



KEYSTONE
POLICY CENTER
2023 ANNUAL REPORT

BUILDING
TRUST





ABOUT

For nearly 50 years, Keystone Policy Center has been a catalyst for empowering leaders to rise above entrenched positions to reach common higher ground. From agriculture and energy, to education and Tribal engagement, Keystone has shaped public policy debates at the local, state, and national levels. Keystone's exceptional combination of experience and expertise leads to groundbreaking progress when all other efforts have failed. By objectively analyzing and advising on issues, identifying key leaders and decision-makers, and utilizing a focused collaborative approach, Keystone helps 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

Reflecting on 2023, I am once again filled with pride in the achievements of the Keystone Policy Center community. This year demonstrated the continued importance of Keystone's mission to bring people together to tackle society's most pressing challenges. Whether addressing climate resilience, fostering supportive education practices, or enhancing state and local governance, Keystone's collaborative approach continued to deliver meaningful, lasting solutions.

In agriculture, our Climate Smart Commodities Partnership Program with the USDA created a dynamic network of farmers and stakeholders to support climate-resilient practices. The Honey Bee Health Coalition and Farmers for Monarchs continued their impactful work in pollinator protection, advancing best practices that benefit ecosystems and agricultural communities alike. Our Natural Resources Center completed a multi-year effort with Colorado Parks and Wildlife on wolf restoration, and our Center for Tribal and Indigenous Engagement conducted work related to water infrastructure in the Navajo Nation.

In education, Keystone engaged families and communities in navigating school closures, ensuring that the voices of those most affected were central to the decision-making process. We also worked with Teach for America Colorado to refine their strategic direction, reinforcing our dedication to empowering educators and students.

Keystone also expanded its work with state and local governments. Through projects like the State Liquor Law Advisory Group and the Foster Care Task Force, we guided conversations on complex policy challenges, offering actionable solutions to improve community well-being and public systems. These efforts reflect Keystone's unique ability to convene diverse stakeholders and find common ground.

None of these accomplishments would have been possible without the tireless efforts of our staff, the visionary leadership of our Board of Trustees, and the steadfast support of our partners. Together, we are building a more collaborative future. Thank you for being a vital part of this mission.





CENTER FOR AGRICULTURE

In 2023, Keystone's Center for Agriculture made significant strides in advancing climate resilience and pollinator health. The Climate Smart Commodities Partnership Program, a collaboration with the USDA, connected farmers, researchers, and agricultural organizations to scale up sustainable practices across the country. Keystone played a pivotal role in creating the Partnership Network, a dynamic forum for sharing knowledge, fostering innovation, and supporting the implementation of climate-smart practices. Meanwhile, the Honey Bee Health Coalition and Farmers for Monarchs continued to strengthen the agricultural community's commitment to pollinator protection. Through meetings, field tours, and partnerships, these initiatives promoted bee-friendly farming methods and habitat conservation efforts that benefit ecosystems and agricultural yields alike. By fostering collaboration and innovation, Keystone is equipping farmers and agricultural stakeholders with tools to build a more sustainable and productive future.



CENTER FOR CIVIC ENGAGEMENT

The Center for Civic Engagement broadened its impact in 2023, focusing on equipping leaders and organizations with the skills and strategies needed to navigate complex challenges. The Adaptive Facilitation Workshop series attracted participants from across sectors, providing hands-on training in collaborative problem-solving and conflict resolution. These workshops received praise for their ability to empower participants with practical tools to address multifaceted issues in their communities and organizations. Keystone also advanced the work of the Farm Labor Practices Group, addressing critical issues like healthcare access and worker protections for migrant farmworkers. Additionally, the Colorado Tourism Leadership Journey prepared its next cohort of leaders, focusing on sustainable tourism practices that balance economic growth with environmental stewardship. These initiatives underscore Keystone's dedication to fostering inclusive leadership and empowering communities to create lasting, positive change.



CENTER FOR EDUCATION

Keystone's Center for Education continued to address some of the most pressing challenges in education through innovative and inclusive approaches. In 2023, Keystone facilitated transparent and community-driven discussions around school closures. By centering community voices, Keystone ensured that the recommendations reflected the needs of students, families, and educators. Keystone also collaborated with Teach for America Colorado, guiding a strategic planning process that will help strengthen their impact on educator development and student outcomes.

This year, Keystone also released a comprehensive report highlighting actionable solutions to address the ongoing crisis of teacher housing affordability. The report examined barriers to creating affordable housing for educators and provides case studies and strategies for school districts and communities nationwide to implement meaningful changes. These projects reflect Keystone's commitment to creating actionable solutions that address systemic barriers and build stronger connections between schools and their communities.



CENTER FOR NATURAL RESOURCES

In 2023, Keystone’s Center for Natural Resources continued its leadership on critical environmental and conservation issues. The Center wrapped up its facilitation of Colorado’s Wolf Restoration and Management Plan, culminating in the adoption of the plan by the Colorado Parks and Wildlife Commission. This milestone was the result of years of collaborative engagement with stakeholders, balancing ecological goals with the interests of local communities. Keystone also advanced efforts in decarbonization, working with the Colorado Energy Office on the Greenhouse Gas Pollution Reduction Roadmap to ensure the inclusion of underrepresented voices in climate policy discussions. Additionally, Keystone’s water-focused initiatives in the Colorado River Basin and beyond addressed critical challenges in water quality and resource management, reflecting the Center’s dedication to building science-based solutions for pressing natural resource issues.



CENTER FOR TRIBAL AND INDIGENOUS ENGAGEMENT

The Center for Tribal and Indigenous Engagement made significant progress in 2023, advancing resource management, cultural preservation, and community resilience initiatives in partnership with Tribal Nations and organizations. Keystone worked closely with the U.S. Department of Justice and the Navajo Nation on a critical water infrastructure project, facilitating the planning and development of a pipeline connecting the City of Durango to Lake Nighthorse. This effort is not only addressing immediate water access needs but also creating a model for sustainable and collaborative water resource management.

The Center also deepened its collaboration with The Nature Conservancy, expanding efforts in fire mitigation and agriculture that are tailored to the needs and priorities of Tribal communities. Keystone played a key role in coordinating meetings with regional Tribal governments, addressing topics such as water conservation, livestock management, and fire prevention strategies. These conversations are vital to ensuring culturally informed approaches to land stewardship and ecological restoration.

Additionally, Keystone continued its longstanding partnership with the City of Boulder, planning the city's fifth Tribal consultation, which had not been held since 2019. This work fosters greater understanding and respect between municipal leaders and Tribal nations, emphasizing the importance of integrating Indigenous knowledge into policymaking.



STATE AND LOCAL GOVERNMENT

Keystone's work with state and local government played a pivotal role in addressing critical challenges facing communities and policymakers in 2023. Through its collaboration with the State Liquor Law Advisory Group, Keystone facilitated complex discussions on modernizing liquor laws, including delivery services, days of permitted sales, and regulatory frameworks for sellers. This multi-year initiative is helping states navigate regulatory shifts while balancing the interests of businesses, consumers, and public safety.

Keystone also made strides in supporting vulnerable populations through its facilitation of the Foster Care Task Force, which focuses on reducing the number of pre-adolescent youth running away from out-of-home placements. This work included a thorough review of services for both victims and accused offenders, with an emphasis on crafting recommendations to improve safety and support for children in the foster care system. The task force's findings are expected to guide future policy changes and enhance protections for at-risk youth.

In rural Colorado, Keystone continued its partnership with the El Pomar Foundation's Northwest Regional Council, helping local leaders access and utilize state and federal funding opportunities. Keystone facilitated workshops and networking sessions that connected rural communities with decision-makers, fostering strategies to address regional challenges and enhance community resilience.

KEYSTONE LEADERSHIP AWARDS

Since 1994, 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.

In June 2023, Keystone celebrated its 30th Annual Leadership Awards at the National Portrait Gallery in Washington, D.C., honoring outstanding leaders across sectors who embody Keystone's commitment to collaborative decision-making. This year's honorees included:



Norah O'Donnell,
Anchor and Managing
Editor, CBS News



Jay Faison,
Founder, ClearPath



Duane Highley, CEO,
Tri-State Generation
and Transmission
Association



**Representative Don
Bacon,** U.S. House of
Representatives, Nebraska



**The Honorable Willie
Phillips,** Chairman,
Federal Energy
Regulatory Commission

These individuals were recognized for their dedication to bridging divides and fostering sustainable, inclusive solutions.

2023 FINANCIALS

Assets

CURRENT ASSETS	
Cash and cash equivalents	\$2,482,699
Contracts receivable, net of allowance for doubtful accounts of \$1,399	806,954
Employee retention credit receivable	145,759
Promises to give	220,000
Prepaid expenses and other current assets	97,744
Investments at fair value	2,222,154
Total current assets	5,975,310
Property and equipment, net of accumulated depreciation	696,525
Total assets	\$5,975,310

Liabilities and Net Assets

CURRENT LIABILITIES	
Accounts payable and accrued expenses	\$219,946
Agency obligations	8,151
Deferred revenue	122,487
Finance lease liability, short-term portion	4,438
Total current liabilities	355,022
Long-term liabilities: Bank loan, long term portion	9,804
Total liabilities	\$364,826
NET ASSETS	
Without donor restrictions:	
Invested in property and equipment, net of related debt	\$696,525
Undesignated (deficit)	4,088,275
With donor restrictions:	
Purpose and time restrictions	1,536,210
Total net assets	6,321,010
Total liabilities and net assets	\$6,685,836

2023 FINANCIALS

Consolidated Statement of Activities

	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL
Revenue and Support			
Program revenue	\$3,794,307	-	\$3,794,307
Contributions	346,836	1,047,360	1,394,196
Fundraising revenue, gross	336,326	-	336,326
Rent income	39,750	-	39,750
Interest income	31,113	-	31,113
Investment income, net	665,043		665,043
Other income	3,477		3,477
Net assets released from restrictions	1,073,262	(1,073,262)	-
Total revenue and support	\$6,290,114	\$(25,902)	\$6,264,212
Expenses			
Program services	\$3,855,741	-	\$3,855,741
Administrative	1,180,290	-	1,180,290
Fundraising	423,944	-	423,944
Total expenses	\$5,459,975	-	\$5,459,975
Change in Net Assets	\$830,139	(25,902)	\$804,237
Net Assets, Beginning of Year	3,954,661	1,562,112	\$5,516,773
Net Assets, End of Year	\$4,784,800	\$1,536,210	\$6,321,010

2023 DONORS

\$50,000+

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Basin Electric Power Cooperative
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Zeplug USA - Adam Procell

Up to \$1,000

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Alexander Perera
Arthur Caplan
Brian Vallo
Bruce Harris
Capital Area Beekeepers Association
of Concord NH
David McLaughlin
Dierdre Huff
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