



KEYSTONE  
POLICY CENTER



# Catalysts

for Collaboration

2020 ANNUAL REPORT



# about

For more than 40 years, Keystone Policy Center has been a catalyst empowering leaders to rise above entrenched positions to reach common higher ground. From health to agriculture and energy to education, Keystone has shaped public policy debates at the local, state, and national levels. Keystone's exceptional combination of experience and expertise has led to groundbreaking progress when all other efforts have failed. By objectively analyzing and advising on issues, identifying key leaders and decision-makers, and using the framework of a focused collaborative approach, Keystone has helped leaders craft public policy solutions with significant, lasting impact. Keystone's unique strategy provides a blueprint for policymakers and leaders to address today's most pressing and vexing policy issues with shared, action-oriented solutions.



# services

## COALITIONS & COLLABORATIVES

Keystone thoughtfully manages multi-stakeholder coalitions that bring together key thought leaders, decision-makers, and influencers who forge alliances, make decisions, resolve conflicts, and change the trajectory of challenging issues. Keystone utilizes a diverse array of tools customized to each group's needs to help them develop practical, shared solutions that meet mutually agreed upon goals.

## PUBLIC ENGAGEMENT & OUTREACH

Collective action requires meeting people where they are. As such, Keystone designs and executes public meetings on every scale – from small focus groups to state and regional outreach – to gather input, share information, and inform public policy decisions. Keystone gives members of the community an active voice in a policy discussion that will often have the most direct impact on them.

## SITUATION ASSESSMENTS

Keystone designs and conducts qualitative research – e.g., through interviews, focus groups, and analysis – to identify key stakeholders on a pressing issue, assess the specific opportunities for collaborative problem-solving, and determine any challenges in pursuing joint solutions.

## POLICY DEVELOPMENT & STRATEGIC PLANNING

Keystone works with organizations and their constituents to assess the current policy landscape and thoughtfully craft custom roadmaps to achieve progress. Keystone helps stakeholders undertake strategic planning and partnership assessments, conduct internal analyses, offer recommendations to achieve strategic goals, and develop dedicated plans to reach those goals.

## LEADERSHIP & CAPACITY BUILDING

Keystone's customized workshops and other learning experiences help institutions and individuals build skills for effective decision-making that leads to sustainable outcomes within and beyond their organizations. We work across a range of sectors, disciplines, and geographies to provide public-facing organizations (agencies, corporations, schools, etc.) with strategies, techniques, and tools for identifying and engaging stakeholders in mutually beneficial ways.



## from THE PRESIDENT AND CEO

For more than four decades, Keystone Policy Center has worked to spark and sustain discussions on how we can achieve collaborative and lasting solutions to big problems. But this has been an unprecedented year that required out-of-the-box thinking and quick adaptation to address today's challenges.

COVID-19 required a halt to most in-person convenings, a critical component of Keystone's approach to collaborative impact. However, we quickly pivoted by adopting virtual and hybrid meeting models allowing us to continue creating dynamic and impactful advances in energy, agriculture, education, emerging genetic technologies, public lands, natural resources and the environment, and among American Indian/Alaska Native communities. With this new approach, we spearheaded a diverse coalition of education leaders to develop new strategies that provide robust support for teachers and reimagine instructional delivery in a new era. We also built on our long-standing partnerships with tribal leaders to secure food delivery, develop strategies to increase broadband access, and safeguard voting access for tribal communities.

We utilized these new meeting platforms to also launch our Key Conversations series – featuring some of the nation's top policy leaders – and an ongoing webinar discussion series with our Keystone Energy Board highlighting diversity, equity, and inclusion. And we continue to be called upon to leverage our 15-year experience developing pandemic and emergency response strategies with government agencies and other stakeholders.

We accomplished so much throughout 2020 in the face of unprecedented challenges thanks to our team at Keystone, our talented Board of Trustees and Energy Board, and our generous supporters. This year has reaffirmed our mission that lasting solutions to complex problems are created through collaborative, inclusive, and bipartisan decision-making – even when people cannot meet in person. Thank you for everything you do to ensure we can continue to inspire leaders to reach common higher ground.



# projects

## American Indian/ Alaska Native

American Indian Tribes were already navigating stressed systems – from education to infrastructure to health care – that were only exacerbated by the COVID-19 pandemic. Keystone Policy Center turned to our longstanding partnerships with tribal leaders in Colorado in 2020 to lead a pandemic response effort that centered on food security, expanding broadband access, expanding mental health care support, and securing voting access. Keystone helped Ute Mountain Ute and Southern Ute Tribal leaders create a food delivery system, turning the Ute Mountain Casino into a food distribution hub to sort food donations that were delivered to 675 homes. Keystone also worked with tribal and state leaders to identify solutions for expanding broadband access as well as mental health support, two critical services in high demand in 2020.



# projects

## Next 100 Colorado

Next 100 Colorado, a coalition facilitated by Keystone Policy Center dedicated to establishing a more just and inclusive parks and public lands system in Colorado, launched two impactful initiatives in 2020. In February, Next 100 Colorado unveiled “Something Yet Higher,” a new exhibit at the American Mountaineering Museum celebrating the life and accomplishments of mountaineering pioneer Charles Crenshaw. Crenshaw was the first Black American to summit Denali (then called Mount McKinley) on July 9, 1964.

Next 100 Colorado also launched a mentorship program, a six-month curriculum aimed at uplifting and connecting BIPOC leaders with a demonstrated commitment to a career in the outdoors. The program connected Colorado’s emerging and seasoned leaders of color through a series of partnerships, network formation, and leadership building. The mentorship program was such a success, even with virtual meeting requirements, that a second iteration will be conducted in 2021.



# projects

## Education

As state and local education leaders appropriately focused on meeting the immediate needs of students and educators during the abrupt shift to remote instruction due to the COVID 19 pandemic, several educators and leaders expressed the desire to begin a parallel effort looking at the future of education in Colorado. In July, Keystone partnered with the Public Education & Business Coalition (PEBC) to form the Education System Resiliency and Innovation Initiative (ESRII), a broad coalition and research initiative focused on strengthening the teacher workforce, improving educator supports for teacher practice and instructional delivery, and identifying additional systemic shifts that could benefit from learnings and analysis of the current disruption. More than 80 Colorado education stakeholders met virtually throughout 2020 and implemented pilot programs building off their discussions in the Fall. ESRII will report its full set of recommendations based on its meetings and pilots in early 2021.



# projects

## Decarbonization Dialogue

The climate crisis presents significant risks for both American families and the economy as a whole. To meet these risks head on, Keystone partnered with Great Plains Institute to convene leaders from the power, transportation, and agriculture sectors to develop comprehensive policy recommendations to phase out carbon emissions throughout the economy. The project, known as the Decarbonization Dialogue, brings stakeholders with diverse interests together to shape and evaluate proposals that would have bipartisan, cross-sectoral support, priming them to be advanced by lawmakers in Congress. The Decarbonization Dialogue anticipates releasing its recommendations early 2021.





Clinton Vince, Dentons



Arshad Mansoor



Paula Gold-Williams



Ron Nirenberg



Secretary Ernest Moniz

# projects

## Key Conversations

Even in the era of COVID-19, Keystone continued to thoughtfully manage multi-stakeholder events that bring together key thought leaders, decision-makers, and influencers who forge alliances, make decisions, resolve conflicts, or simply gather for diverse and informative dialogue on complex issues. Keystone accomplishes this through a diverse and well-informed network of policy-makers, current and former elected officials, and other key policy influencers that provide us with the latest insight on issues impacting the world. In 2020, Keystone utilized virtual webinar platforms to launch the Key Conversations series to share that insight with our audience, partners, and general public. Hundreds of participants joined Keystone for discussions on climate change policy, the relationship of law enforcement and communities of color, U.S.-Middle East policy, and decarbonization.



# projects

## Emerging Genetic Technologies

CRISPRcon is a unique forum bringing diverse voices together to discuss the future of CRISPR and related gene editing technologies across applications in agriculture, health, conservation, and more. Keystone launched the first ever all-virtual CRISPRcon in Fall 2020 with a series of discussions over two months exploring gene editing's role in COVID-19 testing and treatment, racial disparities and inequities, strategies to address climate change, and other pressing issues. More than 1,500 participants registered from across the globe to watch CRISPRcon Virtual live and to hear from stakeholders and experts on issues related to gene editing and its impact.

Keystone also partnered with Iowa State University and the State University of New York College of Environment Science and Forestry for a conference aimed at understanding public concerns, values, and trust issues regarding gene editing in agriculture and food. The conference, made possible through funding by the USDA National Institute of Food and Agriculture, presented research and insights from social scientists and other scholars regarding social concerns and public engagement on gene editing in agriculture and food. It explored the inter-relationship of governance and engagement, identifying key considerations, responsibilities, and opportunities.



# Keystone Leadership awards

Since 1994, the Keystone Policy Center has proudly honored exemplary leaders and decision-makers who embody Keystone's mission in action. Honorees are selected for their leadership, vision, outstanding problem-solving skills, and efforts to seek collaborative solutions to challenging issues.

## 2020 KEYSTONE LEADERSHIP AWARDEES:

- **Anthony S. Fauci, M.D.**, Director, National Institute of Allergy and Infectious Diseases
- **Martha Raddatz**, Chief Global Affairs Correspondent, ABC News
- **Jeanne Shaheen**, United States Senator, New Hampshire
- **Victoria Vasques**, Founder and CEO, Tribal Tech
- **World Central Kitchen** (Alexandra Garcia, Chief Program Officer, accepting on behalf of the organization)

For the first time in its history, the Keystone Leadership Awards was conducted virtually with Shelby Coffey III, a member of Keystone's Board of Trustees and Senior Fellow at the Freedom Forum, co-hosting the event with Keystone President and CEO Christine Scanlan. The event featured one-on-one interviews with each awardee, offering an intimate insight into how each instill collaborative leadership to overcome gridlock and polarization to reach common higher ground.

## Assets

<b>CURRENT ASSETS</b>	
Cash and cash equivalents	\$345,815
Contracts receivable, net of allowance for doubtful accounts of \$1,399	187,433
Employee retention credit receivable	107,322
Promises to give	12,500
Prepaid expenses and other current assets	40,496
Total current assets	693,566
Property and equipment, net of accumulated depreciation	993,196
<b>Total assets</b>	<b>\$1,686,762</b>

## Liabilities and Net Assets

<b>CURRENT LIABILITIES</b>	
Accounts payable and accrued expenses	\$94,996
Bank loan, short term portion	13,664
Agency obligations	69,500
Deferred revenue	230,502
Total current liabilities	408,662
Long-term liabilities: Bank loan, long term portion	141,881
<b>Total liabilities</b>	<b>\$550,543</b>

<b>NET ASSETS</b>	
Without donor restrictions:	
Invested in property and equipment, net of related debt	\$837,651
Undesignated (deficit)	(132,265)
	705,386
With donor restrictions:	
Purpose and time restrictions	430,833
<b>Total net assets</b>	<b>1,136,219</b>
<b>Total liabilities and net assets</b>	<b>\$1,686,762</b>

## Consolidated Statement of Activities

	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL
<b>Revenue and Support</b>			
Program revenue	\$1,527,466	-	1,527,466
Contributions	251,834	1,248,200	1,500,034
PPP loan forgiveness	443,500	-	443,500
Fundraising revenue, gross	225,600	-	225,600
Employee retention credit	107,322	-	107,322
Rent income	58,717	-	58,717
Interest income	2,641	-	2,641
Net assets released from restrictions	1,546,042	(1,546,042)	
<b>Total revenue and support</b>	<b>\$4,163,122</b>	<b>(297,842)</b>	<b>\$3,865,280</b>
<b>Expenses</b>			
Program services	\$2,995,306	-	\$2,995,306
Administrative	708,444	-	708,444
Fundraising	216,765	-	216,765
<b>Total expenses</b>	<b>\$3,920,515</b>	<b>-</b>	<b>\$3,920,515</b>
Change in Net Assets	\$242,607	(297,842)	(55,235)
Net Assets, Beginning of Year	462,779	728,675	1,191,454
<b>Net Assets, End of Year</b>	<b>\$705,386</b>	<b>430,833</b>	<b>\$1,136,219</b>

## Donors

### \$50,000+

CPS Energy  
 FedEx  
 Gates Family Foundation  
 Grantham Foundation  
 Morgridge Family Foundation  
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 Walton Family Foundation  
 WEND II, Inc.  
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### \$25,000—\$49,999

Bayer  
 Dentons  
 Dominion Energy  
 Duke Energy  
 Edison Electric Institute  
 El Pomar Foundation  
 Exelon  
 Native American Agriculture Fund  
 OCP North America  
 The CO Trust COVID-19 Response Fund  
 The Wilderness Society  
 Walmart  
 Xcel Energy

### \$10,000—\$24,999

American Coalition for Clean Coal Electricity  
 Baker Hughes  
 Corteva  
 Dow Chemical  
 Electric Power Supply Association  
 Gas Technology Institute  
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 ITC Holdings Corp  
 LYRA  
 NRG Energy  
 Pepco  
 Scott Madden, Inc.  
 The Nature Conservancy  
 Thompson Coburn LLP

Tribal Tech LLC  
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 Natural Resources Defense Council  
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 Strada Education Network  
 The Denver Foundation  
 The Gabriel Company LLC

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 Anterix  
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### Up to \$1,000

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 Mary Barre  
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 Robert Brenner  
 Roger Bybee  
 Arthur Caplan  
 Terrance Carroll

Armond Cohen  
 Terry Craig  
 Colleen Deis  
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