into law June 2021. The bill dedicates more than \$13 million for educator programs.



LEADERSHIP AWARDS

Since 1994, 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.

This year's Leadership Awards occurred on Wednesday, October 20, 2021, in Washington, DC for the first ever hybrid version of Keystone Policy Center's Annual Leadership Awards. In addition to the virtual broadcast, we provided sponsors with the opportunity to gather in person for a limited-capacity event. The 2021 recipients of the Keystone Leadership Award included:

- Ben Fowke, Executive Chairman, Xcel Energy
- Paula R. Glover, President, Alliance to Save Energy
- Steve Mitnick, Executive Editor, Public Utilities Fortnightly
- Bob Woodward, Associate Editor, The Washington Post



FINANCIALS

Assets

CURRENT ASSETS

Cash and cash equivalents	\$345,815
Contracts receivable, net of allowance for doubtful accounts of \$1,399	187,433
Employee retention credit receivable	107,322
Promises to give	12,500
Prepaid expenses and other current assets	40,496
Total current assets	693,566
Property and equipment, net of accumulated depreciation	993,196
Total assets	\$1,686,762

Liabilities and Net Assets

CURRENT LIABILITIES

Accounts payable and accrued expenses	\$94,996
Bank loan, short term portion	13,664
Agency obligations	69,500
Deferred revenue	230,502
Total current liabilities	408,662
Long-term liabilities: Bank loan, long term portion	141,881
Total liabilities	\$550,543

NET ASSETS

Without donor restrictions:	
Invested in property and equipment, net of related debt	\$837,651
Undesignated (deficit)	(132,265)
	705,386
With donor restrictions:	
Purpose and time restrictions	430,833
Total net assets	1,136,219
Total liabilities and net assets	\$1,686,762



FINANCIALS

Consolidated Statement of Activities

	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL
Revenue and Support			
Program revenue	\$1,527,466	-	1,527,466
Contributions	251,834	1,248,200	1,500,034
PPP loan forgiveness	443,500	-	443,500
Fundraising revenue, gross	225,600	-	225,600
Employee retention credit	107,322	-	107,322
Rent income	58,717	-	58,717
Interest income	2,641	-	2,641
Net assets released from restrictions	1,546,042	(1,546,042)	
Total revenue and support	\$4,163,122	(297,842)	\$3,865,280
Expenses			
Program services	\$2,995,306	-	\$2,995,306
Administrative	708,444	-	708,444
Fundraising	216,765	-	216,765
Total expenses	\$3,920,515	-	\$3,920,515
Change in Net Assets	\$242,607	(297,842)	(55,235)
Net Assets, Beginning of Year	462,779	728,675	1,191,454
Net Assets, End of Year	\$705,386	430,833	\$1,136,219



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KEYSTONE

POLICY CENTER

Keystone Headquarters

1628 Sts. John Road
Keystone, CO 80435
970/513-5800

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303 E. 17th Avenue
Suite 400
Denver, CO 80203

Washington

1425 K Street, NW
Suite 1000
Washington, DC 20005