

2013

ANNUAL REPORT



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

Assets

Cash and cash equivalents	\$	92,482
Contracts and grants receivable, net		157,366
Promises to give, net		23,000
Prepaid expenses and other assets		32,905
Property and equipment, net		1,453,669
<u>Total assets</u>	\$	<u>1,759,422</u>

Liabilities and Net Assets

Accounts payable and accrued expenses	\$	159,759
Return of contribution to donor		50,000
Funds held in trust for others		262,032
Deferred compensation liability		85,000
<u>Total liabilities</u>	\$	<u>556,791</u>

Net assets

Unrestricted		1,047,439
Temporarily restricted		155,192
<u>Total net assets</u>		<u>1,202,631</u>
<u>Total liabilities and net assets</u>	\$	<u>1,759,422</u>

CONSOLIDATED STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2013

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

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.

**2013
DONORS**

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.

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