



At The Center.

The Keystone Center Annual Report 2009



PROGRAMS AND SERVICES

What We Do at The Center

CENTER FOR SCIENCE AND PUBLIC POLICY

Focusing on energy, environment,
and public health issues, CSPP
designs, convenes, and facilitates:

- » national, local, and regional stakeholder dialogues
- » public engagement processes
- » fact-finding dialogues
- » advisory councils & boards
- » peer exchange forums
- » training workshops

CENTER FOR EDUCATION

Our Center for Education provides
cutting-edge services, including:

- » science curriculum development
- » teacher training
- » leadership training
- » organizational retreats
- » school groups courses
- » summer camp programs
- » community education programs



Our Mission

The Keystone Center seeks to solve our society's most challenging environmental, energy, and public health problems. We bring together today's public, private, and civic sector leaders to confront these issues and we arm the next generation with the 21st Century intellectual and social skills required to effectively approach the questions they will face.

Founded in 1975 by Robert W. Craig, The Center is a non-profit organization headquartered in Keystone, Colorado with offices in Denver and Washington, DC.

Welcome to The Center.

Welcome to our 2009 annual report and a glimpse of who we are and what we do.

The daily round at The Keystone Center is a perpetual set of squiggles, arrows and circles on our wall calendars. Meetings in Boston to solve the problem of incidental bycatch of bottle-nose dolphins by fishermen. A gathering in Omaha to develop new indexes of agricultural sustainability. 40 of America's brightest and most promising students discussing greenhouse gas emissions at a Youth Policy Summit in Michigan. A dozen students gathered around Keystone Science School's telescope to study meteors and asteroids.

Keystone is many things. We are the mediators and facilitators who are working to unclutter the universe of competing eco-labels and moderating complex discussions over the future of new chemical regulations. We are professional educators developing new science curricula relevant to today's public policy issues, and field instructors passionate about science, nature, and the environment we live in. We are 47 members of a Board of Trustees who are thought leaders from the industrial, non-profit, and education sectors.

We are also an organization proud of our 35-year history of accomplishment in the areas of environment, energy, public health, and education, and fiercely dedicated to our credo of neutrality and independence as we help our partners, clients, and students work toward solutions.

Solving society's most challenging problems is our business. No one sector – government, industry, or civil society – owns these problems and no one discipline or mental model can fully explain them. No single interest group has all the information needed to fashion enduring solutions and no locale can ignore the problems or wall themselves off from them. Solution-finding has to be a team sport, and we are dedicated to bringing the right teams together, again and again.



Peter S. Adler, PhD
President and CEO



BUILDING TRUST IN PUBLIC HEALTH

Bringing the Public Into Public Policy

As an individual citizen, it's easy to feel as though one's thoughts and opinions have no relevance to or impact on large-scale policy decisions. In fact, input from

a large and diverse group of individual citizens can shed much-needed light on core public values, leading to sounder and more informed policy decisions and opening the door to more innovative solutions. When faced with data gaps, uncertainty, and competing values, policy makers facing difficult decisions can benefit mightily from public and stakeholder engagement.

In 2009, recognizing the value in such a process, the Centers for Disease Control and Prevention (CDC) enlisted The Keystone Center to serve as a neutral convener and conductor of a series of public meetings to engage citizens in dialogue among themselves and with CDC regarding the proposed plan for a mass vaccination program against H1N1 pandemic influenza. Hundreds of members of the public and representatives of key stakeholders attended these nationwide meetings, where they gathered information about the H1N1 virus and vaccination and participated in small-group discussions about ideal levels of preparedness.

CDC's intention was to inform their guidance for local, state, federal, and private health organizations as they determined the best approach for a vaccination program; the resulting process also empowered citizens.

According to an independent evaluation conducted by the University of Nebraska Public Policy Center, Keystone's process found success not only in attracting the diverse population it sought, but fostered greater trust in local government and bolstered public support for whatever decision was ultimately made.

To read a detailed report of the H1N1 Public Engagement project, visit keystone.org.



THE KEYSTONE GREEN PRODUCTS ROUNDTABLE

Untangling Mixed Messages



Ever walk down the home products aisle of your local variety store and wonder about the differences between 'green,' 'natural,' and 'organic' products?

Or which laundry detergent will get your clothes the cleanest with the least environmental impact (without breaking your budget)?

With 400+ eco-labels, multiple standards, and competing certifiers, consumers are becoming confused and jaded. In 2009, The Keystone Center responded by organizing a new forum for stakeholders from the private sector, government, non-profits, and others to determine what constitutes a 'green' product and to identify the appropriate roles for government and the private sector. The result was the formation of the Green Products Roundtable (GPR) in late 2009.

Comprised of approximately 35 stakeholders involved in different aspects of green products manufacturing, distribution, certification, research, and consumer education, the Roundtable is working to improve the decision-making capabilities of green product makers, institutional buyers and businesses, and consumers by bringing further clarity to the green products marketplace. Expected outcomes include a powerful intellectual framework for determining green, greener, and greenest products, new clarity about best practices for different players in the greening economy, and the exploration of the roles and function for a future "authoritative body" that can help manage green marketplace issues and potentially resolve disputes when they arise.

The GPR is developing tools and guidance, which it hopes to complete by spring 2011, after which time the group will thoroughly evaluate the effort and determine whether or not to continue convening.

Judy O'Brien

Senior Associate, Center for Science and Public Policy and Director, Keystone Energy Board and Keystone Food & Nutrition Roundtable

Location: Washington, DC

Joined Keystone: 1995

Favorite book: Goodnight Moon

Three words that describe me: Loyal, witty, compassionate

Where you'll find me on a Saturday morning: Outside with my kids

Best thing about working at The Center: Seeing relationships develop among people who would never have found themselves at the same table prior to being engaged with Keystone. Never ceases to amaze me!

KEYSTONE SCIENCE SCHOOL

Education in Action

Keystone Science School was established in 1975 to inspire in students not only a love of science, but an appreciation for the power of civic leadership and responsibility.

In the past 35 years, we've worked with thousands of kids, many of whom return as adults to let us know how significant their experiences at Keystone Science School (KSS) were in shaping their development, and often their career paths. Today KSS continues to seek ways to maintain and improve its programs, incorporating

current issues into its curriculum and creating meaningful, challenging experiences for students.

In 2009, KSS hosted a record number of students and campers in its school groups and camp programs, and furthered its reach with new community partnerships. The School proudly launched its first Education in Action program: the Mountain Pine Beetle Youth Coalition, designed to merge science education with a lesson in civic engagement.

Partnering with a local community group, Friends of the Dillon Ranger

District (FDRD), KSS brought local middle-school students together for a multi-faceted, semester-long project on a key local issue; in this case a study of the Mountain Pine Beetle epidemic, which is devastating forests nationwide and has hit Summit County, Colorado particularly hard.

Students performed classroom research, field work, and learned hands-on lessons about the roles and perspectives of various parties affected by the issue. They also worked with community service groups on a small-scale reforesta-

tion effort, planting more than 100 trees in areas damaged by beetle kill. An extremely enthusiastic group of students presented their findings about the issue to community leaders and state lawmakers in a town-hall style meeting, at which Senator Dan Gibbs captured a key element of KSS' philosophy: "Just because you're not old enough to vote doesn't mean you can't be involved and participate."



Mike Hughes

**Vice President,
Center for Science and
Public Policy**

Location: Denver, CO

Joined Keystone: 2005

Favorite book: *Midnight's
Children* by Salman Rushdie

In my refrigerator right now:
Preserved lemon

**Describe yourself in three
words.** Exuberant, speedy, loud

Title of my biography: The
Secret of Eternal Youth is Arrest-
ed Development (borrowed from
Alice Roosevelt Longworth)



Jeremy Kranowitz

Director, Keystone Educational Excellence Programs

Location: Keystone, CO

Joined Keystone: 2002

Favorite movie: Blues Brothers

Describe yourself in three words: Loud, passionate, balding

Best place I've traveled: Tuscany

Best thing about working at The Center: Working with students and seeing the light come on when we share our philosophy and skills with them.



KEYSTONE ENERGY BOARD

At the Nexus of Energy Policy

Established in 1993, the Keystone Energy Board is an influential group of premier thought leaders.

Its members include people with energy policy expertise from numerous sectors including energy, technology, environment, consumer advocacy, and state and federal government, with bipartisan representation from both the Senate and the House of Representatives.

Designed to stimulate broad thinking about current and emerging issues affecting energy policy, the Board's discussions examine the linkages among energy, environmental, and economic policies. In an era where

time is a valuable commodity, these meetings provide members with dedicated time to focus on timely and important energy issues, speak freely, and think carefully about the topics at hand.

In 2009, the Board took an in-depth look at the impact of the current uncertain economy on energy infrastructure, as well as the overlap between major energy legislative initiatives in play such as climate change, transmission, development of alternative energy standards, the role of technology to reach climate change goals, and the implementation of the American Recovery and Reinvestment Act.

Board members also had the opportunity this year to take a step back and talk about the legislative process and its current functionality. Additionally, the Energy Board has supported Keystone's Youth Policy Summit program, by funding and providing expertise at Summit meetings and also by inviting the students to present their report findings at Board meetings.

The Energy Board has been, and continues to be, a unique venue for rich dialogue and information sharing among policy experts that together have decades of experience on critical energy policy issues.

Margaret Pinard

Associate, Center for Science and Public Policy

Location: Washington, DC

Joined Keystone: 2008

In my refrigerator right now:

Pea shoots

Best place I've traveled: Ireland and Paris—it's a tie!

Where you'll find me on a Saturday morning:

Exploring DC on foot, keeping an eye out for good ice cream

YOUTH POLICY SUMMIT™ (YPS)

Transforming Students into Leaders



At the intersection of Keystone's policy and education work is our signature Youth Policy Summit program. This

program takes the policy issues we work on, melds them with our cutting-edge education, mediation, and consensus-building techniques, and teaches high school students what it actually takes for citizens and leaders to craft enduring public policy recommendations.

Students begin by performing independent classroom research on a particular aspect (political, economic, environmental, etc.) of a tough public policy issue as well as the interests of diverse stakeholders.

At the Summit, students convene to present their findings to raise their collective knowledge. They interact with a panel of professional experts from government, industry, academia, and advocacy groups, and Keystone staff teach the students basic mediation, leadership, problem-solving, and negotiation skills. For the next week, students assume the roles of real-life stakeholders in a mock policy dialogue in which students are challenged to develop consensus recommendations on their issue while using their collective research to analyze and negotiate sustainable policies.

The Summit culminates with a presentation of their policy recommendations to government and community leaders. The result for students is a true appreciation for and understanding of how effective policy is created, and with this knowledge, the students are encouraged to take on leadership roles and encourage civic engagement in their communities.

After five years of successful programs based at our headquarters in Keystone, YPS expanded its reach in 2009 by piloting three new program models: regional, university-level, and local. This allowed Keystone to engage new partners, increase the diversity of student populations served by the program, and better tailor the YPS model to suit the needs of our participants and partners.

As our impact increases, we've also implemented systematic evaluation tools to inform future improvements and refinements and will release our first comprehensive report on YPS outcomes in early 2011.





The Spirit of Keystone Award

George Stephanopoulos, Chief Washington Correspondent
ABC News

Presented by

Shelby Coffey III, The Freedom Forum

Leadership in the Environment Award

David Rockefeller, Jr., President and Founder
Sailors for the Sea

Presented by

Roger Kennedy, Harvard University

Leadership in Education Award

Beverly L. Hall, Superintendent
Atlanta Public Schools

Presented by

Roy Barnes, Former Governor of Georgia

Leadership in Industry Award

Hugh Grant, Chairman, President and CEO
Monsanto

Presented by

Carter Roberts, World Wildlife Fund

Leadership in Government Award

The Honorable Mark Udall, United States Senate

Presented by

Zach Wamp, United States House of Representatives

SIXTEENTH ANNUAL KEYSTONE LEADERSHIP AWARDS

Honoring Leadership at The Center

Since 1994, we've honored leaders in all areas of our work for their vision and ability to work with multiple stakeholders to advance public policy and achieve concrete results.

Our 2009 event was emceed by Shelby Coffey III, senior fellow of the Freedom Forum, and attended by more than 350 representatives from the private sector, NGOs, and federal government.



Consolidated Statement of Financial Position
As of December 31, 2009

Financials

	2009	2008
Assets		
Cash and cash equivalents	\$665,542	\$915,228
Contracts and grants receivable	750,276	691,313
Inventory	9,973	7,928
Prepaid expenses and other assets	59,699	66,869
Property and equipment, net	3,649,702	3,337,747
Investments	57,193	45,118
Total assets	\$5,192,385	\$5,064,203
Liabilities		
Accounts payable	\$243,076	\$312,579
Accrued liabilities	154,966	84,916
Deferred revenue	53,057	22,949
Deferred compensation payable	-	15,000
Mortgage payable	1,788,090	1,833,226
Total liabilities	\$2,239,189	\$2,268,670
Net assets		
Unrestricted	\$2,126,509	\$1,699,557
Temporarily restricted	774,687	1,043,976
Permanently restricted	52,000	52,000
Total net assets	\$2,953,196	\$2,795,533
Total liabilities and net assets	\$5,192,385	\$5,064,203

Consolidated Statement of Activities
As of December 31, 2009

	2009				2008
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Revenue					
Program revenue	\$4,038,131	\$ -	\$ -	\$ 4,038,131	\$ 3,825,697
Contributions	104,875	3,081,811	-	3,186,686	4,234,201
Special events	364,950	-	-	364,950	
Cost of direct benefit to donor	(105,228)	-	-	(105,228)	
Net special events	259,722	-	-	259,722	
Net investment return	-	12,075	-	12,075	(13,045)
Other income	3,047	-	-	3,047	3,094
Released from restrictions	3,106,760	(3,106,760)		-	-
Total revenue	7,512,535	(12,874)	-	7,499,661	8,049,947
Expenses					
Program services	5,879,038	-	-	5,879,038	6,542,501
Management and general	685,064	-	-	685,064	719,719
Fundraising	521,481	-	-	521,481	627,554
Total expenses	7,085,583	-	-	7,085,583	7,889,774
Change in net assets (before return of contribution)	426,952	(12,874)	-	414,078	160,173
Return of contribution	-	(256,415)	-	(256,415)	
Total change in net assets	426,952	(269,289)	-	157,663	160,173
Net assets—beginning of year	1,699,557	1,043,976	52,000	2,795,533	2,635,360
Net assets—end of year	\$2,126,509	\$774,687	\$52,000	\$2,953,196	\$2,795,533

Thank you!

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\$25,000 - \$49,999

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Up to \$25,000

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