



Draper Richards Kaplan Foundation

2017 Annual Report

# THE URGENCY OF NOW





**Welcoming America's** network of 161 local governments and nonprofit members represent 500+ communities. Founder David Lubell was awarded the 2017 Charles Bronfman Prize for building inclusive and prosperous communities for immigrants.

**While much has changed since the DRK Foundation began over 15 years ago, two things remain true: the urgent need for transformational entrepreneurs to take on society's most complex challenges with innovative pathways to improve the lives of the most vulnerable; and that early stage unrestricted investments, dedicated to exceptional entrepreneurs who see the possible, are the building blocks for profound, lasting change.**

2017 was another remarkable year for the foundation—by the numbers as well as by the sheer impact of our portfolio on peoples' lives. We saw the largest pipeline in our history, funded the largest number of deals, and the total portfolio of organizations funded since 2002 exceeded 130, with nearly 80 invested in the last five years. We remain amazed by the impact of these organizations: more than 40% are directly impacting the lives of more than 10,000 people, and 15% are impacting over a million lives.

The theme of this year's DRK Annual Retreat and this annual report, "The Urgency of Now," is a reminder of how much the work we do matters. And while the challenges in our society and the world seem never-ending, our team's capacity and our entrepreneurs' tenacity has never been greater. We remain steadfast optimists about the ability of exceptional entrepreneurs to make a profound and lasting impact on those in need. This optimism is grounded in facts and the ability to look back over time and see what these organizations have accomplished. To date, Crisis Text Line processed more than 70 million text messages from those in crisis, EducationSuperHighway connected 39 million students to broadband, Living Goods reached over 1 million people and reduced child mortality by over 27%, and Last Mile Health trained 350 clinical supervisors and more than 2,900 community health workers to provide lifesaving healthcare to their neighbors. We could go on and on.

DRK is differentiated by a number of things. We have an incredible group of donor partners, portfolio organizations, friends and stakeholders who partner with us in this work, and perhaps most importantly, we have a stellar team. The sum of our parts quite literally greatly exceeds our numbers, and the results show that.

We hope you enjoy the pages that follow and the stories they tell. Know that every day, we are working tirelessly to make a simple thing occur: help those in greatest need gain access to the things many of us take for granted.

Being stewards of this institution and the aspirations of you all is our team's greatest privilege. Thank you for allowing us to do so.

Jim Bildner

# THE DRK DIFFERENCE



**WE FIND** extraordinary leaders with the passion and determination to build scalable solutions to complex social challenges.

In 2017, we received almost 1,000 applications, and our team did active diligence on 30% more organizations than in 2016.



**WE FUND** organizations with multi-year, unrestricted capital that we know is critical to early-stage growth—\$300,000 over 3 years.

We funded 19 organizations in 2017 and our portfolio is more diverse than ever.



**WE SUPPORT** our portfolio by serving on the board of every organization we fund.

Our intensive board service often includes serving as an operating partner to our entrepreneurs.



**WE ENGAGE** our portfolio in various ways throughout the year, to strengthen their capacity to have a transformative impact.

The DRK Annual Retreat and subsequent convenings offer opportunities for hands-on learning, peer support, and valuable networking.



*“New organizations often bring new tactics to old problems, but they need funding and support to move from idea to systemic change.”*

**Carter Stewart and Amy Bach**  
Stanford Social Innovation Review  
11/30/17

# MEASURING IMPACT

We believe the critical metrics for evaluating the impact of our portfolio are:



**DIRECT IMPACT**  
number of lives  
positively impacted



**BREADTH OF IMPACT**  
reach at both the community  
and individual level



**DEPTH OF IMPACT**  
level of lasting, positive change  
on people's lives



**SECTOR INFLUENCE**  
thought leadership;  
impact on other players



**POLICY CHANGE**  
impact on government or  
private enterprise

## Highlights within the DRK portfolio

In 4 years, **EducationSuperHighway** has connected **39 million** students to high-speed broadband and the educational opportunities presented by digital learning. By 2020 they will have connected everyone.



**Upstream** was named by Blue Meridian as one of their big bets, investing **\$60 million** to change the poverty trajectory for millions of women. By 2024, they will transform health centers that serve **1.6 million women annually**—ten times the number of women served since they began in 2014.



**1 million** people have clean energy access in rural African communities thanks to **Solar Sister's** network of nearly **3,000** local entrepreneurs.



As of November 2017, **Last Mile Health** has trained **350** clinical supervisors and more than **2,900** community health workers to provide lifesaving healthcare to their neighbors.



**Nest** has scaled from 2,500 workers to **over 80,000** in just 3 years—and the organization has moved from 2% earned revenue to an estimated **40%** next year.



In 4 years, **Crisis Text Line** has exchanged more than **70 million** text messages with people in crisis.



## A Bold Initiative to Transform Access to Health Care for the Hardest to Reach Populations

In January 2018, DRK alumni portfolio organizations **Living Goods** and **Last Mile Health** announced at the World Economic Forum in Davos a major new partnership. Using the disruptive power of mobile technology, they will deploy **50,000** Community Health Workers (CHWs) to provide technology-empowered, door-to-door health care to 34 million people across six countries in Africa by 2021, at a fraction of the cost to train doctors or nurses.

This groundbreaking initiative is being made possible by the Skoll Foundation, Virgin Unite, ELMA, the Children's Investment Fund Foundation, The Bridgespan Group and others, who have committed a **\$50 million** matching grant to the partnership. The funding will be split between Living Goods and Last Mile Health, with 1:1 match funding required.

Living Goods and Last Mile Health's partnership will leverage two digital innovations to accomplish their vision:

- CHWs will be equipped with Living Goods' Smart Health App, which automates diagnoses of the deadliest conditions and captures real-time data to manage thousands of health workers.
- Through Last Mile Health's new Community Health Academy, they will offer free mobile training for CHWs as well as management courses for health systems leaders, revolutionizing the training of health workers.

Through their collaboration, these two exceptional organizations are leveraging technology and philanthropy to reinvent community healthcare at scale. They also hope to generate data showing the value of Community Health Workers to governments and other global stakeholders. Their ultimate goal is to transform community healthcare across Africa, ensuring everyone has access to care when they need it.



# LOOKING AHEAD

## DRK Funds

By 2020, we will have committed over \$110 million to 185 organizations creating long-term social change.



*“Our leaders play a vital role in creating social change. They spur new social movements, because they have the authenticity to do so. In short, they mine their personal experiences, hack the current system, and often anchor new social movements via a new organization that drives community action.”*

**Cheryl Dorsey, Echoing Green**  
Stanford Social Innovation Review  
1/19/2018

# NEW 2017 PORTFOLIO

Presenting the 19 additions to our portfolio:

- BarefootLaw
- Center for Good Food Purchasing
- Essie Justice Group
- Feeding Texas Produce Co-Op
- Food Forward
- GlobalXplorer
- GreenWave
- International Refugee Assistance Project
- Kinvolved
- Laboratoria
- Open Door Legal
- The Renewal Workshop
- Ruling Our eXperiences (ROX)
- SaveLIFE Foundation
- Simprints
- The/Nudge Foundation
- Uptrust
- Vote.org
- Wash Cycle Laundry



NEW 2017 PORTFOLIO



Entrepreneur:  
Gerald Abila



Entrepreneur:  
Allan Zaramba

## Barefoot Law

Founded: 2013  
Issue Area: Social Justice  
Location of Work: Uganda  
HQ: Kampala, Uganda  
[www.barefootlaw.org](http://www.barefootlaw.org)



## Model and Strategy

- There is an imbalance in access to justice and the law in Uganda. The vast majority of attorneys in Uganda are based in the capital city of Kampala, while 94% of the population live in rural areas. Moreover, awareness of legal information is low and the price for even basic legal services is high, beyond the reach of most Ugandans.
- BarefootLaw leverages a digital platform comprised of multiple channels such as Facebook, text and Skype, supplemented by community-based legal outreach, to ensure that Ugandans know their rights and understand how to access legal services.
- BarefootLaw does not provide direct legal representation; rather, the organization provides legal guidance and education, in the belief that many legal issues can be managed by self-representation by an informed public. For more serious matters, BarefootLaw refers clients to legal aid.

## Impact

- Through its Facebook page, in 2017 BarefootLaw received and responded to more than 100 inquiries each day and had more than 100,000 followers. In addition, BarefootLaw can reach more than 350,000 individuals through text blasts on specific legal topics.
- Through this work, thousands of Ugandans have been able to obtain justice and their rights under the law.

## Leadership

- An attorney in Uganda, founder and Executive Director Gerald Abila has been named an Echoing Green Fellow, a Laureate of the African Development Prize by the King Baudouin Foundation, and a Legal Rebel fellow by the American Bar Association.
- Allan Zaramba, co-founder and Director of Digital Strategy and IT, has extensive experience in analyzing digital media trends and content placement strategy.



Entrepreneur:  
Alexa Delwiche

### Good Food Purchasing

Founded: 2015  
Issue Area: Food & Agriculture  
Location of Work: National/U.S.  
HQ: Berkeley, CA  
[www.goodfoodpurchasing.org](http://www.goodfoodpurchasing.org)



#### Model and Strategy

- The Center for Good Food Purchasing leverages the buying power of large public institutions, such as cities, school districts and universities, to shift food procurement practices toward higher-quality, more responsibly produced food.
- The Center works with institutions to increase supply chain transparency, provide third party, independent analysis to show institutions how their current food purchases align with a set of holistic food procurement standards, and empower a national network of institutions with better information.
- As suppliers react and adapt to demand, the Center drives large-scale market shifts towards five core values: local economies, environmental sustainability, valued workforce, nutrition and animal welfare.

#### Impact

- Since 2015, the Good Food Purchasing Program has expanded to major school districts and other public institutions in 13 cities, including Austin, Chicago, Los Angeles, Oakland and San Francisco, influencing over \$500 million in public food dollars to improve the food system.
- The Center's goal is to gain Good Food Purchasing commitments from 125 institutions across 30 U.S. cities by 2020, leveraging over \$1.5 billion in institutional food purchases.

#### Leadership

- Alexa Delwiche worked with the Los Angeles Food Policy Council from 2011 to 2015, where she led the successful pilot Good Food Program in Los Angeles Unified Schools and the City of LA. The Center is a spin-off of this pilot.
- Alexa's passion for procurement as a tool to accelerate food system change began when she worked for the United Farm Workers.



Entrepreneur:  
Gina Clayton

### Essie Justice Group

Founded: 2014  
Issue Area: Social Justice  
Location of Work: California  
HQ: Oakland, CA  
[www.essiejusticegroup.org](http://www.essiejusticegroup.org)



#### Model and Strategy

- Essie Justice Group harnesses the collective power of women with a loved one in prison, with the mission to end mass incarceration's harm to women and communities.
- Through peer-led groups of women who meet weekly over a nine-week period, Essie helps women find support, build a community, and access resources for their family. In so doing, Essie mobilizes women affected by the criminal justice system and activates a powerful voice for reform.
- Essie spent the first two years piloting and iterating on its program and is now setting its sights on scale. Its goal is to have a program no more than thirty minutes away from every woman with an incarcerated loved one, led by program graduates who go on to lead groups in their neighborhoods.

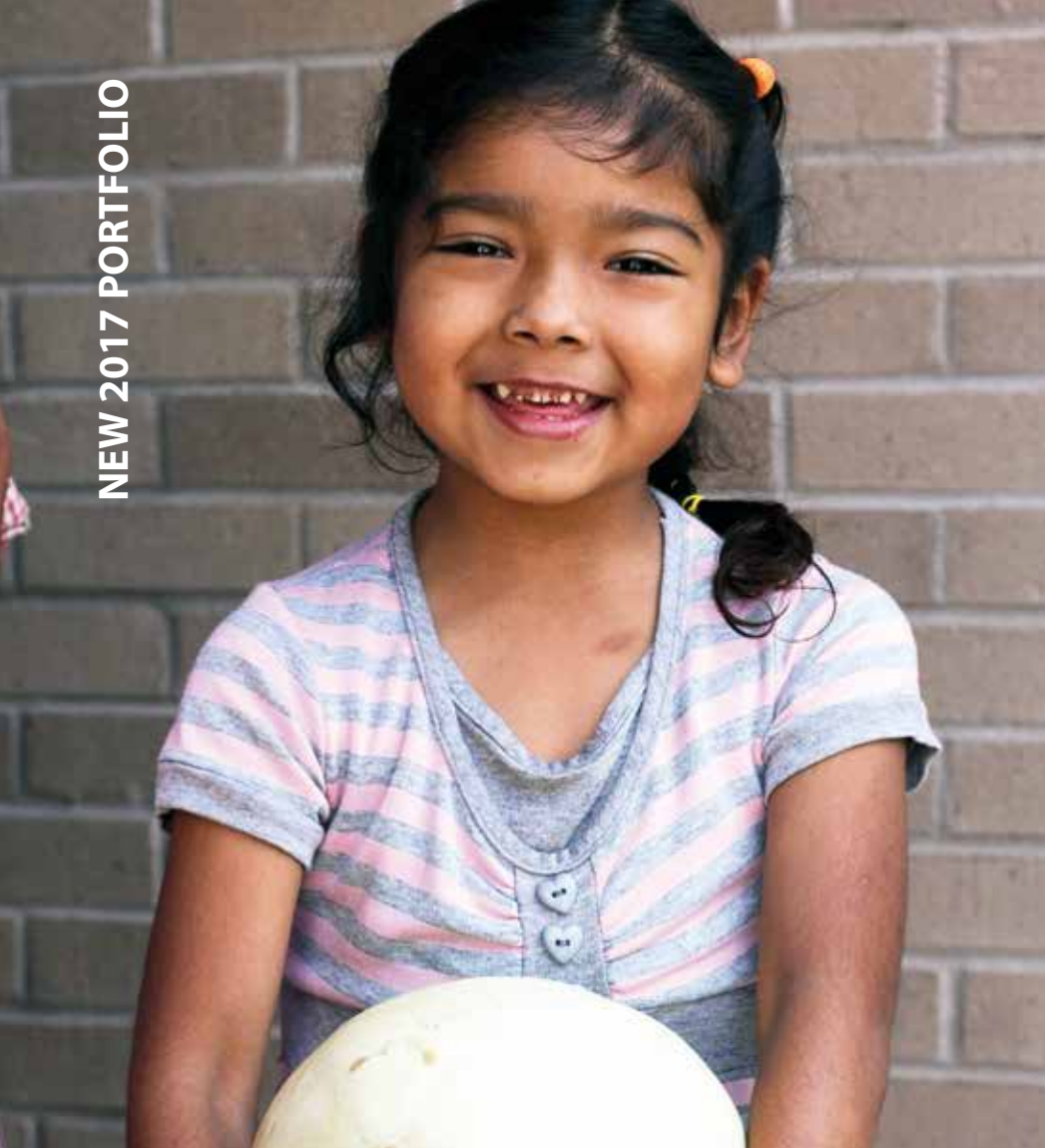
#### Impact

- One in four women in the United States has a family member in prison. Essie Justice Group's model breaks the isolation of these women, leading to increases in mental well-being, access to resources for families and civic engagement.
- In 2017, Essie held 11 cohorts in the San Francisco Bay Area and Los Angeles. Essie graduates have gone on to facilitate new cohorts and advocate for policy changes locally and nationally.

#### Leadership

- Prior to founding Essie, Gina Clayton was an attorney at the Neighborhood Defender Service of Harlem and an organizer and civil rights activist for the NAACP, where she served on the Board of Directors.
- Gina is an Equal Justice Works Fellow, a Soros Justice Fellow, an Echoing Green Global Fellow, a Harvard Public Service Venture Fellow, a Grinnell Innovator for Social Justice Prize Awardee, and a JMK Innovation Prize Awardee.





**Feeding Texas Produce Co-Op**

Founded: 2016  
 Issue Area: Food & Agriculture  
 Location of Work: Southwest U.S.  
 HQ: Austin, TX  
[www.feedingtexas.org](http://www.feedingtexas.org)

Entrepreneur:  
 Simon Powell



**Model and Strategy**

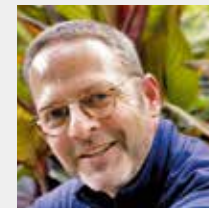
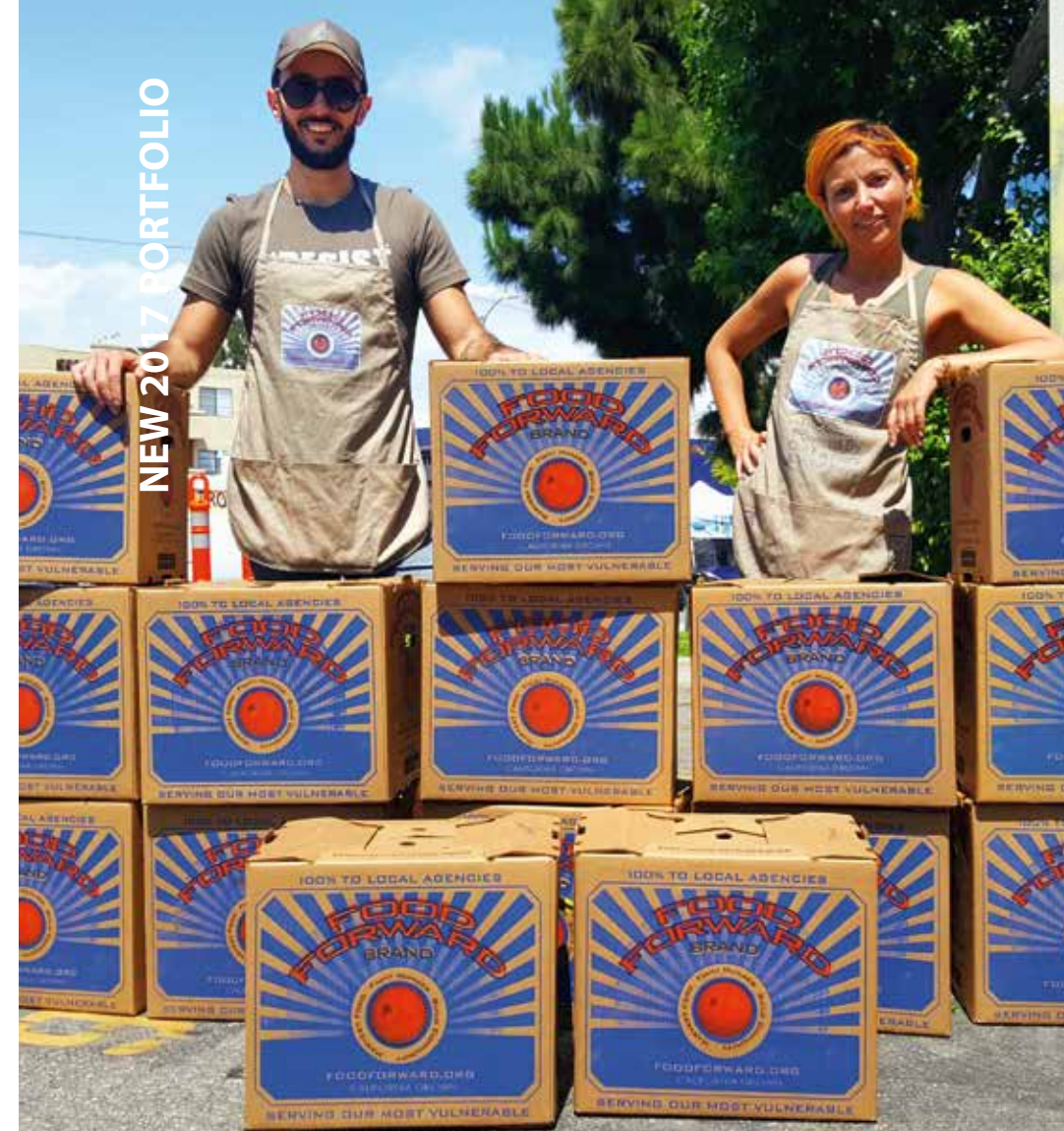
- The Produce Co-Op is a groundbreaking new model to provide more high-quality produce to food banks by recovering the approximately 50 percent of fresh produce that goes to waste in the U.S. each year.
- Incubated within Feeding Texas, the state association of food banks and an affiliate of Feeding America, the organization has piloted a regional produce co-op that works directly with growers to source fresh produce that would be rejected by retailers. The co-op obtains the produce at low or zero cost, sells it at a low margin to food banks and manages the logistics, sending shipments that are the right size and mix to local hunger relief organizations.
- The Texas pilot is the beginning of what will ultimately be a Southern U.S./Mexico regional co-op, located at a crucial entry point for the large percentage of fruit and vegetables that the U.S. sources from Mexico. At scale, the team envisions a national organization with five regional hubs that oversee logistics and maintain relationships with area food banks, and a sourcing office that manages grower relationships.

**Impact**

- In its first year, the Produce Co-Op shipped 55 million pounds of produce to 18 food banks.
- By 2022, it hopes to ship more than 200 million pounds of fresh produce across more than 10 states.

**Leadership**

- Simon Powell is the former COO of the North Texas Food Bank. A supply chain and operations executive, Simon developed execution and strategic planning expertise through his prior experience with several Fortune 100 companies.
- Before joining the North Texas Food Bank, Simon was at Hewlett-Packard where he managed the end-to-end replacement parts supply chain for North and South America.



**Food Forward**

Founded: 2009  
 Issue Area: Food & Agriculture  
 Location of Work: Southern CA  
 HQ: Los Angeles, CA  
[www.foodforward.org](http://www.foodforward.org)

Entrepreneur:  
 Rick Nahmias



**Model and Strategy**

- Every year, 62 million tons of food go to waste in the U.S., while 42 million Americans are food insecure. Food Forward fights hunger and prevents food waste by recovering high quality surplus produce from wholesalers, farmers markets and backyard fruit trees and connecting it with people in need.
- Food Forward then directs the produce to hundreds of hunger relief and direct service organizations throughout Southern California.
- Food Forward has developed a software platform to manage the approximately 7,000 volunteers upon whom it relies to carry out much of the recovery efforts. This software is a key component to scaling impact.

**Impact**

- Food Forward helped feed an estimated 1.5 million people in Southern California in 2017, diverting over 18 million pounds of produce from landfills into the hands people in need.
- By keeping excess produce out of landfills, they have prevented approximately 1.5 million pounds of methane emissions.

**Leadership**

- Before founding Food Forward, Rick Nahmias was an award-winning photographer and writer who focused on the faces and stories of marginalized communities.
- Rick serves on the Leadership Board of the Los Angeles Food Policy Council and the Steering Committee for the Los Angeles County Food Recovery Initiative, and is a 2017-18 Senior Fellow at UCLA's Luskin School of Public Policy.



Entrepreneur:  
Sarah Parcak

## GlobalXplorer

Founded: 2016  
Issue Area: Arts and Culture  
Location of Work: Peru, India, Egypt  
HQ: Birmingham, AL  
[www.globalxplorer.org](http://www.globalxplorer.org)



### Model and Strategy

- GlobalXplorer seeks to protect and preserve world cultural heritage sites through an online platform that uses the power of the crowd to analyze the wealth of satellite images currently available to archeologists.
- Its satellite image-powered platform engages citizens globally to connect with their culture, unearth cultural heritage sites, and contribute to preservation efforts.
- GlobalXplorer takes a multi-pronged approach to achieve its goals: it creates field schools in culturally-rich regions, which serve as cultural heritage training programs to teach local citizens best practices in mapping sites, documenting site damage, conducting excavations, inventorying artifacts and stabilizing damaged sites. At the same time, it is creating new ways to map and discover ancient sites through open-sourced technology tools that can be scaled quickly, ethically and cost-efficiently.

### Impact

- GlobalXplorer's techniques have helped locate pyramids, forgotten settlements and lost tombs in Egypt, as well as made significant discoveries in the Viking world and Roman Empire.
- It has participants from over 200 countries ranging in age from 5 to 95.
- The goal is to map the entire world in 10 years, facilitating the preservation of ancient sites for future exploration and discoveries.

### Leadership

- Sarah Parcak founded GlobalXplorer after winning the 2016 TED Prize.
- She is a Fellow in the Society of Antiquaries, a National Geographic Society Fellow, recipient of the Smithsonian American Ingenuity Award, and was included on Foreign Policy Magazine's 2016 list of 100 Global Thinkers.



Entrepreneur:  
Bren Smith



Entrepreneur:  
Emily Stengel

## Greenwave

Founded: 2014  
Issue Area: Environment & Climate Change  
Location of Work: New England, California, Pacific Northwest, Alaska  
HQ: New Haven, CT  
[www.greenwave.org](http://www.greenwave.org)



### Model and Strategy

- GreenWave is training a new generation of ocean farmers to set up restorative ocean farms that grow kelp and shellfish, and working to create new products and markets for them.
- Their 3D Ocean Farming system grows native seaweeds and shellfish that require zero inputs, representing a highly sustainable form of food production that simultaneously sequesters carbon and rebuilds marine ecosystems.
- GreenWave provides new ocean farmers with permitting support, technical assistance, seed, small startup grants and introductions to guaranteed buyers. They are working to build and support "GreenWave Reefs" around the U.S. and abroad, each composed of 25 ocean farms clustered around a seafood hub and hatchery.

### Impact

- GreenWave is currently building out a large New England Reef consisting of 12 farmers across four states, along with processing facilities and connections to buyers for farmers' crops.
- In 2017 GreenWave farms were operating in four states, and they aim to have farms in eight states by 2020.
- They are building a foundation for a new coastal economy that creates jobs, mitigates climate change and grows healthy food for local communities.

### Leadership

- A former commercial fisherman, Bren Smith is an Ashoka and Echoing Green fellow and winner of the Buckminster Fuller Prize for ecological design.
- Emily Stengel has deep experience in food industry management and agricultural research, and is committed to bringing lessons learned from land to the creation of a new blue-green economy.



NEW 2017 PORTFOLIO



### Model and Strategy

- The International Refugee Assistance Project (IRAP) organizes law students and pro bono attorneys in a virtual public interest law firm to represent refugees seeking safety. IRAP is the first and only organization to provide refugees with attorneys through every step of the registration, protection and resettlement process.
- Refugees require but rarely access legal help to navigate migration. Mobilizing direct legal aid, litigation and systemic advocacy, IRAP serves the world's most persecuted individuals and empowers the next generation of human rights leaders.
- IRAP is able to leverage lessons learned to advocate for systemic changes to benefit refugee populations. They advocate (and when necessary, file lawsuits) for improvements to global refugee processing systems overall. It also builds nonpartisan coalitions to advocate for refugees. IRAP is an official deployment partner of UNHCR in submitting refugees for resettlement.

### Impact

- IRAP's work has helped to resettle over 3,800 refugees and their families to 14 countries.
- IRAP played a key advocacy role in enacting nine pieces of Congressional legislation that created visas and legal protections for over 160,000 displaced people.

### Leadership

- Director and co-founder of IRAP and a visiting clinical lecturer at Yale Law School, Becca Heller has received numerous awards, including the Charles Bronfman Prize, the Tallberg Global Leadership Prize, a Skadden Fellowship, an Echoing Green Fellowship, a Gruber Human Rights Fellowship, and a Dartmouth College Martin Luther King Jr. Emerging Leader in Social Justice Award. She has been named Foreign Policy's Citizen Diplomat of the Year, one of the Christian Science Monitor's "30 under 30" changemakers, and is a term member of the Council on Foreign Relations.



Entrepreneur:  
Becca Heller

### International Refugee Assistance Project

Founded: 2010  
Issue Area: Social Justice  
Location of Work: Jordan, Lebanon  
HQ: New York, NY  
[www.refugeerights.org](http://www.refugeerights.org)



NEW 2017 PORTFOLIO



### Model and Strategy

- Kinolved is a social enterprise that tackles the problem of chronic school absenteeism through a scalable approach that combines technology and human interventions.
- Student attendance is the leading early indicator of high school graduation. Yet in the U.S., 15% of K-12 students are chronically absent, meaning they miss a month or more of school each year. Students in communities with high levels of poverty are four times more likely to be chronically absent.
- Kinolved's mobile and web app, KiNVO, elevates school attendance and tackles absenteeism by breaking down communications and accessibility barriers between students' families, teachers and school administrators.
- Kinolved also provides schools with attendance intervention strategies that engage teachers and principals in troubleshooting challenges to overcome absenteeism.

### Impact

- Schools that used KiNVO in its NYC pilot realized a 13x improvement in attendance compared to schools without it.
- 83% of educators using KiNVO say it makes parents easier to reach.

### Leadership

- Miriam Altman began her career as a New York City high school teacher, initially through Teach for America. She helped launch her school's first "Attendance Team," a group of faculty charged with implementing strategies to increase school-wide attendance.
- Kinolved has won awards from the Robin Hood Foundation and Teach for America. Miriam and her co-founder, Alexandra Meis, are winners of the Gratitude Award, Forbes 30 Under 30, and the Jo Ivey Boufford Award for Innovative Solutions to Public Service Challenges at New York University.



Entrepreneur:  
Miriam Altman

### Kinolved

Founded: 2014  
Issue Area: Education  
Location of Work: National/U.S.  
HQ: New York, NY  
Entity Status: For-Profit  
[www.kinolved.com](http://www.kinolved.com)



Entrepreneur:  
Mariana Costa Checa

## Laboratoria

Founded: 2015  
Issue Area: Economic Empowerment & Education  
Location of Work: Peru, Mexico, Chile, Brazil  
HQ: Lima, Peru  
[www.laboratoria.la/en](http://www.laboratoria.la/en)



### Model and Strategy

- Laboratoria bridges the gap between the large population of economically disadvantaged and unemployed young people in Latin America and the growing demands of the tech sector.
- Through a six-month program, Laboratoria trains young women from vulnerable and underserved backgrounds to become software developers and user experience designers, placing them in jobs in the sector. Students only pay for the training after securing employment.
- Laboratoria is helping grow a competitive, inclusive and diverse tech sector in Latin America, transforming the future of thousands of women and the companies that employ them.

### Impact

- In 2017, Laboratoria achieved job placement rates of over 80%, with an average 300% increase in the income of program graduates.
- With training centers in Peru, Mexico, Chile, and Brazil, Laboratoria is becoming a leading source of female tech talent from Latin America to the world. Over 200 companies in Latin America and the U.S. are currently hiring from Laboratoria.
- By 2021, they hope to have 10,000 graduates.

### Leadership

- Mariana Costa Checa saw in the growing tech sector the opportunity to transform the lives of thousands of young women from low-income backgrounds across Latin America, and at the same time, transform the face of tech talent.
- Previously, Mariana worked at the Organization of American States in international development programs throughout Latin America.
- Mariana has been named by MIT as one of the most innovative people in Peru under 35, and was recognized by the BBC as one of 2016's most influential women.



Entrepreneur:  
Adrian Tirtanadi

## Open Door Legal

Founded: 2012  
Issue Area: Systemic Poverty  
Location of Work: San Francisco, CA  
HQ: San Francisco, CA  
[www.opendoorlegal.org](http://www.opendoorlegal.org)



### Model and Strategy

- Open Door Legal is rooted in the belief that a person's ability to enforce their civil rights should not depend on their income, and that the most cost-effective way to address poverty is by providing universal access to legal services. It is pioneering the nation's first system of universal access to legal representation and showing that poverty can be dramatically reduced as a result.
- Open Door Legal aims to create systems change through deterring bad actors from making fraudulent claims against poor individuals who they know have no means of defending their rights.
- In California today, there is approximately one legal aid attorney for every 8,350 qualifying low-income persons. Open Door began by serving residents of the Bayview-Hunters Point community of San Francisco and is working to scale throughout the city and beyond.

### Impact

- Open Door Legal has had successes for their clients in a wide range of areas, including preventing evictions, reuniting families, cancelling or proving fraudulent debt, and obtaining over \$1 million in damages and awards.
- Legal services are a highly leveraged way to address poverty: for every \$1 spent on services, Open Door generated \$6.63 in direct financial benefits for clients and deterred an additional \$14.75 in illegal activity.

### Leadership

- While working in community development, Adrian Tirtanadi conceived of the idea of Open Door Legal and began to work on the business plan. Two weeks after he got his license to practice law, Adrian started Open Door Legal.
- Adrian is a Praxis Fellow and won the Google.org Bay Area Impact Challenge in 2015.



Entrepreneur:  
Jeff Denby



Entrepreneur:  
Nicole Bassett

### The Renewal Workshop

Founded: 2015  
Issue Area: Environment & Climate Change  
Location of Work: National  
HQ: Cascade Locks, OR  
[www.renewalworkshop.com](http://www.renewalworkshop.com)



### Model and Strategy

- In the apparel industry, brands and retailers accumulate vast quantities of unsellable returns and excess inventory that come from retail, dealer and ecommerce returns, manufacturing defects, overproduction and shipping damage. The majority of this apparel ends up in landfills or secondhand markets abroad and only a fraction is recycled.
- The Renewal Workshop is a social enterprise that aims to eliminate apparel industry waste and the associated negative environmental consequences by diverting clothing and textiles from landfill and making them into a new category of “renewed apparel” that is then sold to consumers.
- They are driving the industry toward a circular economic system by 1) extending the life of products by renewing them, resulting in additional product sale revenues, and 2) recycling old materials to be used for new products.

### Impact

- In 2017, the Renewal Workshop diverted more than 42,000 pounds of apparel from landfill, saved over 36 million gallons of water, cut out 42,000 pounds of carbon, and eliminated over 70,000 pounds of toxic chemicals. They intend to triple those numbers in 2018.
- Within four years, they anticipate that their work will directly reduce 7.5 million pounds of textile waste.

### Leadership

- Co-founders Jeff Denby and Nicole Bassett have deep roots in the apparel and sustainability industries. Jeff came to this work after building PACT, an apparel brand that mass-produced organic cotton clothing in transparent and fair trade supply chains around the world.
- Nicole previously managed social responsibility at Patagonia, after which she acted as the Director of Sustainability at Prana and served as a consultant on labor rights, living wage and environmental standards to a variety of corporate clients.



Entrepreneur:  
Lisa Hinkelman

### Ruling Our eXperiences (ROX)

Founded: 2011  
Issue Areas: Education, Social Justice  
Location of Work: National/U.S.  
HQ: Columbus, OH  
[www.rulingourexperiences.org](http://www.rulingourexperiences.org)



### Model and Strategy

- Ruling Our eXperiences (ROX) delivers programming and conducts research on the critical personal, social, safety, academic, career and leadership issues impacting girls today.
- ROX trains and licenses professional school counselors, social workers and educators to implement its 20-week evidence-based empowerment program in schools with girls in grades 5-12.
- The mission is to equip girls with the knowledge and skills needed to live healthy, independent, productive and violence-free lives.

### Impact

- ROX currently operates programs in more than 150 public, private, independent, charter and parochial schools and community organizations, primarily in the Midwest and with a growing footprint.
- In 2017, ROX published *The Girls' Index: New Insights into the Complex World of Today's Girls*, a survey of more than 10,000 girls across the country designed to develop a deeper understanding of the thoughts, experiences, perceptions, beliefs, behaviors and attitudes of teen girls.

### Leadership

- Lisa Hinkelman is an experienced academic who has spent her career in counseling and education, focused on girls and women.
- She has been honored as one of Columbus' Top 40 Under 40, as a Nominated Changemaker by the White House United State of Women, and as the Smart Business Non-Profit CEO of the Year for 2018.
- Lisa's research was published in 2013 in the book, *Girls Without Limits: Helping Girls Achieve Healthy Relationships, Academic Success and Interpersonal Strength*.



### SaveLIFE Foundation

Founded: 2008  
Issue Area: Health  
Location of Work: India  
HQ: New Delhi, India  
[www.savelifefoundation.org](http://www.savelifefoundation.org)

Entrepreneur:  
Piyush Tewari



### Model and Strategy

- SaveLIFE Foundation (SLF) is working to improve road safety and access to emergency medical care in India, where road traffic incidents claim more than 400 lives every day.
- The organization implements programs and advocates for policies that promote strong road safety policies and improved post-crash response.
- Over the past several years, SLF has facilitated the enactment of key legislation, adopted one of India's deadliest highways to transform it into a zero-fatality corridor, trained thousands of police officers and volunteers in life-saving techniques, and built award-winning technology to connect and assist stakeholders including bereaved families from extremely poor backgrounds.

### Impact

- In 2016, SLF secured a nationwide policy for the legal protection of Good Samaritans who assist the injured. This legislation is expected to save more than 75,000 lives annually by enabling faster bystander response for injured victims.
- SLF has trained more than 10,000 first-responders on the ground across Delhi, Jharkhand, Rajasthan, Gujarat, Uttar Pradesh, and Maharashtra.
- Initial interventions on the Mumbai-Pune Expressway reduced traffic fatalities by 30% from 2016 to 2017.

### Leadership

- Piyush Tewari is an entrepreneurial leader with 15 years of experience in building and scaling government, corporate and social enterprises.
- He has been named an Ashoka Fellow, an Echoing Green Fellow and a Rolex Laureate.



### Simprints

Founded: 2014  
Issue Area: Systemic Poverty  
Location of Work: International  
HQ: Cambridge, UK  
[www.simprints.com](http://www.simprints.com)

Entrepreneur:  
Toby Norman



### Model and Strategy

- Over 1 billion people in the world do not have any form of formal identification, inhibiting delivery of essential services such as healthcare, education and finance, as well as electoral rights. Simprints helps NGOs, businesses, and governments fight poverty by solving this challenge.
- Using biometric hardware and software tools, Simprints has built a low-cost, secure, rugged and open-source mobile fingerprint system that works in the hardest to reach regions of the world, starting with South Asia and Africa.

### Impact

- Simprints has developed technology that is 4x cheaper and 228% more accurate than industry-leading systems with the scarred, worn fingerprints typical of "last mile" beneficiaries. It empowers existing mobile tools used by NGOs and governments to deliver essential services like healthcare at the frontlines.
- Simprints had reached over 65,000 beneficiaries in Nepal, Bangladesh, Uganda, Zambia, Kenya and Nigeria.

### Leadership

- Toby Norman began his journey toward founding Simprints while studying frontline community health workers in Bangladesh.
- He has worked for nearly a decade with doctors and health workers across Africa, Asia, and Central America on initiatives to improve healthcare delivery through technology.
- He is a 2016 Forbes Europe 30 under 30 Social Entrepreneur and a 2017 Schwab Foundation Social Entrepreneur of the Year awardee.



Entrepreneur:  
Atul Satija

### The/Nudge Foundation

Founded: 2015  
Issue Area: Economic Empowerment  
Location of Work: India  
HQ: Bangalore, India  
www.thenudge.org

## THE/NUDGE FOUNDATION

### Model and Strategy

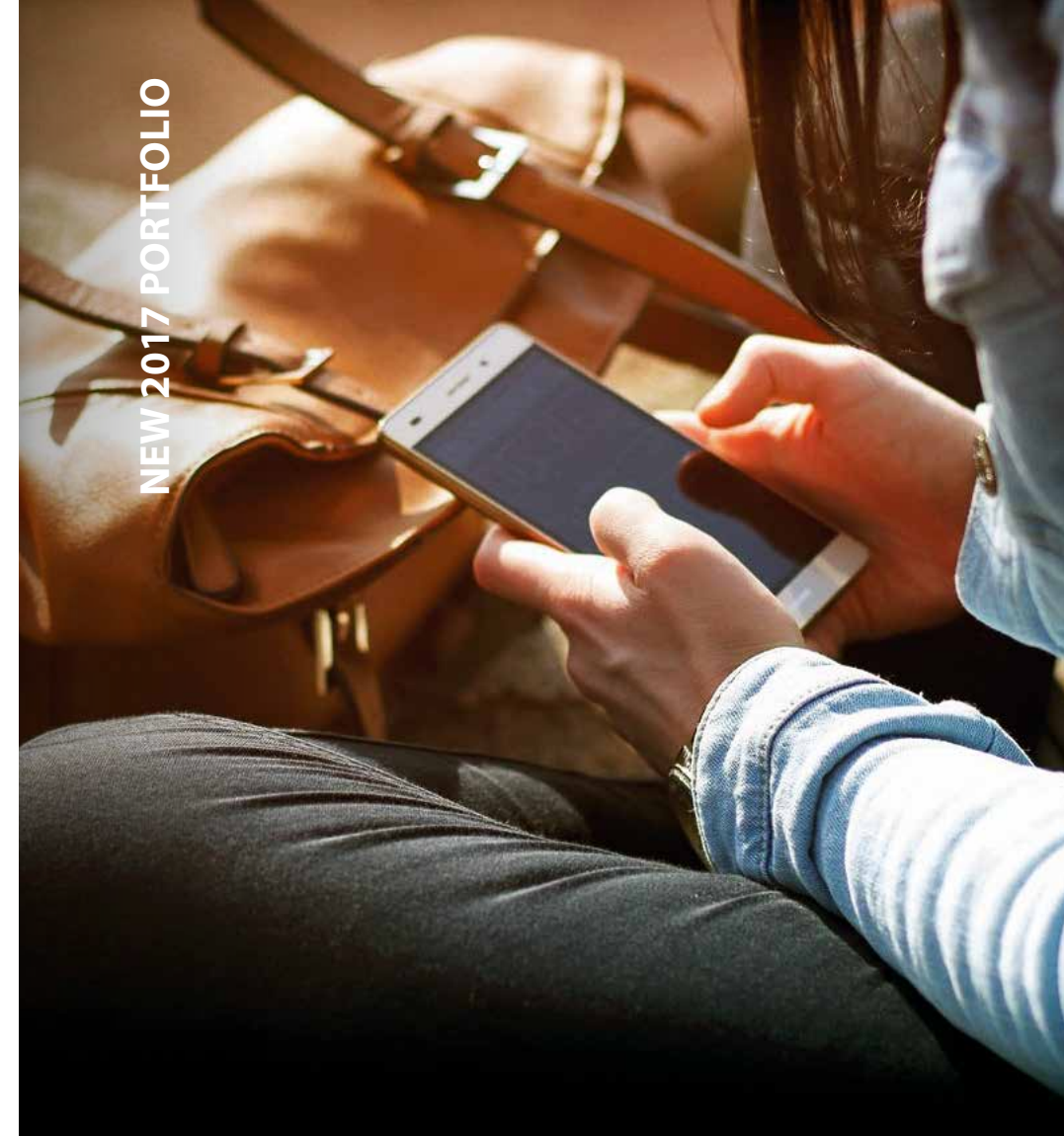
- Of the 1 million youth entering India's workforce every month, 25% come from impoverished backgrounds and 50% are school dropouts, lacking essential life and vocational skills required for permanent employment. At the same time, an estimated 400 million skilled workers are required to sustain the growth of the Indian economy through 2022.
- The/Nudge Foundation focuses on sustainable poverty alleviation through a comprehensive approach, imparting literacy and life skills along with vocational skills to underprivileged youth through an intensive three-month residential program. Upon completion, students are provided job placements and lifelong alumni support.
- Their goal is to move 1 million people sustainably out of poverty.

### Impact

- The/Nudge is currently training over 2,000 students annually.
- The job placement rate for the students that opt in is 120%, and among students that were previously employed, salary increases average 40%.
- The/Nudge is partnering with a public university in India to establish formal degree programs in vocational studies as part of its scaling strategy.

### Leadership

- Founder and CEO Atul Satija has had a successful career in technology, starting with Infosys, Samsung and Adobe and later holding leadership positions at Google and InMobi.
- He volunteered for several years with a nonprofit focused on poverty alleviation, chaired the organization's board, and started The/Nudge Foundation to fulfill his passion for working on inequality and social issues facing India.



Entrepreneur:  
Jacob Sills



Entrepreneur:  
Elijah Gwynn

### Uptrust

Founded: 2015  
Issue Area: Social Justice  
Location of Work: National  
HQ: San Francisco, CA  
www.uptrust.co

## Uptrust

### Model and Strategy

- Hundreds of thousands of Americans are in jail for noncriminal, technical violations, such as missing a court date or violating a term of probation. Uptrust reduces unnecessary incarceration by making the criminal justice system more user-friendly for low-income individuals.
- Uptrust is a technology product that connects people to their public defender via text and sends automated reminders. This simple intervention has significantly boosted court attendance rates for defendants, sparing these individuals jail time and saving substantial amounts of public tax dollars.

### Impact

- Without the benefit of personalized reminders, 20% of low-income clients miss court dates. Missed court dates cost the country over \$10 billion annually, while technical violations of parole and probation incur \$20 billion of state and county expenses per year.
- Uptrust has decreased missed court date rates by 75% in multiple jurisdictions.

### Leadership

- After working in private equity and investment banking, Jacob Sills' passion for criminal justice reform led him to start Uptrust.
- Prior to joining Uptrust as Chief Technical Officer, Elijah Gwynn was the lead software engineer at OK Cupid and before that, a web applications developer for the New York Department of Public Health.



Entrepreneur:  
Debra Cleaver

### **Vote.org**

Founded: 2016  
Issue Area: Social Justice  
Location of Work: National  
HQ: San Francisco, CA  
[www.vote.org](http://www.vote.org)



### **Model and Strategy**

- Vote.org uses digital technology to remove barriers to voting and increase voter turnout in the U.S.
- They target three drivers to accomplish this: behavioral change, to make voting a default activity; technical change, to make voting more user-friendly; and cultural change, to make voting a national tradition.
- Vote.org is primarily focused on mobilizing registered voters to cast ballots, in the belief that turnout, not registration, is the country's biggest voting problem.

### **Impact**

- In 2016, Vote.org directly interacted with nearly 10 million potential voters. They also ran the country's largest Election Day Get Out the Vote (GOTV) drive, during which they contacted nearly one million potential voters.
- In 2017, Vote.org ran GOTV programs in Virginia and Alabama, targeting low-propensity voters via billboards, satellite radio ads, text messages and direct mail. They provided polling place information to over one million voters via peer-to-peer text messages and delivered 200,000 pieces of direct mail to potential voters.

### **Leadership**

- Debra Cleaver has been working at the intersection of technology and democracy since 2008, when she launched Long Distance Voter while also working full-time as a technical product manager at Myspace.com. Long Distance Voter worked to increase voter turnout by making it easier to vote absentee.
- Under Debra's leadership, Vote.org won the Knight News Challenge in 2015, and was accepted into Y Combinator's 2016 Summer Cohort.



Entrepreneur:  
Gabriel Mandujano

### **Wash Cycle Laundry**

Founded: 2012  
Issue Area: Economic Empowerment  
Location of work: Philadelphia, PA,  
Washington, D.C., and Boston, MA  
HQ: Philadelphia, PA  
Entity Status: For-Profit  
[www.washcyclelaundry.com](http://www.washcyclelaundry.com)



### **Model and Strategy**

- Wash Cycle Laundry is an environmentally-friendly commercial laundry outsourcing company serving universities and hotels.
- It is also a launching pad back into the workforce for adults recovering from histories of chronic unemployment, incarceration, addiction, homelessness and other barriers to employment.
- Wash Cycle accomplishes this while proving that bikes are commercially viable and environmentally-friendly alternatives to trucks for intra-metropolitan freight delivery.

### **Impact**

- Over 5 million pounds of cargo have been hauled by bicycle across Philadelphia and Washington, DC since Wash Cycle began.
- Wash Cycle customers include the Inn at Penn (a Hilton hotel), the Inn at Swarthmore, and universities such as University of Pennsylvania and Georgetown.

### **Leadership**

- Gabriel Mandujano created Wash Cycle Laundry to merge his experience and passions with job creation, economic development and sustainable transport.
- Prior to launching Wash Cycle, Gabriel served as the Director of Strategic Alliances for the Centro de Transporte Sustentable in Mexico City, and as the Executive Director of the Enterprise Center Community Development Corporation, an urban revitalization organization based in Philadelphia.



# SPARK MOMENTS

## Spark Moment (def):

*The moment when an individual, who can no longer stand by and witness a societal problem or injustice, sees an opportunity for what is possible, and decides to take action.*



## Mariana Costa Checa | Laboratoria



*"I am here because I had to change the situation of women in Latin America's tech sector. How could there be so few of us in a field with so much opportunity?"*

*The spark was Mercedes, a 20-year-old woman from the slums of Lima who dreamed of being an engineer but had no path to get there.*

*Mercedes, like millions of young women in Latin America, could not afford to pay for higher education. She had big dreams and enormous talent, and was learning to code on her own, but most of the time she was just helping out her mother at home. I saw in Mercedes a glimpse of the enormous value women like her could bring to the tech sector, and vice versa.*

*Mercedes joined our pilot program in Lima. She mastered JavaScript like a champion and went to work at a leading tech company. Three years later, she has become an inspiration for thousands of young women eager to start a career in tech, changing their lives forever and transforming Latin America's tech sector into an example of diversity and inclusion."*

**THAT'S WHY I BELIEVE  
IN THE POSSIBLE.**



## Becca Heller | International Refugee Assistance Project



*"Millions of refugees around the world are seeking legal pathways to safety, but instead are forced to the desert and the sea.*

*My spark for starting the International Refugee Assistance Project was six Iraqi refugee families I met in Jordan in the summer of 2008. All sought safe passage to a new country. None*

*had any idea how to achieve it. The process for seeking legal resettlement to the U.S., Europe and other safe countries involves hours of interviews, piles of paperwork and a legal framework that hasn't been updated in over 65 years.*

*Each of these families' long-term survival simply came down to their ability to navigate a complex legal bureaucracy. I realized that what they needed, more than anything else, was a good, free lawyer.*

*My organization organizes and trains thousands of law students and lawyers and creates a virtual public interest law firm to represent refugees seeking safety. We also advocate (and when necessary, file lawsuits) for improvements to global refugee processing systems overall.*

*Our systemic victories have benefited over 160,000 of the world's most vulnerable refugees since we began in 2010. "*

**THAT'S WHY I BELIEVE  
IN THE POSSIBLE.**



## Jeff Denby and Nicole Bassett | The Renewal Workshop



*"We are here because the system that surrounds the apparel industry threatens the planet. This business model of take, make, use and dump needs to change and that's our mission: to change the system into something circular that preserves created apparel material and ensures its reuse.*

*We have spent our careers in apparel factories on the other side of the world trying to improve the way we make clothing—by bettering worker conditions, reducing environmental impacts, improving the lives of cotton farmers, and introducing Fair Trade apparel to the U.S. market. But we could no longer watch all this effort go into the responsible production of apparel only to have it end up in landfill here in the U.S. when it's no longer wanted or can't be sold as first quality.*

*Because the majority of apparel cannot be recycled, nearly 68 million pounds a year goes to landfill and is the fastest growing component of municipal solid waste. Nearly 80% of clothing that gets donated is sent to landfill. From working for apparel brands, we knew that there were no good systems for brands to deal with "unsellable" inventory—product that's returned or slightly damaged.*

*We started the Renewal Workshop to create a for-profit business model that would enable a circular economy for the apparel industry and maximize the value invested in clothing that's already made. We built a state-of-the-art factory in the U.S. that processes apparel that was once considered too damaged to sell into a whole new category called "Renewed Apparel."*

*The model is working. In 2017, we diverted over 42,000 pounds of apparel from landfill, saved over 36 million gallons of water, cut out 42,000 pounds of carbon, and eliminated over 70,000 pounds of toxic chemicals. In 2018, we're on track to more than triple those numbers. "*

**THAT'S WHY WE BELIEVE IN THE POSSIBLE.**



## Miriam Altman | Kininvolved



*"I am here because I couldn't ignore the fact that half of my freshman students didn't walk across the stage on what should have been their high school graduation day.*

*The spark was Alexandra, a ninth grader who missed 50 percent of school days by the end of the first marking period. Alexandra had previously excellent attendance and was a fantastic student. As a new teacher, I assumed that Alexandra's mother was notified by the school when*

*her daughter missed class, and that she was ignoring our outreach.*

*However, when I met Alexandra's mother at parent-teacher night, I realized that this was the first she was learning of her daughter's absenteeism. The phone number we had been robo-calling had long since changed, and Alexandra's mother did not speak English.*

*In Alexandra, a high-performing student who so quickly became at risk of dropping out, I realized there was a major opportunity to intervene before it was too late; an opportunity that we almost completely missed; and an opportunity that we had to replicate for all our students before it was too late.*

*Immediately after the parent-teacher meeting, Alexandra's mother and I communicated regularly. Not only did her mother and I develop a relationship that showed Alexandra that she had adults in her life who cared, but her attendance and grades improved. She graduated from high school, and last spring graduated from St. John's University.*

*Alexandra and her peers inspired me to co-found Kininvolved, a social enterprise that elevates student attendance. And we have seen great results: among our partner schools, which serve the most at-risk youth, attendance increased at a rate 13 times that of peer schools."*

**THAT'S WHY I BELIEVE IN THE POSSIBLE.**



## Gerald Abila | BarefootLaw



*"I'm here because we live in a world where we are governed by the law, and yet in Uganda, where I'm from, millions of people are not aware of their rights, and do not believe they can find justice.*

*For me, this problem became my problem when I was sitting in a courtroom while in law school and a man was asked to defend himself after being charged with a minor offense.*

*In Uganda, the state only provides legal representation for capital offenses, like murder. In this man's case, no lawyer represented him. He was completely lost and did not even understand the language of court, let alone the procedure. Of course, he was prosecuted and found guilty. And I thought to myself, this whole process is a sham in which I cannot take part.*

*As an attorney, I saw this problem again and again. And so BarefootLaw began—to bring legal advice and legal services to everyone, regardless of background or ability to pay. Using social media including Facebook posts and text messages, we began to reach thousands of Ugandans with our team of qualified lawyers who can help average citizens find justice.*

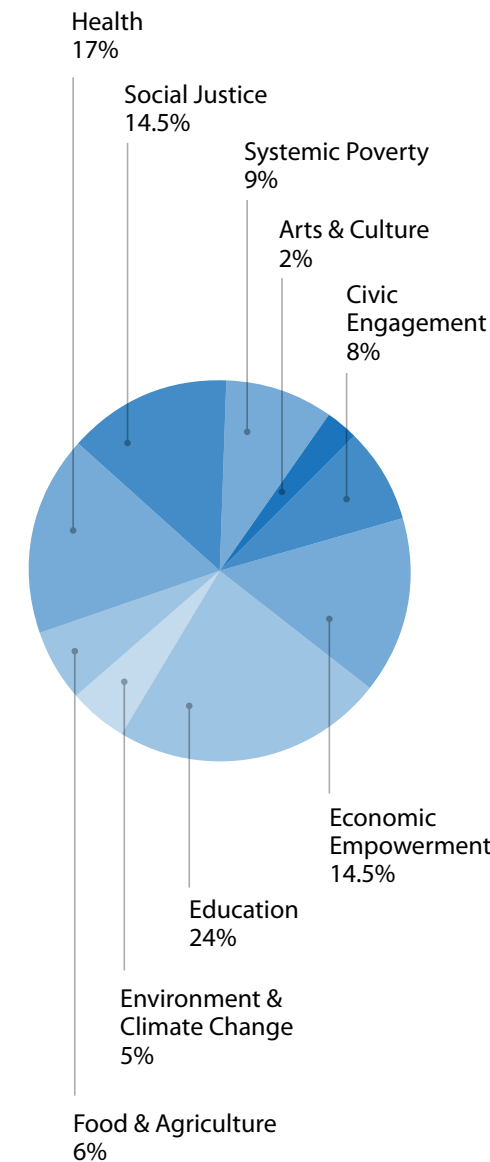
*Ugandans like Winnie, a 25-year-old widow and mother of three. She was driven out of her home by her in-laws, who went on to divide her property among themselves. With no income and three children to care for, she had no knowledge of how to get legal help. Winnie found us through a community leader and after a year of our support, delivered largely through Facebook and text, she was not only able to recover her property, but has now started a small business to sustain her family.*

*Winnie's story represents the challenge faced by millions of Ugandans and others across Africa, to resolve disputes under the law without being left to fend for themselves. At BarefootLaw, we deal with thousands of such cases every year, and what keeps me going is the resilience of human nature."*

**THAT'S WHY I BELIEVE IN THE POSSIBLE.**



# DRK PORTFOLIO



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# DONOR PARTNERS

The Draper Richards Kaplan Foundation raises funds from a diverse group of partners, including individual donors, family foundations and private foundations, and deploys these resources around the world. We are deeply grateful to our donor partners for joining us in supporting the big dreams, new ideas and bold actions of extraordinary social entrepreneurs.

## Individuals, Foundations & Corporations as of May 2018

- |  |  |
|--|--|
| Anonymous                                      | Ewing Marion Kauffman Foundation                   |
| Lois & David L. Anderson                       | David & Anita Keller Foundation                    |
| Mary Anne Nyburg Baker & G. Leonard Baker, Jr. | Robert & Dorothy King                              |
| BlackRock                                      | Kresge Foundation                                  |
| Bohemian Foundation                            | L Brands Foundation                                |
| William K. Bowes Jr. Foundation                | Libra Foundation                                   |
| Susan & Nicholas Carter                        | David & Lori Marquardt                             |
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| High Meadows Group                             | Arthur & Toni Rembe Rock                           |
| Lyda Hill                                      | Richards Foundation                                |
| Conrad N. Hilton Foundation                    | Sarlo Foundation                                   |
| Reid Hoffman                                   | Laura Scher & Ian Altman                           |
| David & Francie Horvitz Family Foundation      | Trustees' Philanthropy Fund of Fidelity Charitable |
| Houston Endowment                              | Jeffrey C. & Suzanne C. Walker                     |
| Imago Dei Fund                                 |  |
| Robert S. Kaplan                               |  |

# FINANCIALS

Fiscal year January – December 2017

## Net Assets

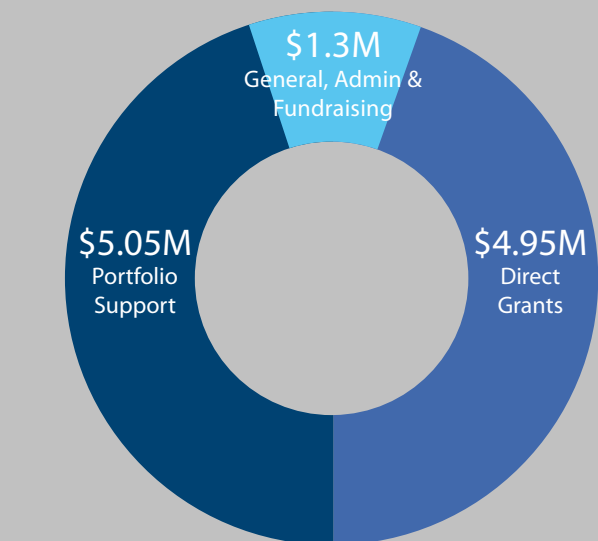
|       |    |       |
|-------|----|-------|
| Total | \$ | 42.1M |
|-------|----|-------|

## Uses of Funds

|                                |           |              |
|--------------------------------|-----------|--------------|
| Direct Grants                  | \$        | 4.95M        |
| Portfolio Support              | \$        | 5.05M        |
| General, Admin and Fundraising | \$        | 1.3M         |
| <b>Total</b>                   | <b>\$</b> | <b>11.3M</b> |

*Note:*  
In 2017, DRK made \$500,000 of program-related investments, which are not expensed as "direct grants" due to generally accepted accounting principles. As of December 31, 2017, DRK has made \$747,363 in program-related investments.

## Use of Funds



# DRK TEAM

## Board of Directors

**William H. Draper, III**  
Co-Chair

**Robin Richards Donohoe**  
Co-Chair

**Robert S. Kaplan**  
Co-Chair

## Team

**Jim Bildner**  
CEO

**Christy Chin**  
Managing Partner

**Abby Crocker**  
Senior Executive Assistant

**Cat Flaherty**  
Senior Executive Assistant

**Deepa Iyer**  
Associate

**Stephanie Khurana**  
Managing Director

**Nathalie Kylander**  
Managing Director

**Jared Leiderman**  
CFO

**Jessica Lu**  
High Meadows Environmental  
Research Fellow

**Ashley Plaga**  
Manager of Communications  
& Portfolio Support

**Nicolle Richards**  
Impact Analyst

**Carter Stewart**  
Managing Director

**Kelly Trott**  
Director of Partnerships

**Rebecca Weintraub**  
Managing Director

**Eli Cherner**  
Operations Manager

**Stephanie Dodson Cornell**  
Managing Director

**Kathryn Doyle**  
Senior Principal

**Nancy Huang**  
Chief of Staff

**Sylvie Kahl**  
Receptionist and Administrative Assistant

**Kim Koontz**  
Senior Executive Assistant

**Mary Lachnit**  
Controller

**Grace Lesser**  
Associate

**Linda Miller**  
Executive Assistant

**Laurie Protacio**  
Administrative Assistant

**Bill Rodriguez**  
Managing Director

**Sarah Toce**  
Associate

**Elizabeth Washburn**  
Principal





 **Draper Richards Kaplan**  
FOUNDATION

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Fax: 650-323-4060

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Boston, MA 02116

Tel: 650-319-7806  
Email: [info@drkfoundation.org](mailto:info@drkfoundation.org)

**Field Offices**

Columbus, OH  
Gaborone, Botswana

[www.drkfoundation.org](http://www.drkfoundation.org)

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