



KEYSTONE
POLICY CENTER
2024 ANNUAL REPORT



COLLABORATIVE
LEADERSHIP



ABOUT

For nearly 50 years, Keystone Policy Center has been a catalyst empowering leader 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.

TRIBAL CONSULTATION

Keystone works with leaders from both Tribal and non-Tribal communities to identify and address some of the most challenging issues facing Tribal and Indigenous communities. Through culturally grounded conversation and trusted relationship-building, Keystone helps partners navigate complex questions of sovereignty, stewardship, and shared decision-making. We ensure that Tribal Nations have a meaningful voice in policies and projects that affect their lands, resources, and communities.

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

As I reflect on 2024, I am inspired by the remarkable work of the Keystone Policy Center community and the partners who make our mission possible. This year once again demonstrated the power of collaboration—bringing people together to address complex challenges with creativity, integrity, and shared purpose.

Across our centers, Keystone helped advance practical, forward-looking solutions rooted in partnership. Our Center for Food and Agriculture strengthened national efforts to support pollinator health, including guiding producers through the U.S. Fish and Wildlife Service's listing decision for the monarch butterfly. We also deepened our leadership in climate-smart agriculture through the USDA's Climate Smart Commodities Partnership Network.

The Center for Civic Engagement expanded its training and facilitation work, supporting communities and Tribal representatives in the U.S. Department of Energy's Collaborative-Based Siting initiative and continuing to deliver high-impact leadership development programs across the country. At the state and local level, Keystone facilitated work on child safety, mandatory reporting reform, and property tax policy—helping decision-makers build bipartisan, durable solutions to complex public challenges.

Through the Center for Education, we elevated critical conversations on academic recovery, conducted statewide analysis of four-day school weeks, and partnered with the Colorado Community College System on a listening tour shaping the system's next five-year strategic plan.

Our Center for Natural Resources advanced statewide efforts on Colorado's Outdoors Strategy and continued to bring together energy, Tribal, conservation, and environmental justice leaders to address pressing issues in climate, land use, and carbon management.

The Center for Tribal and Indigenous Engagement deepened partnerships with Tribal Nations, supporting efforts ranging from bison restoration and watershed conservation to the expansion of Automatic Voter Registration and the continuation of the Federal Indian Boarding School project.

None of this would be possible without the dedication of our staff, the guidance of our Board of Trustees, and the trust of partners who share our belief in the power of collaborative problem-solving. Thank you for your support and for being part of the Keystone community as we work toward a more sustainable and resilient future.



CENTER FOR AGRICULTURE

In 2024, Keystone's Center for Food and Agriculture advanced sustainability and resilience across U.S. agriculture. The Center focused on strengthening pollinator health and expanding the foundation for climate-smart farming practices.

The Honey Bee Health Coalition celebrated its 10th anniversary, broadening its membership and partnerships while expanding its work to include both managed and native pollinators. Another pollinator coalition led by Keystone, Farmers for Monarchs, played a key role in 2024 providing farmers with timely information and resources following the U.S. Fish and Wildlife Service's decision to list the monarch butterfly as a threatened species under the Endangered Species Act. The coalition continues to connect producers and conservation partners to build habitat across working lands.

Keystone also supported the USDA Climate Smart Commodities Partnership Network, convening projects nationwide to share lessons on measurement, verification, and producer engagement. These discussions helped define the frameworks necessary to scale climate-smart practices effectively.



CENTER FOR CIVIC ENGAGEMENT

Keystone's Center for Civic Engagement strengthened its mission this year to help communities, organizations, and leaders engage in principled dialogue and collaborative problem-solving. Through facilitation, training, and leadership development, the Center continues to build capacity for inclusive civic participation and shared decision-making.

Keystone advanced its Collaborative-Based Siting project with the U.S. Department of Energy, supporting regional communities and Tribal representatives in designing an adaptive framework for siting spent nuclear fuel facilities. This work emphasizes trust, transparency, and locally driven solutions to complex policy challenges.

The Center also expanded leadership and training initiatives, completing the sixth annual Colorado Tourism Leadership Journey and launching a new program called Leadership Essentials that will educate and engage public health and health center leaders. Keystone also continued to offer its cornerstone training courses, the Common Higher Ground Workshop and the Adaptive Facilitation Workshop, which equip professionals with practical tools for collaboration, negotiation, and systems-level thinking.

Through this work, Keystone continues to elevate the capacity for constructive civic engagement and training nationwide.

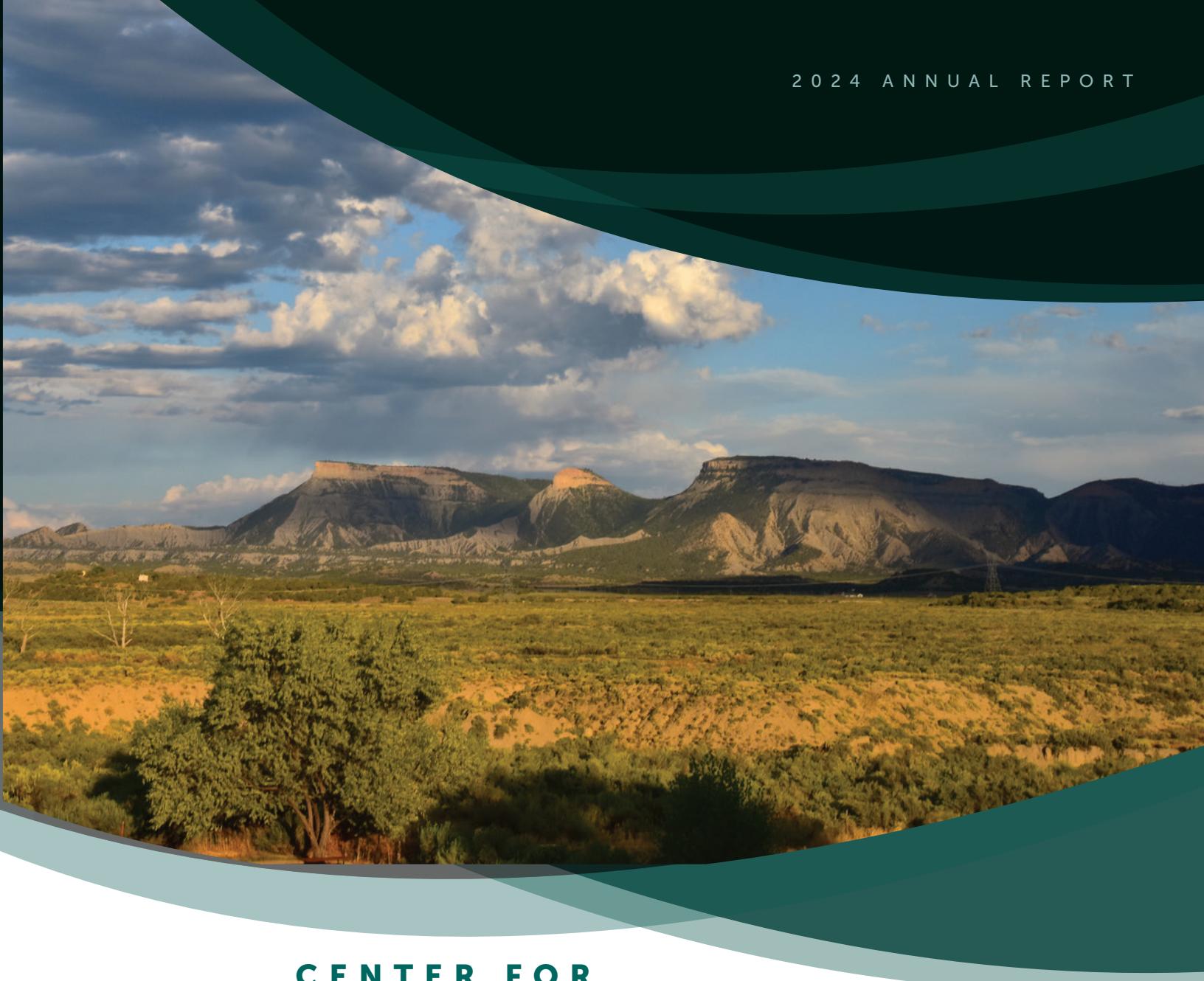


CENTER FOR EDUCATION

Keystone's Center for Education advanced critical conversations shaping the future of learning in Colorado. The Center released major reports analyzing academic recovery and performance across the state and within Denver Public Schools, highlighting progress since the pandemic while underscoring persistent gaps in literacy and math. Keystone also published "[Doing Less with Less](#)," a comprehensive analysis of the growing four-day school week trend in Colorado. The study examined its impact on student achievement and teacher recruitment, offering recommendations for state review processes and best practices to ensure educational quality.

Additionally, Keystone partnered with the Colorado Community College System to lead a statewide listening tour that engaged communities in co-designing a five-year strategic plan for the state's community colleges. This inclusive process placed local voices at the center of planning for workforce development, access, and opportunity.

Also in 2024, the Rocky Mountain Family Engagement Collective entered its second year of a 5-year statewide initiative. Year one highlights include coaching district leaders, training 310 teachers, and launching Civic Learning Labs for families. Year two plans are now underway, continuing to amplify community voices across Colorado.



CENTER FOR NATURAL RESOURCES

Keystone's Center for Natural Resources advanced innovative, collaborative approaches to today's most pressing environmental challenges, from climate and energy to land, water, and wildlife conservation.

On the energy and climate front, Keystone convened leaders from the energy industry, Tribal governments, and conservation and environmental justice organizations to develop shared principles for accelerating renewable energy and transmission buildup while centering ecological integrity. The Keystone Energy Board continued to provide a trusted forum for energy sector leaders to explore emerging issues and solutions. Keystone also facilitated dialogues on carbon management and sustainability within the business community and completed outreach and reporting to inform development of a statewide Decision Support Tool for siting carbon management projects.

In parallel, Keystone led the development of Colorado's Outdoors Strategy, a collaborative statewide vision for conservation, climate resilience, and outdoor recreation. Additional efforts included advancing outdoor access through Next 100 Colorado, supporting local planning partnerships like the Routt Recreation and Conservation Roundtable, and advising the National Forest Foundation's Collaborative Capacity Program. Keystone also facilitated workshops addressing forest innovation and human–wildlife interactions.



CENTER FOR TRIBAL AND INDIGENOUS ENGAGEMENT

In 2024, Keystone's Center for Tribal and Indigenous Engagement deepened partnerships with Tribal Nations, local governments, and conservation organizations to advance culturally grounded stewardship, strengthen consultation practices, and support Indigenous-led priorities across Colorado and beyond.

Keystone continued its collaboration with The Nature Conservancy—Colorado, supporting Tribal engagement on issues ranging from bison restoration at sites such as Zapata Ranch to integrating cultural and Traditional Ecological Knowledge into conservation planning across TNC ranches and easements. CTIE also expanded this work nationally through a new partnership with Trout Unlimited, helping strengthen Tribal engagement in fisheries and watershed conservation efforts.

At the local government level, Keystone supported the City of Boulder's nationally recognized Tribal consultation efforts and worked with additional communities—including Greeley, Breckenridge, and Steamboat Springs—to build meaningful, respectful partnerships with consulting Tribes.

Keystone also assisted the Colorado Secretary of State's Office in engaging both Ute Tribes regarding the implementation of Automatic Voter Registration, a first-in-the-nation effort to expand AVR to Tribal communities.

Finally, CTIE continued its work with History Colorado on the Federal Indian Boarding School project, supporting research, survivor testimony gathering, and the development of a healing-centered path forward.



STATE AND LOCAL GOVERNMENT

Keystone strengthened its role as a trusted partner for state and local governments navigating complex policy challenges. Keystone completed its two-year facilitation of the Timothy Montoya Task Force, housed in the Office of Colorado's Child Protection Ombudsman. Named in honor of 12-year-old Timothy Montoya, the task force examined why youth run from out-of-home placements and delivered recommendations to ensure a more consistent, timely, and effective response to keep vulnerable children safe.

Keystone also continued its support of the Mandatory Reporting Task Force, bringing together professionals across sectors to assess the effectiveness of Colorado's mandatory reporting laws. The group is examining the disparate impacts on under-resourced communities, the adequacy of training and support for mandated reporters, and opportunities for alternative pathways for families who may need assistance but do not present child safety concerns.

In addition, Keystone facilitated the work of the Commission on Property Tax, created during Colorado's November 2023 special session to develop a more sustainable and equitable property tax structure. The commission produced bipartisan recommendations that informed the passage of SB24-233 and elected to continue meeting through 2024, with Keystone leading facilitation into its second phase.

KEYSTONE LEADERSHIP AWARDS

Since 1994, Keystone Policy Center has proudly recognized exceptional leaders who exemplify Keystone's mission through their integrity, collaboration, and commitment to solving complex public challenges. Each year, the Keystone Leadership Awards honor individuals whose vision and problem-solving skills demonstrate the power of bringing diverse perspectives together to forge durable solutions.

In June 2024, Keystone celebrated its 31st Annual Leadership Awards at the National Museum of Women in the Arts in Washington, D.C. The event brought together leaders from across sectors to honor this year's distinguished awardees—individuals whose contributions reflect Keystone's values of partnership, innovation, and constructive dialogue. Their work underscores the impact that thoughtful, inclusive leadership can have on tackling challenging issues.

This year's honorees included:



Hon. Michael S. Regan
Administrator
U.S. Environmental
Protection Agency



Rob Schwartz
President and CEO
Anterix



Jennifer Griffin
Chief National Security
Correspondent
FOX News



Jonathan Pershing
Program Director
of Environment
William and Flora
Hewlett Foundation

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

2024

FINANCIALS

Assets

| CURRENT ASSETS | |
|---|--------------------|
| Cash and cash equivalents | \$2,044,616 |
| Contracts receivable, net of allowance for doubtful accounts of \$1,399 | 768,742 |
| Employee retention credit receivable | 145,759 |
| Promises to give | 150,000 |
| Prepaid expenses and other current assets | 92,934 |
| Investments at fair value | 3,200,025 |
| Total current assets | 6,402,076 |
| Property and equipment, net of accumulated depreciation | 662,759 |
| Total assets | \$7,679,610 |

Liabilities and Net Assets

| CURRENT LIABILITIES | |
|---|--------------------|
| Accounts payable and accrued expenses | \$345,750 |
| Deferred revenue | 115,789 |
| Finance lease liability, short-term portion | 6,566 |
| Operating lease liability, short-term portion | 37,279 |
| Total current liabilities | 505,384 |
| Long-term liabilities: | 12,589 |
| Finance lease liability | |
| Long-term liabilities: | 589,440 |
| Operating lease liability | |
| Total liabilities | \$1,107,413 |

NET ASSETS

| | |
|---|--------------------|
| Without donor restrictions: | |
| Invested in property and equipment, net of related debt | \$662,759 |
| Undesignated (deficit) | 4,572,541 |
| With donor restrictions: | |
| Purpose and time restrictions | 1,336,897 |
| Total net assets | 6,572,197 |
| Total liabilities and net assets | \$7,679,610 |

2024

FINANCIALS

Consolidated Statement of Activities

| | WITHOUT DONOR RESTRICTIONS | WITH DONOR RESTRICTIONS | TOTAL |
|--|-------------------------------|----------------------------|--------------------|
| Revenue and Support | | | |
| Program revenue | \$5,038,765 | - | \$5,038,765 |
| Contributions | 300,379 | 908,462 | 1,208,841 |
| Fundraising revenue, gross | 303,746 | - | 303,746 |
| Rent income | 81,900 | - | 81,900 |
| Interest income | 134,143 | - | 134,143 |
| Investment income, net | 253,636 | | 253,636 |
| Other income | 21,512 | | 21,512 |
| Net assets released from restrictions | 1,107,775 | (1,107,775) | - |
| Total revenue and support | \$7,241,856 | \$(199,313) | \$7,042,543 |
| Expenses | | | |
| Program services | \$5,252,164 | - | \$5,252,164 |
| Administrative | 1,182,856 | - | 1,182,856 |
| Fundraising | 356,336 | - | 356,336 |
| Total expenses | \$6,791,356 | - | \$6,791,356 |
| Change in Net Assets | \$450,500 | (199,313) | \$251,187 |
| Net Assets, Beginning of Year | 4,784,800 | 1,536,210 | \$6,321,010 |
| Net Assets, End of Year | \$5,235,300 | \$1,336,897 | \$6,572,197 |

2024 DONORS

\$50,000+

Baker Hughes
BASF Corporation
Colorado Chamber of Commerce
Colorado Community College System
Colorado Nonprofit Development Center
Eastern Research Group
Edison Electric Institute
Education Reform Now
Great Outdoors Colorado Trust Fund
Great Plains Institute
Lindahl Reed
National Association of County and City Health Officials
National Forest Foundation
Natural Resources Defense Council
Tennessee Valley Authority
The Colorado Health Foundation
The Nature Conservancy
Ute Mountain Ute Tribe
Walton Family Foundation
Western Conservation Foundation
Xcel Energy

\$25,000—\$49,999

Altria Client Services
Anterix Inc
Bayer Corporation
CMS Energy
Constellation Energy
CPS Energy
Craig Chamber of Commerce
Dentons US LLP
Dominion Energy
Duke Energy
Exelon
Gates Family Foundation
Google Inc
OCP North America
Pacific Gas and Electric Company
PepsiCo
Rayburn Electric Cooperative
Southern Company Services, Inc
Tri-State Generation and Transmission
Walmart

\$10,000—\$24,999

Alliance One International
Almond Board of California
Center for Rural Health and Education
CIMMYT
Clear Creek County
ClearPath
College Renaissance Corps/Campus Compact
Common Sense Institute
ConnCAN
Corteva Agriscience
Dow Chemical Company
Electric Power Supply Association
FedEx Corporation
FMC Corporation
Massie Partners
Moonshot edVentures
Morris K Stuart and Stuart L Udall Foundation
National Corn Growers Association
National Grid
National Off-Highway Vehicle Conservation Coalition
National Western Center Authority
Nike Corporation
NRG Energy
Patagonia Works
Syngenta
Trust for Public Lands
Universal Leaf
Vail Corporation
VanNess Feldman
Virginia Tech - College of Agriculture and Life Sciences

\$5,000—\$9,999

Alliance for Sustainable Energy
American Beekeeping Federation
American Forests
America's Power
ClearPath, Inc
Colorado Water Conservation Board
Conservation Lands Foundation
Doyle Karr
Forum Facilitation Group
Gerald Steiner & Denise Bertrand
La Plata Electric Association
Lorie J Schmidt
Mitsui Chemicals Agro, Inc
Monarch Joint Venture
Partners in the Outdoors
Resource Management Service
Robert N. Downey
Smart Electric Power Alliance
The Gabriel Company, LLC
The Ohio State University
Tom Hassenboehler
Veto-Pharma

2024

DONORS

\$1,000—\$4,999

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 Allyson Anderson Book
 American Honey Producers
 American Soybean Association
 Bee and Butterfly Habitat Fund
 Bob Perciasepe
 Clinton Vince
 Coefficient
 Colorado Department of Regulatory Agencies
 Colorado Mesa University
 Colorado Mountain College
 David Goldston
 David Naylor
 Denver Water
 Field to Market: The Alliance for Sustainable Agriculture
 Florida Fruit & Vegetable Association
 Gilberto Ocanas
 Helayne Jones – AEGIS Management
 History Colorado
 I Ling Thompson
 International Food Policy Research Institute
 Katherine Kennedy
 Kevin Klustner
 KSE Holdings, LLC
 Long Duration Energy Storage
 Michael Doane
 Michigan State University
 National Wildlife Fund
 Paul Aliu
 Pollinator Partnership
 Rob Meyers
 Ronald Davis
 Ruth Fredericks
 Shelby Coffey
 Shelley Fidler
 Sue Sheridan
 Tammy & Douglas Scott
 Terry Craig
 Thompson Coburn, LLP
 TNC Colorado
 US Canola Association

Up to \$1,000

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 Amanda Wheelock
 Andrea Kurth
 Anjali Marok
 Arapahoe Basin
 Auburn University/Alabama Cooperative
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 Carol La Conte
 Carolyn Green
 Carrie Houtman
 Charles Scott
 Constance Parish
 Danielle Brooks
 Darren Gooding
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 Foundation for the Preservation of Honey Bees
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 Megan Harkema
 Mitchell Jackson
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