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INTRODUCTION

Founded in 1975, The Keystone Center (TKC) is a non-profit 501(c)(3) organization whose mission is to develop solutions to societal issues through the innovative use of deliberative frameworks, inclusive processes, and analytical scientific information.

In our 28-year history, we have garnered an international reputation of excellence for developing smart public policy that has lasting impact, and for building solid foundations for future leadership through creative approaches to education.

The Keystone Center accomplishes its goals through three outstanding programs:

The Center for Science and Public Policy uses scientific reasoning, analytical frameworks, and alternative dispute resolution techniques to lead decision-makers in crafting solutions and developing sound policies.

Keystone Science School strives to help students develop an understanding and respect for science, the environment, self and others by using scientific frameworks, inquiry, and interdisciplinary academic instruction as tools in informed decision-making.

The Center for Professional Education and Leadership guides educators and leaders through the balance of scientific and analytical information and interests as they seek to resolve issues at the nexus of sustainable development.

The Keystone Center is headquartered in Keystone, Colorado, with an office in Washington, DC.
Dear Friend of The Keystone Center:

This report highlights the achievements of The Keystone Center for 2003. Notably, significant progress was attained programmatically, strategically, and in the leadership of the institution.

Programmatically, we saw a critical strengthening in each of our key areas, which you can read about in this report, and an important linking between the public policy, science education, and leadership development programs.

A strategy and goal-setting process was initiated in 2003, slated to culminate in 2004, with a plan forward that allows the organizations to continue its progress attaining financial and fundraising goals while increasing the organization’s impact and important work.

Critical to any progress is strong staff leadership. During 2003, the Board was pleased to appoint the three-person senior management team of Peter Adler, Christine Scanlan, and Sarah Stokes to lead the staff and program divisions. Each is experienced and incredibly dedicated to Keystone’s mission, and “The Troika”, as they are affectionately known, operate as a team and are jointly accountable for specific established goals.

At the same time, Peter Adler also holds the title as President of The Keystone Center and is working hard with his colleagues to further the organization’s programmatic and mission-related goals. Dr. Adler brings 30 years of experience as one of this country’s top mediators and as a founder of the conflict resolution field to his work with The Center. He is working hard with his colleagues to further the organization’s programmatic and mission-related goals. Dr. Adler brings 30 years of experience as one of this country’s top mediators and as a founder of the conflict resolution field to his work with The Center.

Keystone’s Board of Trustees possesses an exceptional level of commitment and expertise that continues to get stronger and is invaluable to the organization’s success. As a Board, we are making progress toward our goals as a diverse and balanced governing body that adequately represents all our constituencies and supports the work of The Keystone Center. We are fortunate to have such a quality team in place.

Keystone’s Board of Trustees possesses an exceptional level of commitment and expertise that continues to get stronger and is invaluable to the organization’s success. As a Board, we are making progress toward our goals as a diverse and balanced governing body that adequately represents all our constituencies and supports the work of The Keystone Center. We can’t say enough about this Board and what they contribute to The Center.

At year end, The Center’s staff and Board of Trustees united in a joint effort to redefine The Center’s future. This effort will complement the other strategy work underway, ensuring that The Center is as vital and relevant to society for the next thirty years as it has been in the previous thirty.

My sincere thanks to The Keystone Center’s staff, Board, program participants, and financial supporters. The success of 2003 is a credit to your continuing commitment and support.

Nicholas L. Reding
Chairman of the Board, 2003
Center for SCIENCE AND PUBLIC POLICY

The Center for Science and Public Policy (CSPP) specializes in smart policy outcomes that are enabled by expert science, careful convening, and skilled process. CSPP enables leaders from governmental, non-governmental, industrial, and academic organizations to find productive solutions to controversial and complex public policy issues. The Center’s focus is always on collaboration and creating cooperative solutions that promote widespread political stability. The result? Implementable actions, new partnerships, and reduced conflict. Regardless of the issue, The Center personifies analytically viable, democratically achieved decisions that address controversial matters.

KEY PROJECTS IN 2003

Carbon Sequestration. New technologies that can trap greenhouse gases before they harm the atmosphere are in their infancy. Particularly promising are geological processes that may result in sequestering gas in coal deposits and rock formations. Working closely with the Department of Energy and other national research institutions, CSPP has been developing risk-management and stakeholder engagement strategies that will be used as research efforts move off the drawing board and into actual on-the-ground projects.

Micronutrient Malnutrition and Food Fortification in Asia. CSPP completed a multi-year project involving six of the world’s most populous countries. Three-fourths of the people suffering from micronutrient malnutrition reside in Asia. Micronutrient malnutrition, including Vitamin A, D, and iron deficiencies, has been called “The Hidden Hunger.” These deficiencies are easily prevented, but require coordinated political, economic, and social strategies. The Asian Development Bank commissioned The Keystone Center to develop consensus strategies for private sector investment in China, India, Indonesia, Pakistan, Thailand, and Vietnam. The project concluded in 2003.

Bio-Safety Laboratories. Bio-safety labs (BSLs) are being sited around the U.S. to help conduct research and provide early detection and defense for diseases. Bio-safety labs are rated 1 through 4 to indicate the danger of materials and levels of protection involved, 1 being the least dangerous, 4 being the most. The Keystone Center helped Argonne National Laboratory develop a stakeholder and community participation plan for its proposed BSL-3 facility.

Chemical Weapons Removal. The National Dialogue on Assembled Chemical Weapons Assessment is a Congressionally-mandated effort facilitated by Keystone that is aimed at identifying at least two alternatives to the baseline incineration process for the demilitarization of assembled chemical weapons. It is designed to identify the best science and safest techniques available while incorporating the concerns of the communities and navigating the political realities of this hotly debated topic. Due to the success of this effort, several government and independent studies have recommended that the U.S. Department of Defense use Keystone’s processes more broadly in its policy-making.

SPACE SCIENCE. National Aeronautical and Space Administration (NASA) has plans on its books for a decade of new space exploration missions aimed at the scientific study of Mars. The Keystone Center is assisting NASA in (a) the design and implementation of public participation processes that will bring citizens and scientists into conversation about the risks, rewards, and knowledge-gain of its Mars missions; (b) a project involving the return of rock samples to earth; and (c) NASA nuclear research and development program for use on future deep space missions.

CSPP is involved in many other projects as well, ranging from the cleanup of the Snake River in Colorado to the mediation of waste in the electronics industry and the creation of community Stakeholder Advisory Boards for private and public sector organizations. Through these processes, and more than a dozen other on-going public policy projects, the Center for Science and Public Policy is helping leaders in the public, private, and civic sectors achieve:

– Outcomes that are technically sound and politically feasible
– Solutions that are inclusive and that intentionally involve those citizens who are most affected
– Policy products that turn adversaries into partners in pursuit of common goals
– Policy solutions that can be – and are – implemented
– Solutions that have mechanisms built in to address future conflicts
Keystone Science School (KSS) strives to inspire respect for science, the environment, self, and others using scientific frameworks, inquiry, and interdisciplinary academic instruction in the natural world. It accomplishes this aim through a variety of programs for students and adults.

**SCHOOL GROUPS PROGRAMS**

Keystone Science School provides science-based residential field camps and hosts school groups through Classroom Access to Science Education (CASE), which serves students from grades 2 through 12 from schools throughout Colorado and the United States.

**CLASSROOM ACCESS TO SCIENCE EDUCATION (CASE)**

This program engages students in field-based lessons that provide an understanding of scientific processes and decision-making. Keystone Science School strives to ensure that its programs complement classroom curriculum and standards-based education while utilizing the outdoor laboratory around its residential campus and in the surrounding national forest.

During 2003, the CASE program served approximately 80 schools with a total of 3,000 students from a broad spectrum of private and public schools. A typical CASE program experience consists of 30 students (with 5 instructors) in a 3 day/2 night program that includes a variety of hands-on outdoor small-group lessons, observations, and explorations. Teachers are encouraged to incorporate these lessons and activities as long-term curricula throughout the school year.

Rural and Urban Schools Initiative. KSS has successfully implemented the Colorado Urban and Rural Schools Initiative, which utilizes foundation funding to bring disadvantaged students from rural and urban schools to participate in the CASE program. During the 2003-2004 school year, approximately 160 5th - 8th graders from schools in three Colorado counties will participate in a 3 day/2 night residential field experience.

Third Grade Partnership. KSS is currently working with Keystone Resort in Colorado to provide funding and transportation for every third grade student in Summit School District to participate in a one-day field experience on the Keystone Science School campus. Curriculum for this program is being developed in partnership with Summit County third grade teachers, with funding from Target Stores.

**SUMMER YOUTH PROGRAMS**

**Discovery Camp** is a seven- or eleven-day residential science education camp for youth ages 9 to 14. During their exploration of the natural world, campers learn respect for science, the environment, and self. Activities include an overnight camping trip, educational day hikes, fun evening programs, an all-day challenge hike, and whitewater rafting.

**The Counselor Assistant Program** is a teen leadership program for 15-17 year olds that operates in conjunction with the Discovery Camp program.

Keystone Science School strives to inspire respect for science, the environment, self, and others using scientific frameworks, inquiry, and interdisciplinary academic instruction in the natural world.

**Keystone Science Adventures** is for teens 13 to 17 who want to experience a backpacking program that fosters interest in the natural world, promotes scientific inquiry, teaches safe, low-impact backcountry techniques, and enhances communication and teamwork.

**COMMUNITY OUTREACH PROGRAMS**

**Adult Educational Day Hikes**

KSS staff used the KSS mission and CASE program frameworks to develop and provide a one-day experience for adult learners in an educational setting. Topics for the program included:

- Animal tracks and signs
- Plant and animal adaptations to winter
- Discussion of surrounding terrain as it relates to safe winter travel
- Observation of evidence of avalanches
- Participation in snowpack analysis, including crystal types and their formation, snowpack layers, and avalanche tests

This adult snowshoe program will run concurrently with an existing school groups session in 2004, enabling the School to provide a quality experience to both programs while maximizing the campus facilities. KSS is considering the development of a variety of year-round course offerings including specialized hikes, cross country skiing, and snowshoe treks.

**Nature Series.** A series of presentations will be offered to the local community to increase understanding of science in the natural world. Presentations will include evening classes or lectures from guest speakers and half-and full-day programs on the weekends.

**Keystone Resort Guest Programs.** Currently KSS is working with Keystone Resort’s Adventure Passport program to develop an offering of Saturday activities throughout the summer of 2004, including a morning naturalist hike, an evening activity or evening class, cross country skiing, and snowshoe treks.

**Keystone Center Policy Summit.** Developed during 2002 and 2003, the Policy Summit will take place in June 2004 as a pilot program. The National Consortium for Specialized Secondary Schools of Mathematics, Science, and Technology (NCSSMST) and The Keystone Center have partnered to involve Consortium schools in an exciting collaborative research project. The Keystone Center Policy Summit: The Summit will bring 40 students and 14 teachers from 10 schools together to reach a goal requiring work in environmental science, research, and consensus-building. Each year, this program will choose a different cutting-edge topic that is relevant to students’ future quality of life. Throughout the school year, students will research their topic in preparation for the week-long program at KSS. The goal of the 2004...
Policy Summit is to develop a national transportation policy position based on the use of sustainable energy.

Since its inception in 1976, Keystone Science School has become an important community asset to Summit County and has gained a regional and national reputation for excellence in science education. As the School continues to develop its long-term plan, it will focus on solidifying additional community support for the institution. To that end, a Community Advisory Committee was formed in June 2003 to engage community members in an on-going dialogue around issues important to the School’s strategic direction, growth, and vision and to assist with fundraising. The School continues to broaden its networks of foundation funding and individual donors, as well as develop other creative fundraising efforts such as local special events.

The Center for Professional Education and Leadership (PEL) provides educational resources that inspire positive action, improve community engagement, and equip participants with tools and skills to approach complex problems with broader perspectives. PEL’s products and services include training programs, curriculum, and consulting. All programs are non-biased and allow participants, through their own direct experience, to draw their own conclusions using the best information available.

TEACHER TRAINING AND CURRICULUM DEVELOPMENT

Key Issues, Bringing Environmental Issues to the Classroom, and Key Issues II, Bringing Sustainability to the Community, continue to educate 200 teachers a year in how to teach environmental and community issues in an interdisciplinary, non-biased framework. These programs are made possible through the support of 40 corporations and foundations which sponsor teachers’ participation.

2003 marked a significant increase in PEL’s work in developing issues-specific curricula that help present and future generations approach environmental and scientific dilemmas and social disagreements creatively and proactively. Through the lessons developed in these curricula, students will be equipped with deliberative frameworks, decision-making processes, analytical information, and critical-thinking skills to navigate tough problems and develop solutions. Below are some examples of Keystone-developed curriculum:

**Talkin’ Trash with ABCs (Aluminum Beverage Cans)**

Through support from the Can Manufacturer’s Institute, PEL designed a new curriculum for middle level students that embeds the concepts of environmental education in the investigation of aluminum beverage can recycling. Why is aluminum beverage can recycling important? The aluminum beverage can is one of the most recycled and recyclable beverage container. By studying the lifecycle of the aluminum beverage can, students will experience the complexity of issues challenging industry, government, and consumers as they balance environmental concerns, economic factors, and social considerations. It is critical that students learn how to assess these aspects to make sound consumer choices and sound decisions as our future leaders.

**Global Climate Change**

Global climate change is an immensely complex issue. There are differences of opinion regarding many aspects of the issue including scientific finding, problem definition and solutions development. The Global Climate Change Curriculum Module was developed to introduce teachers and their students to topic of climate change and to provide new ways of thinking about the problem and potential solutions. The curriculum is designed around the concept of the classic challenge to first develop an understanding of climate change, the factors contributing to it, and then devise potential solutions. The class is further challenged to work both independently and together to develop an acceptable plan of action. It is a multi-disci-
The Keystone Center  
CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
DECEMBER 31, 2003

<table>
<thead>
<tr>
<th>Assets</th>
<th>Temporarily Permanently</th>
<th>2002 Total</th>
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<tbody>
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<td></td>
<td>Unrestricted Restricted Permanent Restricted Total</td>
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<tr>
<td>Current Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>22,833</td>
<td>279</td>
</tr>
<tr>
<td>Receivables, net</td>
<td>444,973</td>
<td>-</td>
</tr>
<tr>
<td>Science School Store inventory</td>
<td>11,258</td>
<td>-</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>56,269</td>
<td>-</td>
</tr>
<tr>
<td>Due from (to) other category</td>
<td>484,989</td>
<td>482,988</td>
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<tr>
<td>Total Current Assets</td>
<td>50,344</td>
<td>483,208</td>
</tr>
<tr>
<td>Property and Equipment, net</td>
<td>3,759,840</td>
<td>-</td>
</tr>
<tr>
<td>Other Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments – Non-current</td>
<td>131,204</td>
<td>-</td>
</tr>
<tr>
<td>Deposits and other</td>
<td>18,171</td>
<td>-</td>
</tr>
<tr>
<td>Total Other Assets</td>
<td>149,375</td>
<td>-</td>
</tr>
<tr>
<td>Total Assets</td>
<td>3,959,559</td>
<td>483,208</td>
</tr>
</tbody>
</table>

Liabilities:

| Liabilities: | | | | |
| Current Liabilities: | | | | |
| Accounts payable | 224,378 | - | - | 224,378 | 194,422 |
| Accrued liabilities | 57,888 | - | - | 57,888 | 172,969 |
| Deferred revenue | 56,210 | - | - | 56,210 | 112,032 |
| Severance obligation – Current | 213,000 | - | - | 213,000 | - |
| Loans payable – Current | 1,527,458 | - | - | 1,527,458 | 1,807,253 |
| Total Current Liabilities | 2,864,846 | - | - | 2,864,846 | 2,864,846 |
| Long-Term Liabilities: | | | | |
| Severance obligation, net of current portion | 65,685 | - | - | 65,685 | - |
| Long-term debt, net of current portion | 800,478 | - | - | 800,478 | 847,528 |
| Total Long-Term Liabilities | 866,163 | - | - | 866,163 | 847,528 |
| Other Liabilities: | | | | |
| Deferred compensation payable | 131,212 | - | - | 131,212 | 153,267 |
| Total Other Liabilities | 131,212 | - | - | 131,212 | 153,267 |
| Total Liabilities | 3,056,507 | - | - | 3,056,507 | 3,287,471 |

Net Assets:

| Net Assets: | | | | |
| Accounts payable | 224,378 | 279 | 50,000 | 73,052 | 55,414 |
| Receivables, net | 444,973 | 444,973 | 484,416 |
| Science School Store inventory | 11,258 | 11,258 | 9,684 |
| Prepaid expenses | 56,269 | 56,269 | 27,902 |
| Due from (to) other category | 484,989 | 482,988 | 2,000 | - | - |
| Total Current Assets | 50,344 | 483,208 | 52,000 | 585,552 | 741,513 |
| Property and Equipment, net | 3,759,840 | 3,759,840 | 3,895,773 |
| Other Assets: | | | | |
| Investments – Non-current | 131,204 | 131,204 | 153,267 |
| Deposits and other | 18,171 | 18,171 | 13,924 |
| Total Other Assets | 149,375 | 149,375 | 167,191 |
| Total Assets | 3,959,559 | 483,208 | 52,000 | 4,494,767 | 4,804,477 |

| Net Assets: | | | | |
| Accounts payable | 224,378 | 279 | 50,000 | 73,052 | 55,414 |
| Receivables, net | 444,973 | 444,973 | 484,416 |
| Science School Store inventory | 11,258 | 11,258 | 9,684 |
| Prepaid expenses | 56,269 | 56,269 | 27,902 |
| Due from (to) other category | 484,989 | 482,988 | 2,000 | - | - |
| Total Current Assets | 50,344 | 483,208 | 52,000 | 585,552 | 741,513 |
| Property and Equipment, net | 3,759,840 | 3,759,840 | 3,895,773 |
| Other Assets: | | | | |
| Investments – Non-current | 131,204 | 131,204 | 153,267 |
| Deposits and other | 18,171 | 18,171 | 13,924 |
| Total Other Assets | 149,375 | 149,375 | 167,191 |
| Total Assets | 3,959,559 | 483,208 | 52,000 | 4,494,767 | 4,804,477 |
# The Keystone Center

## STAFF

### Administration
- **Julia Arbaugh** - Accounting Assistant
- **Robyn Brewer** - Communications Manager
- **Katy Geoghegan** - Director of Development
- **Tamara Moses** - Director of Human Resources and Operations
- **Amy Wiedes** - Controller
- **Sue Wilcox** - Contracts Manager

### Center for Science and Public Policy
- **Jannese Brewer** - Senior Associate, Environment Program
- **Kruti Parker Celico** - Senior Associate
- **Stephanie Cheval** - Senior Project Support Coordinator
- **Mary Davis Hamlin** - Senior Associate

### Keystone Science School
- **Denise Barlock Levy** - Project Support/DC Office Coordinator
- **Jeremy Krasnow** - Energy Associate
- **Helen Littrell** - Project Support Coordinator
- **Catherine Norris** - Senior Associate, Energy Program
- **Juddi O'Brien** - Senior Associate and Director, Keystone Energy Board
- **Brad Sperber** - Senior Associate, Health Program
- **Rebecca Turner** - Associate
- **Brooke Carsons** - Director, Teacher Training
- **Rachel Pokrandt** - Associate, Teacher Training
- **Ellen Reid** - Associate, Teacher Training
- **Dan Schroeder** - Assistant Director, Teacher Training
- **Andrew Spencer** - Associate, Public, Solar Programs

### Field Instructors
- **Drew Beckwith**
- **Alicia Crichton**
- **Kristie Sharpless**

### Center for Professional Education and Leadership
- **Brooke Carson** - Director, Teacher Training
- **Rachel Pokrandt** - Associate, Teacher Training
- **Ellen Reid** - Associate, Teacher Training
- **Dan Schroeder** - Assistant Director, Teacher Training

### Keystone Science School
- **Kendall Brown** - Campus Registrar
- **Andrew Spencer** - Associate, Public, Solar Programs
- **Melissa Rae Brothers** - Campus Registrar

## Full List of Clients, Participants & Project Funders

- **Adele M. Thomas Charitable Foundation**
- **Agency for Toxic Substances and Disease Registry**
- **AIDS Treatment Data Network**
- **Alion Laboratories, Inc.**
- **Alsea, Inc.**
- **Alasat/British Islands Association, Inc.**
- **Altria Group, Inc.**
- **American Academy of Family Physicians**
- **American Association of Retired Persons**
- **American Chemistry Council**
- **American Electric Power**
- **Amorcan Farm Bureau**
- **American Gas Association**
- **American Nurses Association**
- **American Transmission Company**
- **American Wind Energy Association**
- **Asian Development Bank**
- **Bearing Sea Fisherman's Association**
- **Bill and Melinda Gates Foundation**
- **Boise Cascade Corporation**
- **BP**
- ** Camposgop Company**
- **Cantor Fitzgerald**
- **Coffman's Beef Association**
- **Center for Bioethics at the University of Pennsylvania**
- **Center for Public Environmental Oversight**
- **CH2M HILL**
- **Charles River Associates**
- **Chemical Weapons Working Group**
- **ChevronTexaco Corporation**
- **CINergy Corporation**
- **Citizens for Environmental Justice, Inc.**
- **City of Chicago Department of Environment**
- **Clean Air Task Force**
- **CMS Energy**
- **Colorado Department of Public Health and Environment**
- **Columbia River Interbasin Fish Commission**
- **Consolidated Natural Gas**
- **Comstock, Inc.**
- **DuPont**
- **Dynegy, Inc.**
- **Earth Tech**
- **Eastern Kodak Company**
- **Edison Electric Institute**
- **Electric Power Supply Association**
- **Energy Research Foundation**
- **Entergy Services, Inc.**
- **Environmental Defensor**
- **ExxonMobil Corporation**
- **Friends of the Earth**
- **Global Technology Institute**
- **General Electric Company**
- **General Motors Corporation**
- **Global Green USA**
- **Goldman Sachs & Company**
- **Green Strategies**
- **Griswold Environmental Protection Agency**
- **International Paper**
- **International Senior Desert Alliance**
- **International Transmission Company**
- **International Natural Gas Association of America**
- **Jet Propulsion Laboratory**
- **JP Energy Strategies**
- **Kellogg Company**
- **Land O' Lakes**
- **Lechينedco Martin Corporation**
- **Massachusetts Department of Environmental Protection**
- **MBIA Insurance Corporation**
- **Murch Research Laboratories**
- **National Aeronautics and Space Administration**
- **National Association of Attorney General**
- **National Association of Regulatory Utility Commissioners**
- **National Association of State Utility Consumer Advocates**
- **National Black Women's Health Project**
- **National Community Pharmacists Association**
- **National Consumer League**
- **National Local Government Federation**
- **National Wildlife Federation**
- **National Women's Health Network**
- **Natource, LLC**
- **Natural Resources Defense Council**
- **Netfix, Inc.**
- **New Energy Capital**
- **Nixie Paris North**
- **North American Electric Reliability Council**
- **Northwestern Colorado Council of Governments**
- **Ogden-Latrobe Nation**
- **Ohio Environmental Council**
- **Oil, Chemical and Atomic Workers International Union**
- **Pacific Gas & Electric Company**
- **Partnership for Climate Action**
- **Environmental Defense**
- **Peabody Energy**
- **Pennsylvania Office of Consumer Advocate**
- **Pennsylvania Public Utility Commission**
- **Pharmacological Research and Manufacturing of America**
- **Physicians for Social Responsibility**
- **PJM Interconnection**
- **PSEG**
- **Ri Tei London Limited**
- **Rural Alliance for Military Accountability**
- **Smart Institute**
- **Shell Oil Company**
- **Sierra Club**
- **Skokum, Arnis, Siler, Meagher & Thom**
- **Smith Richardson Foundations**
- **Society for the Advancement of Women's Health Research**
- **Southwest Network for Environmental and Economic Justice**
- **Stollery and Worcester, LP**
- **Swansea Consulting**
- **Tennessee Valley Authority**
- **The Coca-Cola Company**
- **The Downham Company**
- **The Electric Consumers Resource Council**
- **The Energy Foundation**
- **The H. John Heinz II Center for Science and Technology Education**
- **The Laura Jane Musser Fund**
- **The Pecker & Gabrielle Company**
- **The Turner Foundation**
- **The Wilderness Society**
- **The William and Flora Hewlett Foundations**
- **Toyota and TransElect, Inc.**
- **U.S. Air Force**
- **U.S. Army**
- **U.S. Army Corps of Engineers**
- **U.S. Bureau of Land Management**
- **U.S. Centers for Disease Control and Prevention**
- **U.S. Department of Agriculture**
- **U.S. Department of Commerce**
- **U.S. Department of Energy**
- **U.S. Department of the Army**
- **U.S. Interior Department**
- **U.S. National Park Service**
- **U.S. Postal Service**
- **U.S. Army Corps of Engineers**
- **U.S. Department of Transportation**
- **U.S. Environmental Protection Agency**
- **U.S. Fish and Wildlife Service**
- **U.S. Food and Drug Administration**
- **U.S. House of Representatives**
- **U.S. Marine Corps**
- **U.S. National Park Service**
- **U.S. Senate**
- **UNICEF**
- **Union of Concerned Scientists**
- **United Nations Department of Humanitarian Affairs**
- **University of Maryland**
- **University of Missouri**
- **Urban Land Institute**
- **Van Ness Feldman, P.C.**
- **Washington Department of Ecology**
- **Washington Utilities and Transportation Commission**
- **Wisconsin Governor's Association**
- **Wisconsin Electric Power**
- **Wisconsin Energy**
- **World Resources Institute**
- **Xcel Energy**
- **Yakima Valley Foundation**