2012 Annual Report
**THE KEYSTONE CENTER’S** The Keystone Center’s exceptional combination of experience, expertise, and demonstrated impact reflects more than 35 years as a national leader in high-level process design and facilitation.

By objectively analyzing and advising on issues, identifying key leaders and decision-makers, and using the framework of a focused collaborative approach, Keystone helps craft lasting policy solutions with significant impact. Keystone’s unique strategy provides a blueprint for decision-makers and leaders to address some of today’s most pressing issues.

In nearly four decades of designing effective conflict management strategies for complex, contentious issues, Keystone has built a portfolio of substantive work in energy, environment, education, health, and agriculture. Keystone accomplishes its work with **THREE COMPLEMENTARY APPROACHES** which reflect the diverse strategies utilized in leadership and successful issue resolution.
Dialogue & Consensus Building

The Keystone Dialogue approach is a carefully crafted process that brings together key public, private, and civic sector thought leaders and decision-makers who can forge alliances, make decisions, and influence the trajectory of challenging issues. Keystone Dialogues are intended to advance practical solutions to meet negotiated goals.
Public Engagement and Outreach

Keystone designs and executes public meetings on every scale – from small focus groups to state and regional outreach – to gather input, share information, or educate on policy decisions. The Keystone Center provides process design, facilitation, electronic polling, synthesis, and dissemination of results.
Leadership and Capacity Building

The generation graduating from college today has only known political divisiveness and governmental gridlock. By bringing collaborative decision-making programs to students poised to enter the workforce, Keystone is helping prepare a generation of leaders and constituents with the skills necessary to work constructively with diverse groups and interests.

Keystone also works with in a variety of institutions within government and industry to design executive-level professional development opportunities aimed at teaching collaborative decision-making approaches and effective outreach to non-governmental and advocacy communities.
# The Keystone Center

## Consolidated Statements of Financial Position

**December 31, 2012 and 2011**

### Assets

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$501,552</td>
<td>$504,406</td>
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<tr>
<td>Investments</td>
<td>15,563</td>
<td>7,779</td>
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<tr>
<td>Contracts and grants receivable, net</td>
<td>418,487</td>
<td>853,308</td>
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<td>Promises to give, net</td>
<td>357,715</td>
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<td>Prepaid expenses and other assets</td>
<td>72,887</td>
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<td>Science school store inventory</td>
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<tr>
<td>Funds held in trust for others</td>
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<tr>
<td>Investments designated for deferred compensation</td>
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<tr>
<td>Property and equipment, net</td>
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<td>3,670,585</td>
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<tr>
<td>Endowment investments</td>
<td>50,000</td>
<td>52,000</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$4,547,717</strong></td>
<td><strong>$5,423,285</strong></td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$209,532</td>
<td>$108,491</td>
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<tr>
<td>Accrued liabilities</td>
<td>164,567</td>
<td>142,783</td>
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<tr>
<td>Funds held in trust for others</td>
<td>25,000</td>
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<tr>
<td>Deferred revenue</td>
<td>107,600</td>
<td>48,634</td>
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<td>Deferred compensation liability</td>
<td>182,000</td>
<td>226,195</td>
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<td>Mortgage note payable</td>
<td>1,726,606</td>
<td>1,758,319</td>
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<td>Interest-rate swap</td>
<td>236,896</td>
<td>192,570</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$2,652,201</strong></td>
<td><strong>$2,476,992</strong></td>
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### Net Assets

<table>
<thead>
<tr>
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<th>2012</th>
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<tbody>
<tr>
<td>Unrestricted</td>
<td>$678,242</td>
<td>$2,006,526</td>
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<tr>
<td>Temporarily restricted</td>
<td>1,167,274</td>
<td>887,767</td>
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<tr>
<td>Permanently restricted</td>
<td>50,000</td>
<td>52,000</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td><strong>1,895,516</strong></td>
<td><strong>2,946,293</strong></td>
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### Total Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
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<tbody>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$4,547,717</strong></td>
<td><strong>$5,423,285</strong></td>
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</table>
# THE KEYSTONE CENTER

## CONSOLIDATED STATEMENTS OF ACTIVITIES

### YEAR ENDED DECEMBER 31, 2012

<table>
<thead>
<tr>
<th>Revenue, Support, and Gains</th>
<th>Unrestricted</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total 2012</th>
<th>Total 2011</th>
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<tbody>
<tr>
<td><strong>Revenue, Support, and Gains</strong></td>
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<td></td>
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<tr>
<td>Program revenue</td>
<td>$ 2,198,216</td>
<td>$ 3,273,000</td>
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<td>$</td>
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<td>Contributions</td>
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<td>3,600,402</td>
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<tr>
<td>Gross special event revenue</td>
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<tr>
<td>Less cost of direct benefits to donors</td>
<td>-</td>
<td>(85,740)</td>
<td></td>
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<tr>
<td>Net special event revenue</td>
<td>-</td>
<td>373,560</td>
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<tr>
<td>Science school store sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Less cost of goods sold</td>
<td>- (14,598)</td>
<td>(14,598)</td>
<td></td>
<td></td>
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<tr>
<td>Net Science school store sales</td>
<td>- (815)</td>
<td>(815)</td>
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<tr>
<td>Net investment return</td>
<td>-</td>
<td>5,784</td>
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<tr>
<td>Miscellaneous income</td>
<td>- 4,683</td>
<td>4,683</td>
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<tr>
<td>Change in value of interest rate swap</td>
<td>- (44,326)</td>
<td>(44,326)</td>
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<td>Net assets released from restrictions</td>
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<td>3,027,392</td>
<td>30,000</td>
<td>428,469</td>
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<tr>
<td>Total revenue, support, and gains</td>
<td>4,005,278</td>
<td>7,242,288</td>
<td>7,951,005</td>
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# THE KEYSTONE CENTER

## CONSOLIDATED STATEMENTS OF ACTIVITIES (CONT.)

**YEAR ENDED DECEMBER 31, 2012**

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Center for Science and Public Policy</th>
<th>Keystone Science School</th>
<th>Administrative</th>
<th>Fundraising</th>
<th>Total Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total 2012</th>
<th>Total 2011</th>
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<tr>
<td>Program Services</td>
<td>$4,147,757</td>
<td>$2,010,491</td>
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<td>$-</td>
<td>$6,158,248</td>
<td>$-</td>
<td>$-</td>
<td>$6,158,248</td>
<td>$6,591,296</td>
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<tr>
<td>Administrative</td>
<td>-</td>
<td>-</td>
<td>1,202,974</td>
<td>-</td>
<td>1,202,974</td>
<td>-</td>
<td>-</td>
<td>1,202,974</td>
<td>978,024</td>
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<tr>
<td>Fundraising</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>321,044</td>
<td>321,044</td>
<td>-</td>
<td>-</td>
<td>321,044</td>
<td>280,573</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$4,147,757</td>
<td>$2,010,491</td>
<td>1,202,974</td>
<td>321,044</td>
<td>7,682,266</td>
<td>-</td>
<td>-</td>
<td>7,682,266</td>
<td>7,849,893</td>
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</table>

**CHANGE IN NET ASSETS BEFORE DEPRECIATION AND IMPAIRMENT LOSS**

- Depreciation: 1,975, 77,219, 116,943, -
- Impairment Loss: -

<table>
<thead>
<tr>
<th>CHANGE IN NET ASSETS</th>
<th>$(144,454)</th>
<th>$198,726</th>
<th>$(1,773,595)</th>
<th>$391,039</th>
<th>$(1,328,284)</th>
<th>279,507</th>
<th>$(2,000)</th>
<th>(1,050,777)</th>
<th>$(89,299)</th>
</tr>
</thead>
</table>

**Net Assets, Beginning of Year**

- 2,006,526, 887,767, 52,000, 2,946,293

**Net Assets, End of Year**

- $678,242, $1,167,274, $50,000, $1,895,516

**Total 2012**

- $6,158,248

**Total 2011**

- $6,591,296
2012 Donors

**FOUNDATION, GOVERNMENT, & NGO DONORS**

**$50,000+**
- The Nature Conservancy
- American Chemistry Council
- Richard Lounsbery Foundation

**$49,999-$25,000**
- American Farm Bureau Federation
- Family and Intercultural Resource Center
- The Fertilizer Institute
- Florida Municipal Power Agency
- Great Lakes Fishery Trust
- Illinois Soybean Association
- Indiana Soybean Alliance; Indiana Corn Marketing Council
- The Henry J. Kaiser Family Foundation
- Lake County Schools
- National Association of Wheat Growers
- National Audubon Society, Inc.
- National Potato Council
- The Summit Foundation
- The Wege Foundation
- World Wildlife Fund

**$24,999-$10,000**
- The Bobolink Foundation
- Copper Environmental Foundation
- The Cotton Foundation
- The Robert N. and Nancy A. Downey Foundation
- DTE Energy Foundation
- Environmental Defense Fund
- American Soybean Association
- Anna Marie & Robert F. Shapiro Family Foundation
- Antelope Valley Air Quality Management District
- Antelope Valley College SB 70 Committee
- Aurora Water
- Baltimore Community Foundation
- Big Room/Ecotailing.org
- Carwill Foundation
- Centura Health
- Colorado Division of Reclamation, Mining, and Safety
- Colorado River Water Conservation District
- Combined Federal Campaign
- Community First Foundation
- Community Shares of Colorado
- Dartmouth Football
- Denver Water
- Dercum Center
- Dobkin Family Foundation
- Ducks Unlimited
- Emily Hall Tremaine Foundation
- Focused Advocacy
- Frances Alexander Foundation
- Goldstein Family Foundation
- Green Electronics Council/EPEAT
- Green Seal, Inc.
- Grocery Manufacturers of America
- The Herman and Goldie Halpin Foundation
- HHL Foundation
- Innovation Center for U.S. Dairy
- International Geosphere-Biosphere Programme
- Jacky Kent Cooke Foundation
- Jeffrey and Nancy Lane Foundation
- The Keystone Neighborhood Company
- Khaos Foundation
- Lake Dillon Foundation for the Performing Arts
- Leon and Toby Cooperman Family Foundation

**UP TO $10,000**
- Alexander C. & Tillie S. Speyer Foundation
- American Gas Association
- Antelope Valley College SB 70 Committee
- Aurora Water
- Baltimore Community Foundation
- Big Room/Ecotailing.org
- Carwill Foundation
- Centura Health
- Colorado Division of Reclamation, Mining, and Safety
- Colorado River Water Conservation District
- Combined Federal Campaign
- Community First Foundation
- Community Shares of Colorado
- Dartmouth Football
- Denver Water
- Dercum Center
- Dobkin Family Foundation
- Ducks Unlimited
- Emily Hall Tremaine Foundation
- Focused Advocacy
- Frances Alexander Foundation
- Goldstein Family Foundation
- Green Electronics Council/EPEAT
- Green Seal, Inc.
- Grocery Manufacturers of America
- The Herman and Goldie Halpin Foundation
- HHL Foundation
- Innovation Center for U.S. Dairy
- International Geosphere-Biosphere Programme
- Jacky Kent Cooke Foundation
- Jeffrey and Nancy Lane Foundation
- The Keystone Neighborhood Company
- Khaos Foundation
- Lake Dillon Foundation for the Performing Arts
- Leon and Toby Cooperman Family Foundation
- Manomet Center for Conservation Sciences
- Merck Institute for Science Education
- Michael & Charlotte Delaney Foundation
- Michael and Paula Rantz Foundation
- Mojave Environmental Education Consortium
- National Alfalfa & Forage Alliance
- National Association of State Procurement Officials
- National Consumers League
- National Corn Growers Association
- National Renewable Energy Laboratory
- Natural Resources Conservation Service
- National Resources Defense Council
- Network For Good
- North Shore Long Island Jewish Health System Foundation
- Omaha Community Foundation
- Peter and Aileen Godisick Foundation
- PPG Industries Foundation
<table>
<thead>
<tr>
<th>$50,000+</th>
<th>$25,000 - $49,000</th>
<th>$10,000 - $24,999</th>
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<td>3M</td>
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<td>Alcoa</td>
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<td>Bayer CropScience</td>
<td>American Transmission Company</td>
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<td></td>
<td>Bunge Limited</td>
<td>Anadarko Petroleum Corporation</td>
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<td>Carnegie Corporation of New York</td>
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<td>CMS Energy</td>
</tr>
<tr>
<td></td>
<td>Deere &amp; Company</td>
<td>Climax Molybdenum</td>
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<td></td>
<td>Duke Energy Corporation</td>
<td>The Coca-Cola Company</td>
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<td>DuPont</td>
<td>CPS Energy</td>
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<td>The Dow Chemical Company</td>
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<td></td>
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<td>Dow Corning Corporation</td>
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<td></td>
<td>Office Depot</td>
<td>Edison Electric Institute</td>
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<tr>
<td></td>
<td>PG&amp;E Corporation</td>
<td>FedEx</td>
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<td>Kellogg Company</td>
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<td>Syngenta Crop Protection, Inc.</td>
<td>Land O'Lakes</td>
</tr>
<tr>
<td></td>
<td>United Technologies Corporation</td>
<td>Mars Incorporated</td>
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<td>OCP Group</td>
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<td></td>
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<td>Piedmont Natural Gas</td>
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<td>Shell Oil Company</td>
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<td></td>
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<td>Unilever Bestfoods</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Walmart</td>
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<tr>
<td>$25,000 - $49,000</td>
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<tr>
<td>Aetna Inc.</td>
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</tr>
<tr>
<td>AstraZeneca Pharmaceuticals</td>
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<tr>
<td>Bayer Corporation</td>
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<td>Chevron Corporation</td>
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<td>$10,000 - $24,999</td>
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<td>Anadarko Petroleum Corporation</td>
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<td>Georgia-Pacific Co.</td>
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<tr>
<td>Skadden, Arps, Slate, Meagher &amp; Flom, LLP</td>
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<td>SNR Denton</td>
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<td>Steelcase Inc.</td>
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<tr>
<td>UL Environment Inc.</td>
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<tr>
<td>Val Resorts Echo</td>
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<td>Van Ness Feldman, PC</td>
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<td>W.R. Grace &amp; Co.</td>
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<tr>
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<tr>
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<td>The Dow Chemical Company</td>
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<td>Dow Corning Corporation</td>
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<tr>
<td>Edison Electric Institute</td>
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1625 Sts. John Road
Keystone, Colorado 80435
(970) 513-5800

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Washington, DC 20036
(202) 452-1590

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