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 is able to 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, or influence the trajectory of a challenging issue. Keystone Dialogues are intended to advance practical solutions to meet negotiated goals.

PUBLIC ENGAGEMENT AND OUTREACH
We design and execute 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, meeting registration, 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 with diverse groups and interests toward finding action-oriented solutions to difficult societal issues. 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.
# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

**DECEMBER 31, 2013**

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>92,482</td>
</tr>
<tr>
<td>Contracts and grants receivable, net</td>
<td>157,366</td>
</tr>
<tr>
<td>Promises to give, net</td>
<td>23,000</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>32,905</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>1,453,669</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$ 1,759,422</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>159,759</td>
</tr>
<tr>
<td>Return of contribution to donor</td>
<td>50,000</td>
</tr>
<tr>
<td>Funds held in trust for others</td>
<td>262,032</td>
</tr>
<tr>
<td>Deferred compensation liability</td>
<td>85,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$ 556,791</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>1,047,439</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>155,192</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>1,202,631</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$ 1,759,422</strong></td>
</tr>
</tbody>
</table>
### Consolidated Statement of Activities

**Year Ended December 31, 2013**

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue, Support, and Gains</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program service fees</td>
<td>$1,803,921</td>
<td>$</td>
<td>$</td>
<td>$1,803,921</td>
</tr>
<tr>
<td>Contributions</td>
<td>208,957</td>
<td>647,795</td>
<td></td>
<td>856,752</td>
</tr>
<tr>
<td>Gross special event revenue</td>
<td>419,940</td>
<td></td>
<td></td>
<td>419,940</td>
</tr>
<tr>
<td>Less cost of direct benefits to donors</td>
<td>(84,852)</td>
<td></td>
<td></td>
<td>(84,852)</td>
</tr>
<tr>
<td>Net special event revenue</td>
<td>335,088</td>
<td>$</td>
<td>$</td>
<td>335,088</td>
</tr>
<tr>
<td>Net investment return</td>
<td>-</td>
<td>6,541</td>
<td></td>
<td>6,541</td>
</tr>
<tr>
<td>Interest and other income</td>
<td>66,608</td>
<td></td>
<td></td>
<td>66,608</td>
</tr>
<tr>
<td>Change in value of interest rate swap</td>
<td>20,303</td>
<td></td>
<td></td>
<td>20,303</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>766,346</td>
<td>(766,346)</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Total revenue, support, and gains</td>
<td>3,201,223</td>
<td>(112,010)</td>
<td>-</td>
<td>3,089,213</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td>2,104,723</td>
<td></td>
<td></td>
<td>2,104,723</td>
</tr>
<tr>
<td>Management and general</td>
<td>1,097,151</td>
<td></td>
<td></td>
<td>1,097,151</td>
</tr>
<tr>
<td>Fundraising and development</td>
<td>396,710</td>
<td></td>
<td></td>
<td>396,710</td>
</tr>
<tr>
<td>Total expenses</td>
<td>3,598,584</td>
<td></td>
<td></td>
<td>3,598,584</td>
</tr>
<tr>
<td>Change in net assets before transferred program activities</td>
<td>(397,361)</td>
<td>(112,010)</td>
<td>-</td>
<td>(509,371)</td>
</tr>
<tr>
<td><strong>Transferred program activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss from activities of transferred Keystone Science School and Field-to-Market programs (including loss on disposal of $119,639)</td>
<td>(133,514)</td>
<td>-</td>
<td>(50,000)</td>
<td>(183,514)</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>900,072</td>
<td>(900,072)</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>369,197</td>
<td>(1,012,082)</td>
<td>(50,000)</td>
<td>(692,885)</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>678,242</td>
<td>1,167,274</td>
<td>50,000</td>
<td>1,895,516</td>
</tr>
<tr>
<td>Net Assets, End of Year</td>
<td>$1,047,439</td>
<td>$155,192</td>
<td>$</td>
<td>$1,202,631</td>
</tr>
</tbody>
</table>

Please note: 2013 losses are due in large part to the transition of two of Keystone’s significant programs (Keystone Science School and Field to Market) to independent non-profits. The associated revenue Keystone accepted in 2012 and 2013 was transferred to the new entities upon their inception; however, accounting practices dictated that we show that transfer of revenue as a financial loss.
Our work would not be possible without the generous support of donors who believe in the power of collaborative decision making. Our sincere thanks to the following foundations, non-governmental organizations, corporations, and individuals who helped us make a difference in 2013.

$50,000 +
- The Coca-Cola Company
- Deere & Company
- The Dow Chemical Company
- Duke Energy Corporation/Foundation
- General Mills Corporation
- JPMorgan Chase
- JTI Leaf Services
- Kellogg Company
- Monsanto Company
- PG&E Corporation
- Pioneer, a DuPont business

$25,000 - $49,999
- Aetna Inc.
- Altria Group, Inc.
- AstraZeneca Pharmaceuticals
- Daniels Fund
- Donnell-Kay Foundation
- DuPont
- Edison Electric Institute
- Gates Family Foundation
- Hewlett-Packard Company
- The Nature Conservancy
- Nuclear Energy Institute
- Rose Community Foundation
- Shell Oil Company
- Unilever Bestfoods
- United Technologies Corporation
- Walmart

$10,000 - $24,999
- American Gas Association
- American Petroleum Institute
- American Transmission Company
- CMS Energy
- Dentons
- Robert N. and Nancy A. Downey Foundation
- Environmental Defense Fund
- Gibson Dunn & Crutcher LLP
- Hawaiian Electric Company, Inc.
- Marriott International, Inc.
- National Corn Growers Association
- PhRMA
- Daniel L. Ritchie
- Strongwater
- Van Ness Feldman, PC

$5,000 - $9,999
- BET Networks
- Center for Arab American Philanthropy
- CHS, Inc.
- CPS Energy
- Ecolab
- Electric Power Supply Association
- Florida Municipal Power Agency
- Dede Hapner
- Hogan Lovells
- Host Hotels & Resorts
- Latham & Watkins
- Natural Resources Conservation Service
- OCP Group
- Stanton Kinnie Smith

$1,000 - $4,999
- Akin Gump Strauss Hauer & Feld LLP
- Alexander C. & Tillie S. Speyer Foundation
- American Farm Bureau Federation
- Doyle Beneby
- Bunge Limited
- Cargill Incorporated
- Shelby Coffey III
- William H. Danforth
- El Pomar Foundation
- Emily Hall Tremaine Foundation
- Focused Advocacy
- Mark W. Malone
- Natural Resources Defense Council
- David P. Nicoli
- Oceana
- Office Depot
- OurEnergyPolicy.org
- Piedmont Natural Gas
- Mark Rodriguez
- William Scherman
- Jigar Shah
- Sheridan Energy & Environmental Consulting
- Siemens Corporation
- Sustainable Purchasing Council
- Talley and Associates
- White & Case LLP
- Clinton A. Vince

Up to $1,000
- Rob Brenner
- Keith L. Brown
- Nicholas Bull
- Robert Dorf
- John E. Echohawk
- Frederick Eck
- Tom Ehrenberg
- Mohamed T. El-Ashry
- John Feagin
- David Goldston
- Pepi Gramshammer
- Sally Greenberg
- H.G. Higbie
- Paul Jarris
- Paul R. Johnston
- Arthur Kelton
- National Consumers League
- Anthony Perry
- Jay Precourt
- Benjamin Schwartz
- Tom Sheldon
- Rodney E. Slifer
- SRA International
- Josef Staufer
- Keith Trent
- Norman Waite
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Sarah Alexander  Vice President, Programs  
Sue Wilcox  Vice President, Business & Administration  

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Robyn Brewer  Director of Communications  
Brianna Brumbaugh  Program Coordinator and Washington DC Office Manager  
Rebecca Casabonne  Administrative Coordinator  
Dana Query  IT Coordinator  

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Johanna Gibbs  Senior Associate  
Cally King Newman  Associate  
Suzan Klein  Senior Associate  
Hannah Lippe  Associate  
Lorez Meinhold  Senior Associate  
Matthew Mulica  Associate  
Judy O’Brien  Senior Associate & Director, Keystone Energy Board  
Julie Shapiro  Senior Associate  
Brad Sperber  Senior Associate  
Brooke Trainum  Associate  
Doug Young  Senior Associate
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Chief External Affairs Officer
The Nature Conservancy

Mr. Jerry Steiner
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Independent Consultant
Agricultural Development & Advocacy

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Founder & President Emeritus
The Keystone Center

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University of Denver

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Vice President, FERC & ISO Relations
Pacific Gas & Electric Company

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President and CEO
The Keystone Center

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Deputy Director, Acute Communicable Disease Control and Prevention
Los Angeles County Department of Public Health

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Global CO2 Science Initiative

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Dentons US LLP

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World Resources Institute

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National Alliance for Hispanic Health

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Native American Rights Fund

Ms. Shelley Fidler
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Van Ness Feldman

The Honorable Edward M. Gabriel
President & CEO
The Gabriel Company, LLC

Mr. David Goldston
Director, Government Affairs
Natural Resources Defense Council

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Executive Vice President, Knowledge LRI, Inc.

Ms. Sally Greenberg
Executive Director
National Consumers League

The Honorable Peter C. Gros
Principal
MCG2 Consulting

Mr. Nathan Hurst
Global Director, HP Sustainability and Social Innovation
Hewlett Packard

Dr. Paul Jarris
Executive Director
ASTHO

Mr. Jerry Lynch
Chief Sustainability Officer
General Mills

Dr. Len Nichols
Director, Center for Health Policy Research & Ethics
George Mason University

Dr. Jim Ricciuti
Vice President, Government Affairs & Public Policy
Aetna

Mr. James Romine
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DuPont

Mr. Jigar Shah
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OCP Group

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Duke Energy

Dr. Mike Witt
Global Director, Toxicology & Environmental Research & Consulting
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