Our policy work helps decision-makers in the energy, environment, and public health arenas advance solutions to challenging problems. We design, convene, and facilitate:

+ International, national, and regional stakeholder dialogues
+ Public engagement processes
+ Joint fact-finding dialogues
+ Advisory councils & boards
+ Peer exchange forums
+ Training workshops

Keystone Science School takes students outside the classroom and into the natural world to advance their critical thinking skills, scientific knowledge, and leadership abilities. Our educator programs help science teachers develop engaging strategies and give students the skills they’ll need to become informed, active citizens, and effective leaders. Our programs include:

+ Courses for school groups
+ Summer camps
+ Organizational retreats and leadership training
+ Community education
+ Teacher professional development courses
+ Student leadership development
+ Innovative science curriculum development
+ Corporate and other group retreats and trainings

Founded in 1975, The Keystone Center is an independent non-profit organization bringing together public, private, and civic sector leaders. We provide mediation and facilitation services for stakeholders that incorporate innovative decision-making methods. The result: Action-oriented, sustainable solutions to complex energy, environmental, and public health issues.

As we engage leaders of this generation, we also educate the next, providing teachers and students with meaningful outdoor learning experiences that inspire scientific inquiry, leadership development, and civic engagement.
As The Keystone Center’s new President and CEO, I am pleased to present our 2011 annual report and to share with you some of the ways our work is making a difference in energy, environment, education, and health issues. In the past year, The Keystone Center has had the opportunity to guide leaders to consensus decisions in a range of policy issues including health crisis planning, regional electric transmission systems, environmental product labeling, and natural resource protection. Our educators have designed and implemented innovative STEM-oriented programs for students, written original science-based curriculum incorporating current policy issues, and instilled vital critical thinking skills in thousands of students.

As we move forward, we’ll build upon these accomplishments with a new organizational strategy that will propel us forward to the cutting edge of energy, environment, health, and education issues. Inspired by the original values that led to the creation of The Keystone Center 37 years ago, with a clear mission and direction, this strategy will provide the clarity and direction needed to make targeted, sustainable impact in our core areas of practice.

With a dedicated, energetic, professional staff and an engaged Board of Trustees, we are excited about the work and partnerships to come. I extend our deepest gratitude to the generous supporters who have enabled us to continue to follow our mission to bring together today’s leaders and educate tomorrow’s to create solutions to society’s pressing challenges.
More than 80% of U.S. energy consumption comes from fossil fuels.

In the U.S. and abroad, there is an increasing recognition of the need for more clean, safe, and affordable ways to fuel global prosperity and progress. Achieving this goal will require dramatic changes in technologies, behaviors, and policies.

Here in the U.S., efforts to realize our abundant potential for advanced renewables, demand-side resources, and cleaner fossil fuels are hampered by political partisanship, an aging infrastructure, lack of comprehensive national energy policy, inconsistent regulatory and market regimes, and poor access to affordable capital, among other challenges. The Keystone Center’s energy stakeholders collectively work through these obstacles to create the policies, practices and partnerships that will help transform our energy landscape.

In 2011, we helped advance energy infrastructure planning with the Eastern Interconnection Planning Collaborative, a first-of-its-kind effort to provide coordinated interregional analysis of the electricity transmission system for the Eastern U.S., guided by the consensus input of an open, transparent stakeholder process.

In partnership with the Energy Foundation and the U.S. Global Change Research Program, we initiated the Climate Conversations project, which enabled the inclusion of a broader array of voices in the National Climate Assessment, a comprehensive federal scientific effort to detail past trends and forecasted changes in our climate and to outline potential impacts across the U.S.

We also collaborated with the Delaware Public Policy Institute to help state-level stakeholders take steps toward building a clean energy economy in Delaware; explored opportunities to build consensus around best practices for responsible and sustainable shale gas development; and conducted three meetings of the Keystone Energy Board, where a diverse cross-sector group of energy leaders engaged in in-depth discussions on such topics as the global outlook for advanced and clean energy development within the context of a challenging political and economic climate, and energy security and innovation at the Pentagon.
The U.S. healthcare system is rife with intense conflict—over health care costs, insurance, vaccination priorities, and access to care, among other topics.

The Keystone Center is committed to helping leaders resolve difficult policy challenges by providing expert guidance, multi-stakeholder forums, and collaborative processes that enable honest conversation, inspire respect for multiple perspectives, and pave the way for collective decision-making.

In 2011, The Keystone Center brought the public perspective into health crisis planning efforts in Texas with stakeholder dialogues and a large-scale public engagement process designed to gather input on prioritization strategies for providing care in the event of a pandemic. These efforts helped stakeholders forge new partnerships and also informed an independent report published by the Institute of Medicine. We also engaged stakeholders on the topic of healthcare-associated infections (HAIs), which kill more than 99,000 people each year. Our work in 2011 focused on the effectiveness of state policies and public reporting laws; we will continue working to help policymakers assess the impact of legal mandates as well as to identify actions, public health investments and infrastructure, and workforce efforts aimed at improving the prevention of HAIs.

A Keystone-initiated effort, the Research Integrity Roundtable, convened thought leaders from diverse sectors to develop best practices for addressing matters of conflict of interest and bias in scientific advisory panels, and for conducting systematic reviews to inform regulatory decision-making with the best available scientific studies and data. The Roundtable’s final report considers the formation and management of advisory bodies while balancing the imperatives of transparency and privacy, and the importance of a consistent and transparent approach to assessing the credibility and relevance of a given study or data set.
The earth’s resources are finite. As we approach its limits, we have to find new, creative ways to do more with the water, soil, and carbon we have.

Our Environment team works with stakeholders to develop creative solutions for feeding future populations with fewer resources, how to develop infrastructure and resources responsibly, how communities and land managers can adapt to a changing climate, and how to address our increasingly limited water supply in the face of growth. Recognizing the multigenerational aspects of these issues, we’re working with not just policymakers, but with teachers and students.

The Keystone Center facilitates Field to Market, a diverse alliance working to create opportunities across the agricultural supply chain for continuous improvements in productivity, environmental quality, and human well-being. In 2011, the group worked on development of a new calculator that helps farmers measure resource use at a national level. Building off of this work, we’re also developing a middle school curriculum on sustainable agriculture in the U.S.

We also began assisting federal land management agencies in the formation of landscape conservation collaboratives that are identifying the science needed for large landscapes to respond to a changing climate and other landscape-level stressors.

Partnering with Colorado State University, we’ve begun working with water managers and land use planners throughout the State of Colorado to better coordinate water needs with state growth. Our educational program, H2O Outdoors, works to inform students about the role of water in the Western U.S. and relevant stakeholder positions.

The world’s population is expected to grow by an additional 2.3 billion by 2050.
STEM workers play a key role in America’s growth and stability.

Keystone Science School understands the role of science in developing a strong workforce and cultivating the next generation of informed critical thinkers.

Our future leaders must possess an appreciation for science, abiding curiosity about the natural world, and respect for the consideration of a variety of perspectives in decision-making processes.

Our programs introduce students to STEM (Science, Technology, Engineering, and Math) principles using a non-traditional approach—a welcome departure, for many, from the traditional classroom setting. After a long day in the field examining trees, pine cones, and landscapes, for example, students have reported understanding for the first time how fire can be not only destructive, but actually beneficial for the forest. We strive to make science not only interesting and engaging, but relevant to the lives of our students.

In 2011, we worked with more than 4,000 students, campers, teachers, and community members, both on our 23-acre campus in Keystone, CO and in regional trainings across the U.S.

We welcomed many new groups to our campus, including a group of students who had recently emigrated to the U.S. from Africa. With no previous exposure to environmental education, these students participated in a course on water resources. As they exhibited wonder at the complexity of water issues in the U.S. – a place they’d previously associated with abundant resources – we were reminded again of the value of multiple perspectives.

2011 also saw the launch of The Balanced Equation, a Dow-sponsored documentary based on Keystone Science School’s original curriculum unit of the same name. The film showcases the journey of three young filmmakers as they investigate water filtration and chemical treatment systems being implemented in developing countries such as Kenya and the Dominican Republic.
Since 1994, we’ve honored individuals from all areas of our work for their vision and ability to work with multiple stakeholders to advance public policy and achieve concrete results. Each year, more than 400 representatives from the private sector, NGOs, and federal government attend The Keystone Leadership Awards Dinner.

On June 9, 2011 at Union Station in Washington, DC, The Keystone Center honored five individuals whose contributions to society have demonstrated outstanding leadership through consensus-building and creative problem-solving.

LEADERSHIP IN GOVERNMENT AWARD
The Honorable Lisa Jackson
Administrator
Environmental Protection Agency

Presented by
Mr. John W. Rowe
Exelon Corporation

LEADERSHIP IN THE ENVIRONMENT AWARD
Ms. Christine Eibs-Singer
Co-Founder and CEO
E + Co

Presented by
Mr. Tracy Wolstencroft
Goldman Sachs

LEADERSHIP IN EDUCATION AWARD
Mr. Joel I. Klein
CEO, Educational Division
News Corporation

Presented by
Mr. Kevin Chavous
SNR Denton

LEADERSHIP IN INDUSTRY AWARD
Mr. John W. Rowe
Chairman and CEO
Exelon Corporation

Presented by
The Honorable William Daley
White House Chief of Staff

FOUNDER’S AWARD
Mr. Clint Vince
Chair, Energy, Transport and Infrastructure
SNR Denton

Presented by
Mr. Robert W. Craig
The Keystone Center
## Consolidated Statement of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
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<tr>
<td><strong>Assets</strong></td>
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<td>Cash And Cash Equivalents</td>
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<td>Property and Equipment, Net</td>
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<td>Accounts Payable</td>
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<td>Accrued Liabilities</td>
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Consolidated Statement of Activities

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<tr>
<th>Revenue</th>
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<td>Program Revenue</td>
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<td>Contributions</td>
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<td>Net Special Events Revenue</td>
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<td>Net School Store Sales</td>
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<td>Net Investment Loss</td>
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<td>Miscellaneous Income</td>
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<th>Expenses</th>
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<td>Program Services</td>
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<td>Depreciation</td>
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<td>Change in Net Assets</td>
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<td>Net Assets—Beginning of Year</td>
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<td>Net Assets—End of Year</td>
<td>$2,006,526</td>
<td>$887,767</td>
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### Major Corporate Donors

- **$50,000+**
  - 3M*
  - Altria Group, Inc.*
  - American Electric Power*
  - American Petroleum Institute
  - AstraZeneca Pharmaceuticals
  - BASF Corporation
  - Bayer CropScience
  - Bunge Limited*
  - Coca-Cola Company, The*
  - Cargill Incorporated*
  - Dow Chemical Company, The*
  - Deere & Company
  - Duke Energy Corporation*
  - DuPont*
  - FedEx*
  - General Mills Corporation*  
  - Monsanto Company*
  - PG&E Corporation*
  - Pioneer, a DuPont business*
  - Syngenta Crop Protection, Inc.*

- **$49,999-$25,000**
  - Amgen
  - Chevron Corporation*
  - CMS Energy
  - Edison Electric Institute*
  - Enbridge Energy Company, Inc.*
  - Exelon Corporation
  - Hawaiian Electric Company, Inc.
  - Land O’Lakes
  - OCP Group
  - PepsiCo*
  - Piedmont Natural Gas
  - Shell Oil Company*
  - Siemens Corporation*
  - SNR Denton
  - Tri-State Generation and Transmission Association, Inc.
  - United Technologies Corporation
  - Walmart*

- **$24,999-$10,000**
  - Alabama Power
  - American Transmission Company*
  - Anadarko Petroleum Corporation
  - Chrysler Group, LLC
  - Colgate-Palmolive Company*
  - Electric Power Supply Association*
  - General Electric Company*
  - Georgia-Pacific Co.*
  - Goldman Sachs
  - Hewlett-Packard Company

- **$24,999-$10,000**
  - American Alfalfa & Forage Alliance
  - American Soybean Association, Inc.
  - National Association of Wheat Growers
  - National Corn Growers Association*
  - National Potato Council
  - National Renewable Energy Laboratory
  - Natural Resources Conservation Service
  - National Resources Defense Council
  - Nature Conservancy, The*
  - PPG Industries Foundation
  - Prairie School, The
  - Responsible Purchasing Network
  - Rossetter Foundation, The*
  - Roy G. Michell Charitable Foundation
  - Ruth and Vernon Taylor Foundation
  - Sanitation Districts of Los Angeles County*
  - Santa Monica Office of Sustainability and Environment
  - Speyer Foundation, Alexander C. & Tillie S.
  - Summit County Rotaract
  - Summit County Rotary Foundation*
  - Summit Cove Elementary
  - Town of Breckenridge
  - Town of Frisco
  - Tremaine Foundation, Emily Hall
  - U.S. Environmental Protection Agency
  - USA Rice Federation
  - Westerhoff Family Foundation, Inc., The
  - World Resources Institute
  - World Wildlife Fund*

### 2011 DONORS

**Major Foundation, Government, & NGO Donors**

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<thead>
<tr>
<th>Donor Name</th>
<th>Status</th>
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<tbody>
<tr>
<td>Donors</td>
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<tr>
<td>Donors for 5 years or longer</td>
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<td><strong>$50,000+</strong></td>
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<td>American Chemistry Council Energy Foundation, The</td>
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<td><strong>$49,999-$25,000</strong></td>
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<td>Downey Foundation, The Robert N. and Nancy A.*</td>
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<td>Lounsbery Foundation Inc., Richard</td>
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<td>Nuclear Energy Institute</td>
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<td>Overbrook Foundation, The</td>
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<td>American Wind Energy Association</td>
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<td>Donnell-Kay Foundation, The</td>
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<td>Dow Corning Foundation</td>
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<td>DTE Energy Foundation*</td>
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<td>Great Lakes Fishery Trust</td>
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<td>Interstate Natural Gas Association of America</td>
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<td>National Audubon Society, Inc.</td>
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<td>National Council of Farmer Cooperatives</td>
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<td>Summit Foundation, The*</td>
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<td>Wege Foundation, The</td>
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<td><strong>UP TO $10,000</strong></td>
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<td>American Farm Bureau Federation*</td>
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<tr>
<td>American Gas Association</td>
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<td>Antelope Valley Air Quality Management District</td>
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<td>Interstate Natural Gas Association of America</td>
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<td>Lockheed Martin Corporation*</td>
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<td>MeadWestvaco Corporation*</td>
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<td>Navigant Consulting Office Depot</td>
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<td>PriceWaterhouseCoopers</td>
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<td>Procter &amp; Gamble Professional</td>
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<td>PSEG Services Corporation</td>
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<td>Shaw Industries, Inc.</td>
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<td>Skadden, Arps, Slate, Meagher &amp; Flom, LLP</td>
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<td>Unisource Worldwide, Inc</td>
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<tr>
<td>Vail Resorts ECHO</td>
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<tr>
<td>Van Ness Feldman, PC*</td>
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<tr>
<td>W.R. Grace &amp; Co.*</td>
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**UP TO $10,000**

- Accenture
- Agilent Technologies
- American Express
- AREVA, Inc.
- ASGK Public Strategies
- Ashkin Group, The
- Bank of America/Merrill Lynch
- Brattle Group, The
- Breckenridge Grand Vacations
- City Market*
- Columbia Forest Products
- Compass Group
- Constellation Energy
- Cotton Incorporated
- CropLife America
- CropLife International
- Cummings Inc.
- D.P. Enterprises
- Dos Locos Restaurant*
- ExxonMobil Corporation
- Fertilizer Institute, The
- Five Winds International
- Florida Municipal Power Agency
- FMC Corporation
- Follett Partners in Education
- Gabriel Company, LLC, The
- Google
- Hogan Lovells
- International Finance Corporation
- Iron
- Johnson & Johnson*
- Jones Group, The
- Kinder Morgan*
- Latham & Watkins
- LG Electronics USA, Inc.
- Lockheed Martin Aeronautics*
- LS Power Transmission, LLC
- Mattie B’s LTD
- McGraphix Creative, Ltd.
Individual Donors

Peter S. Adler, PhD*
Richard Alper, Esq.
Shelley Anklan
Anonymous
John Arnot
Juliette Banerjee
Sarah G. Barclay
Joanne Bauer
Scott Beck
David Beier
Virginia and George Bell
Edwin and Jane Bescherer
Graeme Blenduke
Meredith and Charles Bleskan
Kristi and George Blincoe
Kelli Bolcato
Adam Bouse-Eaton
Richard Cooper
Kathleen and Steven Comellier
Terry McGrath-Craig and Robert Craig*
Kevin M. Crane
Jane and Joseph Crystal
William H. Danforth*
Heather Deck
Judy and Rolf Dercum
K. Reilly Desantis
Marc Doucette
Hallie and Paul Downey
Kay Dry
Chris Eby
John E. Echolhaw
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Barbara Erlebach
Michael Erwin
Rebecca and Gary Ferrera
Jean and John Fitzgerald*
Nancy and Robert Follett*
Lynda Francoeur
Melanie and Martin Frank
Pamela and Curtis Frasier
Annette and Gerald Fricke*
Edward M. Gabriel
Kasey C. Geoghegan*
Daniel M. Gibbs
Monique Gilbert
Michelle A. and John Gillett
Vikki Goldberg
Debra Goodman
Mark Gordon
Renee Gordon
Mariana and William Goslau
Scott Gottlieb
Gertrude Grant*
David E. Greenberg
Suzanne Greene
Robin T. Hadley*
Kristina Sampson and John Hall*
Millie Hamner and Rich Holdman
Pamela Hanes
Dede Hapner*
Jason Hart
Barbara Hartman
Meghan Havercamp
Neil C. Hawkins
Sally Greer and David Heil
Jeil and Mark Heminghous
Margaret and Lee Henry*
Deeanna Herwig
Karen Hollweg*
Joan and William Houlton
Gerald W. Ireland
Kimberly Jardim
Paul Jarris
Deirdre Jensen
Rebecca and Warren Johnson
Susan S. Juergensmeier
Branon Kane
Jayannn C. Karl
Jaye Kerr
Barb and Tom Kimball*
Jon R. Kirkpatrick
Nini K. and David Koch
Tara Krams
Jennifer Pleasure and Jeremy Kranowitz
Carol S. Kranowitz*
Carolyn Kuban
Christopher R. Lankhorst
Heather Larcombe
Robin Leake
Chuck Leathers
Wendi and Christian Liles*
Susan Luiz
Julie and Michael Magliocchetti
Annamarie Maltzman
Laura Mann
Felicia Marcus
Troy Margelofsky
Judy and Scott Martin
Nicole Martin
Kristin Martin
Phyllis and Gary Martinez
Jennifer Matera
Samantha and Danny McBride
Mike McGinty
Dominique McLerran
Patricia and Joel Meier
Jennifer Meltzer
Kathy Mennen
Amy and Rob Millisor
Debra and J. Boyd Mitchell
Joan Moats
Jeffrey J. Moore
Janet Wise and Ed Moreno
Tamara and Greg Moses
Susan Nedza Lastres and Oswaldo Lastres
Theresa Neumaier
David Nicoli
James E. Oberheide
Carlo Parravano*
Don Parsons
Wendy and Henry Paulson
Wendy Pelton
Christine Petersen
Cassie Phillips
Robert Pleasure
Glenn Prickett
Cindy and Bill Putnam*
Pamela Rantilla
Robert E. Ratner
Bruce Reimers
Geralyn Ritter
Paul Rosenbluh
Mary-Bob Rubenstein
Lynn Ryckman
Christine Scanlan
In memory of Dr. Lynn Cobb
Montgomery, Vicky and Les Schafer
Barbara J. Schneeman
Benjamin Schwartz
Diane and Mark Sheridan*
Karen Shipler
Sandra Simon
Nancy and Douglas Sims
Mary Skowron
Kyra Smiley
Catherine Smith
Gary W. Spitzer
Denise Bertrand and Jerry Steiner*
Sherry and Wilson Strong
Elizabeth Sullivan
Ann Sykes
Alison Taylor
Pam and Paul Tebo*
Irene and Mark Thaggard
Lydia Toll
Keith Trent
Joanna D. Underwood
Clint A. Vince*
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