



Draper Richards Kaplan Foundation

2018 Annual Report

# EMPOWERING THE POSSIBLE



**We believe that with bold support, extraordinary  
leaders with great ideas can change the world**



Last year's Annual Report led with four simple but powerful words: The Urgency of Now. It was a reminder to us all that now is the time to step up to the challenges of our time. As we look back on 2018, we are incredibly proud of the impact our portfolio organizations have achieved—and undoubtedly will achieve in the years to come. Which is why this year's Annual Report leads with just three words that say it all: Empowering the Possible. This theme sums up the reason our foundation exists and the reason our community works 24/7 to find, fund, and support extraordinary leaders who are tackling some of society's most complex problems on the ground, in real time.

The results speak for themselves. As of December 2018, 48% of the organizations in our portfolio have impacted over 10,000 lives; 33% have impacted more than 50,000 lives; 19% have impacted over 500,000 lives; and 13% of the portfolio—that's 17 organizations—have directly impacted more than one million lives. In an increasingly challenging world with seeming unlimited capacity to create near and long-term problems, this data anchors our fundamental belief that early-stage entrepreneurs, who focus on the possible, can help solve these very issues.

In addition to the numerical validation of this work, the outside world has taken note as well. In 2018 alone, six DRK entrepreneurs received major recognition for their work in areas spanning criminal justice, healthcare, human rights, agriculture, and economic empowerment: Raj Panjabi of Last Mile Health and Chuck Slaughter of Living Goods won the Audacious Prize—the largest award of its kind; Becca Heller from IRAP was named a MacArthur 'Genius'; Amy Bach won the Bronfman Prize for her work with Measures for Justice; and both Global Health Corps and myAgro won the Skoll Awards for Social Entrepreneurship. As we go to print, 3 of the 20 newly named Obama Foundation Fellows—Aimée Eubanks Davis of Braven; Charles Daniels of Fathers' Uplift; and Tarun Cherukuri of Indus Action—are DRK portfolio entrepreneurs.

And while a number of these organizations are part of our alumni portfolio, we are also seeing tremendous impact from some of the youngest organizations in our current cohort. Kinolved has helped its partner schools see a 13x increase in student attendance compared to other schools; Replate has rescued nearly 2 million meals worth of high-quality food, resulting in more than 10,000 tons of avoided greenhouse gas emissions; OpenBiome has shipped over 43,000 treatments to *C. difficile* patients in need of safe access to fecal transplants; and the list goes on.

In the pages that follow, I hope you will see how your support has made a difference in the lives of millions across the globe. And while this progress is unmistakable, we also recognize that there is still so much more work to do—which is why DRK is commencing its fourth fund to support another 105 organizations beginning in 2020. It's also why we know we will raise a fifth, sixth, and seventh fund.

Some day 20 years from now, another team will have the opportunity to look back at roughly 750 investments and see what human change looks like one step at a time. It is the privilege of a lifetime for us to steward the "early" days in this trajectory. A heartfelt thank you for your support and partnership. It means the world to us.

With deep gratitude,

A handwritten signature in black ink, appearing to read "Jim Bildner", with a long, sweeping horizontal line extending to the right.

Jim Bildner

## Ten Years After Founding IRAP to Advocate for Refugee Rights, Becca Heller Receives Prestigious MacArthur “Genius” Grant



Becca Heller co-founded the International Refugee Assistance Project (IRAP) in 2008 to help Iraqis displaced by war safely resettle in the West. What began as a student organization at Yale Law School to defend the rights of refugees is now a global organization with chapters at 29 law schools and partnerships with more than 120 law firms. Today, IRAP functions as a virtual public interest law firm that partners with thousands of volunteer attorneys who work *pro bono* on urgent refugee cases—a model which allows IRAP to take on over 3,000 cases at a time, impacting the lives of tens of thousands of refugees and their families.

In January 2017, Heller and IRAP played a prominent role in responding to the executive order restricting people from seven majority Muslim countries from entering the United States. Two days before the now notorious “travel ban” went into effect, IRAP sent an urgent call to action mobilizing its vast network of volunteer lawyers to defend the rights of incoming refugees and immigrants who might be detained. Amazingly, more than 1,600 volunteers responded within less than 24 hours, starting a historic movement which energized people all over the world to stand up and speak up for refugee rights.

Efforts like these, coupled with the systemic advocacy work IRAP continues to lead, have enabled the organization to achieve significant impact to date:

- **IRAP’s work has helped to resettle over 4,100 refugees and their families to 18 different countries.**
- **IRAP played a key advocacy role in enacting nine pieces of Congressional legislation that created life-saving visas and legal protections for nearly 160,000 displaced people.**
- **IRAP successfully litigated against executive orders restricting refugee resettlement, resulting in court victories that allowed more than 21,000 refugees to enter the United States who would have otherwise been banned, and winning a court ruling in December 2017 that overturned the refugee ban.**

On October 4, 2018, 10 years after launching IRAP, Becca Heller was named a MacArthur “Genius” for her work mobilizing the resources of law schools and law firms to defend the rights of refugees and improve protection outcomes for many of the world’s most at-risk populations. The Fellowship, which is awarded to individuals who show exceptional creativity in their work and the prospect for still more in the future, comes with a no strings attached grant that Becca plans to use to bring the IRAP model to scale, especially in Europe and Northern Africa.





"As Americans, we must continue to remember the hundreds of millions of people now banned from our country solely based on their religion or nationality. We must keep fighting for them. Even when they are not making headlines."

Becca Heller, Co-Founder & Executive Director, IRAP



# THE YEAR IN REVIEW

**2018 was another remarkable year for the Foundation**

**Our pipeline was the largest ever**

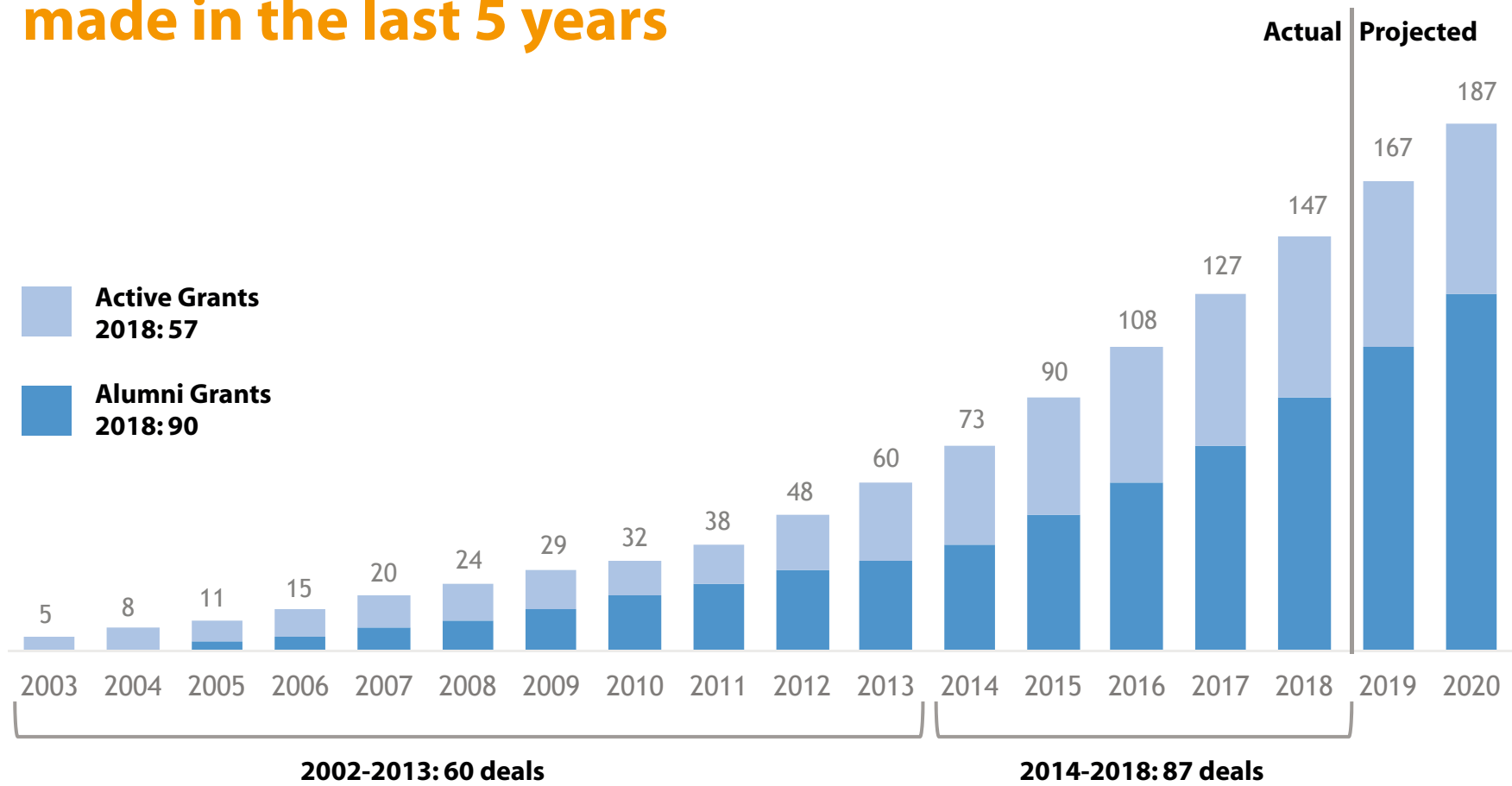
**We funded the largest number of organizations in our history**

**And our team's capacity to do this work has never been greater**

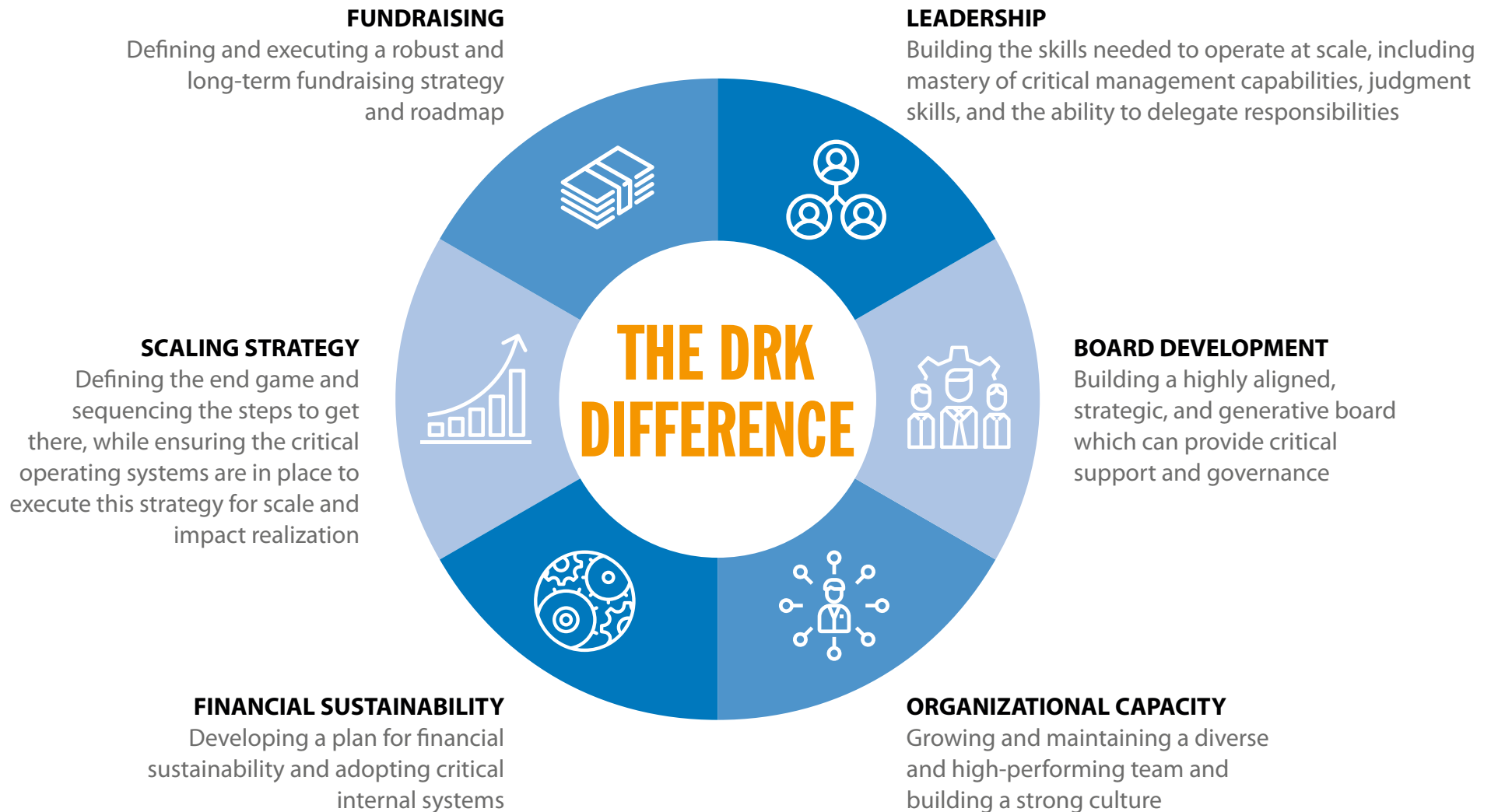




Since beginning this work in 2002, we made 147 investments through 2018, of which 87—or 60%—were made in the last 5 years



**We help early-stage entrepreneurs build capacity across six core competencies that we believe are essential to achieving impact at scale**



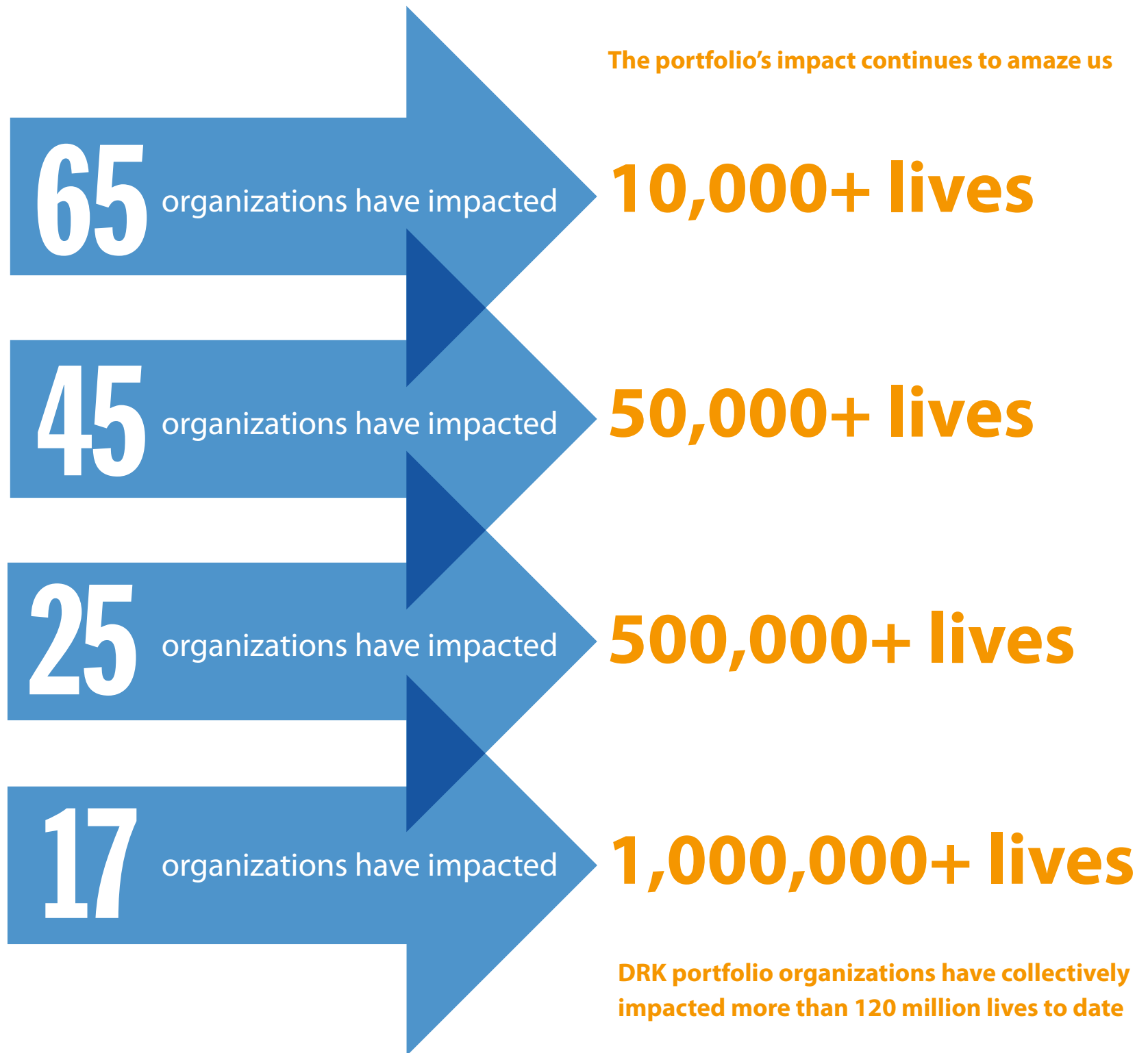




"Thank you for believing that entrepreneurs can come from anywhere. That starting a business isn't just reserved for those that have the money, the connections, or the experience. Thank you for looking so hard to find amazing and talented people that may have never been noticed before. Thank you for believing in me and so many others—your support has made all the difference."

Veronika Scott, Founder & CEO  
The Empowerment Plan

# MEASURING IMPACT







**Kiva** has facilitated over **\$1 billion in loans** to 2.6 million micro-entrepreneurs across 83 countries, with a repayment rate of 96%.



Schools partnered with **Kinvolved** see a **13x increase in attendance** compared to other schools. Increasing attendance is directly related to student success in the short and long term.



**Noora Health** has trained more than **300,000 people to be care providers** for their loved ones in hospitals and at home—a program that's being implemented across 53 hospitals in India, including facilities that are private, public, and charity-based.



The **Center for Good Food Purchasing** has leveraged over **\$1 billion in institutional food purchases** to improve the food system and increase access to healthier meals for millions of students in 17 U.S. cities.



Thanks to the work of **Muso** and their proactive healthcare model, the President of Mali committed to free care for all children, pregnant women, elders, for contraceptives, and for dialysis, available to Mali's **18 million citizens**.



**VisionSpring** has distributed more than **5.5 million pairs of eyeglasses** to customers living on less than \$4 a day.



# SCALING INNOVATION



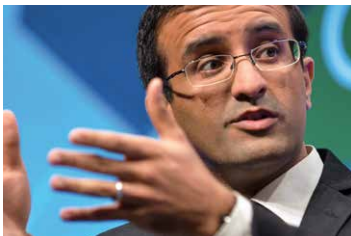


**2018 brought a “four-fecta” of recognition for these exceptional entrepreneurs  
and the outsized impact of the organizations they lead**



**Last Mile Health** and **Living Goods** received \$50M from the Audacious Project to enable them to deploy 50,000 digitally-empowered community health workers (CHWs) to provide lifesaving healthcare to 34 million people across six countries in East and West Africa by 2021

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**Amy Bach** of **Measures for Justice** was awarded the 2018 Charles Bronfman Prize for her groundbreaking work to measure and compare the performance of the entire U.S. criminal justice system

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**Becca Heller** of **IRAP** received a 2018 MacArthur “Genius” Grant for mobilizing the resources of law schools and law firms to defend the rights of refugees and improve protection outcomes for many of the world’s most at-risk populations

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**Global Health Corps** and **myAgro** were two of six organizations to receive the 2018 Skoll Award for Social Entrepreneurship for their innovations to solve the world’s most pressing problems and disrupt the status quo

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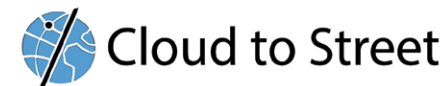
# 2018 PORTFOLIO

Presenting the 20 latest additions  
to DRK's portfolio:

Cloud to Street  
Coalfield Development  
Cowtribe  
Detroit Justice Center  
DIGDEEP  
Digital NEST  
Fathers' Uplift  
Food for Education  
HelpUsGreen  
Kheyti  
macro-eyes  
MaTontine  
Merit America  
Numida  
OceanMind  
Replate  
Suyo  
Tiny Totos Kenya  
VIA Global Health  
WattTime







## Model and Strategy

- Cloud to Street is a global flood-mapping and monitoring platform designed to protect the most vulnerable communities from natural disasters. Cloud to Street's industry-leading, high-resolution mapping of flood-prone areas is used by government planners, disaster response agencies and insurers around the developing world to prepare for floods, respond to flood events in near real-time, and better understand and price flood insurance.
- By leveraging satellite imagery, crowd-sourced data, machine learning and new data platforms like Google Earth Engine, Cloud to Street's technology platform can map flood risk zones around the world within seconds, providing critical information to communities that lack access to traditional data.

## Impact

- To date, Cloud to Street has identified 5 million people at risk in seven countries.
- Within five years, they plan to power catastrophe insurance for 10 million people and provide risk data to the majority of the world's 100 most vulnerable watersheds.

## Leadership

- Cloud to Street is led by Co-Founders Bessie Schwarz, CEO, and Beth Tellman, Chief of Science, who met as Masters students at Yale University's School of Environmental Sciences and Forestry, where Cloud to Street started as a collaboration with Google.
- Beth previously worked as a scientist at The Nature Conservancy and on disaster relief and resilience in El Salvador on a Fulbright Scholarship, where she co-founded a local nonprofit, Ceiba Foundation, focused on conservation and post-disaster reconstruction. She is currently completing her Ph.D. at Arizona State University studying human-flood interactions globally.
- Bessie previously worked as a community organizer and director at the Yale Program on Climate Change Communication, Green Corps, Environment America, and Environment Colorado.



Entrepreneurs:  
Bessie Schwarz &  
Beth Tellman

## Cloud to Street

Founded: 2015  
Issue Area: Environment & Climate Change  
Locations of Work: Republic of the Congo,  
Ethiopia, India, Indonesia and more  
HQ: New York, NY  
[www.cloudtostreet.info](http://www.cloudtostreet.info)





Entrepreneur:  
Brandon Dennison

## Coalfield Development

Founded: 2010  
Issue Area: Economic Empowerment  
Location of Work: West Virginia  
HQ: Wayne, WV  
[www.coalfield-development.org](http://www.coalfield-development.org)



### Model and Strategy

- Coalfield Development is focused on ending the intergenerational cycle of poverty in Appalachia by rebuilding the region's economy from the ground up and ending its reliance on the coal industry.
- Coalfield's mission is to promote economic development and create jobs for chronically unemployed residents. Coal companies owned and then abandoned not just the coal mines, but much of the state's infrastructure. Their premise is that ending poverty in Appalachia depends on diversifying the economy beyond coal.
- Coalfield oversees five social enterprises that are pioneering new and viable economic markets in the region, while providing a holistic model of employment, education and personal development training for unemployed young adults.

### Impact

- To date, Coalfield has attracted \$16 million in new investments to West Virginia, with over 160 new jobs created and more than 40 new businesses started in the state.
- They have facilitated training in new economic sectors and professional certifications for more than 850 formerly unemployed people.

### Leadership

- Brandon Dennison, Founder and CEO, was born and raised in southern West Virginia. In 2018, he was named "West Virginian of the Year" by WV Living magazine, and was recognized as one of "40 under 40 leaders nationwide who are making their mark on the nonprofit world" by the Chronicle of Philanthropy.
- Brandon received the 2015 JM Kaplan Social Innovation Prize and a 2018 Ashoka Fellowship.



Photo: Sven Torfin



## Cowtribe

Founded: 2016  
 Issue Area: Food & Agriculture  
 Location of Work: Ghana  
 HQ: Tamale, Ghana  
[www.cowtribe.com](http://www.cowtribe.com)

Entrepreneurs:  
 Peter Awin & Alima Bawah



## Model and Strategy

- Cowtribe supports livestock farmers in Ghana via a mobile platform that tracks the health of each animal, reminds the farmer when it is time for the animals to receive vaccines, and then facilitates all the logistics and supply processes to reliably deliver these vaccines to the farmer.
- Livestock mortality is one of the biggest problems facing the livestock industry in Ghana, yet most farmers struggle to access reliable vaccination and veterinary services. By aggregating the needs of individual farmers, Cowtribe's mobile platform restores market incentives for veterinarians and suppliers to service rural communities, bringing critical goods and services to farmers.
- Cowtribe also uses its platform to share best practices in animal husbandry with livestock farmers and provides immediate SMS warnings of disease outbreaks and dangerous weather events.

## Impact

- In 2016-17, Cowtribe piloted with 10,000 farmers in northern Ghana, and has since scaled to 29,000 farmers.
- In less than two years, vaccine coverage among Cowtribe users has improved from 18% to 65%, and early data show annual livestock mortalities decreasing rapidly—in some communities from 50% to less than 5% per year.
- Farmers using the Cowtribe service—many of whom were living on less than \$1 per day—have been able to add an estimated \$300+ to their annual household income.

## Leadership

- Cowtribe is led by Co-Founders Peter Awin, CEO, and Alima Bawah, COO, both of whom were born and raised in Ghana and have personal experiences that led them to this work.
- Prior to Cowtribe, Peter founded a company to support high-growth African startups and then joined WorldCover, a crop insurance social enterprise.
- Alima was a journalist focusing on documenting the struggles of rural women in Ghana. She is the recent recipient of an Obama Foundation African Leaders fellowship.





Entrepreneur:  
Amanda Alexander

## Detroit Justice Center

Founded: 2018  
Issue Area: Social Justice  
Location of Work: United States  
HQ: Detroit, MI  
[www.detroitjustice.org](http://www.detroitjustice.org)



### Model and Strategy

- The Detroit Justice Center (DJC) is a nonprofit law firm working to create economic opportunities, transform the justice system, and promote equitable and just cities.
- DJC is founded on the belief that we cannot build equitable cities without remedying the impacts of mass incarceration. It has a three-pronged approach to offsetting these impacts: 1) offering legal services that help justice-involved individuals remain out of jail, hold on to jobs and housing, and keep their families intact; 2) creating economic opportunities through support for small businesses, housing and worker cooperatives, and community land trusts; and 3) empowering communities to create pathways to divest from jails and prisons and reinvest in community safety and well-being.

### Impact

- In its first year, DJC provided life-changing legal services to hundreds of clients and earned a reputation as a promising source of innovation in the criminal justice field.
- DJC has several projects underway to redesign what the criminal justice system looks like and what the legal profession can do to transform it.

### Leadership

- Detroit Justice Center is led by Founder and Executive Director Amanda Alexander. Amanda is an attorney who has worked at the intersection of racial justice and community development in Detroit, New York, and South Africa for more than a decade.
- Amanda's advocacy and research have won her an Echoing Green Fellowship, Fulbright-Hays Fellowship, Social Science Research Council Fellowship, and a Ford Foundation Doctoral Fellowship.





Entrepreneur:  
George McGraw

## DIGDEEP

Founded: 2012  
Issue Area: Systemic Poverty  
Location of Work: United States  
HQ: Los Angeles, CA  
[www.digdeep.org](http://www.digdeep.org)



## Model and Strategy

- DIGDEEP is working to ensure that every American has consistent access to clean, running water. In the United States today, nearly 2 million Americans don't have clean, hot and cold running water or basic plumbing. DIGDEEP is empowering communities to build and manage low-cost systems that bring safe water into homes, schools, and community centers.
- DIGDEEP is best known for its Navajo Water Project, which has brought running water to Navajo families in NM, UT, and AZ for the first time, using a series of wells, water trucks, and solar-powered home water systems.
- DIGDEEP maintains an extensive network of academic, government, and water industry partners and routinely develops cross-sectoral coalitions to address water-related challenges in the U.S.

## Impact

- The Navajo Water Project has brought clean, running water to hundreds of homes across nine towns in rural NM and is expanding into AZ and UT. The Project earned the 2018 U.S. Water Prize.
- DIGDEEP is leading an effort with Michigan State University, the U.S. Water Alliance, and the Robert Wood Johnson Foundation to study the root causes of domestic water poverty in six hotspots across the country, including the CA Central Valley, Four Corners, Appalachia, the border colonias, rural MS and AL, and the areas surrounding San Juan, PR. The results of this report will shape the goals and strategy of DIGDEEP in future years.

## Leadership

- Founder and CEO George McGraw began his career in international law, with a specialty in the human right to water and sanitation.
- He has written on water and policy for The New York Times, Los Angeles Times, and The Nation. The UN Foundation named George one of its 17 "Local Globalists" and he is Stanford University's 2019 Social Entrepreneur in Residence.



Entrepreneur:  
Jacob Martinez

## Digital NEST

Founded: 2014  
Issue Area: Economic Empowerment  
Location of Work: California  
HQ: Watsonville, CA  
[www.digitalnest.org](http://www.digitalnest.org)



## Digital NEST

### Model and Strategy

- Digital NEST (Nurturing Entrepreneurial Skills with Technology) connects young people ages 18-24 from rural areas to a skill-building community that transforms them into students and professionals who can create successful tech careers and prosperous communities.
- Through training and professional mentorship, participants master the technological skills they need to pursue higher education and launch careers in our globally connected world.
- As part of the program, Digital NEST hires participants to provide web development, graphic design, and video production services to local businesses, and then connects them with local and regional employers to fill workforce needs.

### Impact

- Digital NEST is working to create sustainable and scalable technology centers in vulnerable communities all over California, creating economic equality for the residents of low-income and rural communities, and teaching young people the technology skills needed to become competitive and self-sufficient in the digital future.
- Since opening in 2014, Digital NEST has served more than 2,200 young people.
- 85% of program participants are Latino/a.

### Leadership

- Jacob Martinez, Founder and Executive Director, is at the forefront of ending the disparities and biases that bar Latino Californians in rural/agricultural communities from economic opportunity.
- Jacob's work has been recognized both locally and nationally, including speaking at the first White House Tech Meetup in 2015 and being named by TechCrunch as one of its 2014 Top 10 Men in the Country Supporting Women in Technology.





## Fathers' Uplift

Founded: 2014  
 Issue Area: Health  
 Location of Work: Dorchester, MA  
 HQ: Dorchester, MA  
[www.fathersuplift.org](http://www.fathersuplift.org)

Entrepreneurs:  
 Charles C. Daniels, Jr. &  
 Samantha Fils-Daniels



## Model and Strategy

- Fathers' Uplift uses group therapy sessions, coaching, and retreats to get disadvantaged men who are disconnected from their children positively and sustainably re-engaged in their children's lives. These interventions address past trauma, boost coping skills, and support the men's life skills development and recovery needs.
- By providing integrated community-based support to fathers, many of whom have spent time in prison and/or are homeless, Fathers' Uplift eliminates paternal absenteeism and supports children's long-term health and development.
- Fathers who have completed the program have the opportunity to become coaches, thereby giving back and staying involved.

## Impact

- To date, Fathers' Uplift has worked with over 400 men, 40% of whom are returning from prison and nearly 40% of whom are homeless.
- Over a one-year engagement with a cohort of 80 ex-offenders, 75% did not return to prison while in the Fathers' Uplift program, saving over \$1.22 million in tax dollars from those men who did not recidivate.

## Leadership

- Charles Daniels, Co-Founder and Executive Director, received a Masters in Social Work and a certificate in Urban Leadership from Simmons School of Social Work. He received the Herb Schneider Memorial Group Work Student of the Year award through the Association for the Advancement of Social Work Groups (AASWG), and was the only graduate student in Massachusetts to receive the Albert Schweitzer Fellow for Life award in 2011.
- Samantha Fils-Daniels, Co-Founder and COO, received her Master's degree in Social Work from Boston College. Prior to starting Fathers' Uplift, Samantha held roles at the Florida Department of Children and Families, Women in Need, REACH Beyond Domestic Violence, and the Brookline Community Mental Health Center.





## Model and Strategy

- Food for Education has a simple value proposition: feed kids in school so that they learn.
- The organization is designing and implementing models of efficiently delivering nutritious meals to the most vulnerable children in Kenya. They source food directly from local farmers, boosting local markets, and use a central kitchen to produce and deliver nutritious, heavily subsidized meals to students in urban public primary schools.

## Impact

- Over the past two years, Food for Education has multiplied by 10 the number of children it feeds each day. Since they began, the organization has provided more than 500,000 meals to 7,000 students.
- Food for Education's school feeding intervention has led to improved nutrition, better school attendance and performance, and increased high school transition rates. In 2017, the average yearly test performance among students who received meals increased 72%, while 96% of students who received meals continued on to high school (compared to 60% of those not receiving meals).

## Leadership

- Food for Education was founded by Wawira Njiru, who grew up in Nairobi and trained as a nutritionist in Australia, with the goal of improving health outcomes in her home community.
- In 2016, Wawira was selected as one of 25 young Africans Leading in Public Life by the University of Cape Town, and she received the University of South Australia's alumni award 2017. She is a 2018 Rainer Arnhold Fellow and was selected as one of the Top 40 under 40 women in Kenya.
- Wawira was the inaugural 2018 recipient of the Global Citizen Youth Leadership Prize presented by Cisco.



### Food for Education

Founded: 2012  
 Issue Area: Education  
 Location of Work: Kenya  
 HQ: Nairobi, Kenya  
<https://food4education.org>

Entrepreneur:  
 Wawira Njiru





Entrepreneur:  
Ankit Agarwal

## HelpUsGreen

Founded: 2015

Issue Area: Systemic Poverty

Location of work: India

HQ: Kanpur, Uttar Pradesh, India

[www.helpusgreen.com](http://www.helpusgreen.com)



## Model and Strategy

- HelpUsGreen is a for-profit enterprise tackling two problems in India: the negative environmental consequences of floral waste produced by places of worship and deposited into the Ganges River; and the lack of employment opportunities for India's poorest and most vulnerable women.
- HelpUsGreen has pioneered India's "flowercycling" technology: they collect floral waste from temples and mosques before it can pollute the river, and then recycle it into a range of proprietary products, including incense, compost, biodegradable Styrofoam, and bio (non-animal hide) leather.
- To do this, HelpUsGreen employs marginalized women from historically oppressed Dalit communities.

## Impact

- In mid-2017, HelpUsGreen secured land for its first production facility in Kanpur, and the facility now employs over 100 women. A second facility will open this year in Mathura, with additional facilities to open in the religious temple towns of Varanasi, Brindavan, and Mirzapur over the next three years.
- HelpUsGreen aims to employ 2,100 women from Dalit communities by 2021, training them to sort flowers and produce HelpUsGreen's line of products.
- The environmental impact of flowercycling and the development of alternatives to Styrofoam and animal leather alternatives is significant.

## Leadership

- Ankit Agarwal, Founder and CEO, was awarded the UN SDG Young Leaders Award, the Forbes 30 under 30 in 2018, the UNEP, Centre for Environment Education Unsung Heroes Award, and the Wharton India Economic Forum People's Choice Award in 2017.
- Ankit has worked on sustainability projects across 26 countries and was selected as one of 21 young leaders for extraordinary skills by the Asia Society. He is both an Acumen and Echoing Green Fellow.



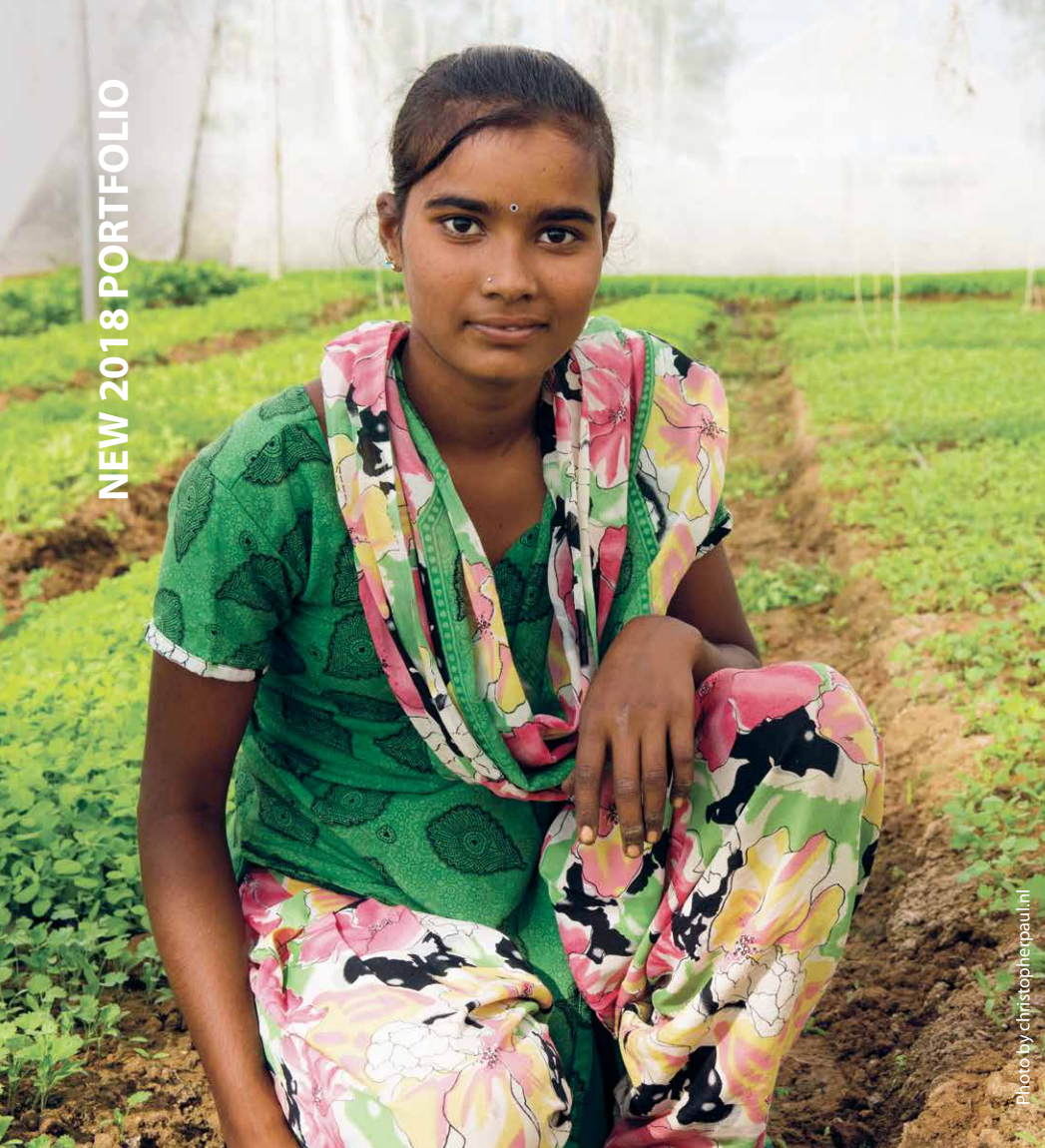


Photo by christopherpaul.in



## Kheyti

Founded: 2016  
 Issue Area: Food & Agriculture  
 Location of Work: India  
 HQ: India  
[www.kheyti.com](http://www.kheyti.com)

Entrepreneurs:  
 Kaushik K, Saumya &  
 Sathya Raghu V Mokkapati



## Model and Strategy

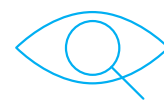
- India is a land of 120 million farmers who are at risk of having their work wiped out by factors beyond their control such as weather and pests. Kheyti is giving small farmers dependable income through its revolutionary greenhouse product and service package.
- Kheyti's "Greenhouse-in-a-Box" includes a low-cost greenhouse along with financing, training, and market access for their products, creating a seamless path for farmers towards steady incomes and out of poverty.
- Kheyti's small, affordable modular greenhouses with drip irrigation enable farmers to grow 7x more food per acre while using 90% less water.

## Impact

- On average, Kheyti's farmers earn a steady profit of \$100 per month—a 100% increase in their overall yearly farm income.
- Over the past year, 50 farmers have adopted the Kheyti model and 1,000 have signed up to expand the model. Kheyti's goal is to serve one million farming families in the next 10 years.

## Leadership

- Kheyti is led by three co-founders, Kaushik, Sathya, and Saumya, with Kaushik serving as CEO.
- Kaushik has spent the last nine years building scalable social enterprises serving the rural poor in India. Before launching Kheyti, Kaushik was a leadership team member of B-ABLE, which connects school dropouts to mainstream careers.
- Kaushik has an MBA from Columbia, where he won the Nathan Gantcher Prize for Social Enterprise and the Tamer Grant for Social Ventures. He is a 2014 Acumen India Fellow.



## Model and Strategy

- macro-eyes is a machine learning company dedicated to increasing the access to and effectiveness of healthcare. It uses artificial intelligence (AI) to personalize patient care and drive operational efficiency.
- The U.S. is facing a \$150 million crisis in access to healthcare. Patients wait days to see providers, yet healthcare providers operate at an estimated 70% capacity due to ineffective scheduling. macro-eyes' software, Sibyl, is AI for patient scheduling: it machine learns when each patient is most likely to show, and uses this insight to build a schedule that increases access to care and maximizes utilization.
- Their premise is that physicians can provide better, faster care when they know what's been tried with similar patients, using pattern recognition.

## Impact

- macro-eyes' Sibyl software has analyzed more than 4 million patient appointments to date. It is being used at Arkansas Heart Hospital and macro-eyes recently formalized partnerships with the University of Arkansas Medical Sciences and the California Primary Care Association, to bring Sibyl to 1,400 health centers across California.
- In 2017, macro-eyes was awarded funding from the Gates Foundation and USAID to design the first predictive supply chain for vaccines, to anticipate shifts in demand and recommend accurate deliveries of vaccine supply. They have demonstrated the ability to predict vaccine utilization with 70% greater accuracy than the most sophisticated model for forecasting on the market, minimizing vaccine wastage and stock-outs.

## Leadership

- Benjamin Fels founded macro-eyes in 2014 with Chief AI Officer and MIT Professor Suvrit Sra and Chief Design Officer Sebastian Kaupert.
- Drew Arenth supported macro-eyes from the onset, and officially joined in 2017 as Chief Business Officer to advance commercialization and bring strategic rigor to their work globally.



### macro-eyes

Founded: 2014  
Issue Area: Health  
Location of Work: United States,  
Germany, Tanzania  
HQ: Seattle, WA  
[www.macro-eyes.com](http://www.macro-eyes.com)

Entrepreneurs:  
Benjamin Thelonious Fels & Drew Arenth





# matontine

## Model and Strategy

- One billion Africans do not have access to basic financial services. Despite advances in mobile banking worldwide, banks and microfinance institutions either cannot or will not lend to these financially excluded individuals on reasonable terms.
- Using a mobile technology platform, MaTontine digitizes the traditional peer-to-peer lending circles (tontines) in Africa and elsewhere, unlocking access to small loans and other financial services for the financially excluded.

## Impact

- With its first 1,000 tontine members, MaTontine enabled \$125,000 in loans and had a repayment rate greater than 99%.
- The cost of borrowing for these individuals was reduced by 75%.
- Starting in Senegal, MaTontine plans to expand through Francophone Africa and beyond.

## Leadership

- Bernie Akporiaye, CEO, and Tosan Oruwariye, Director of Strategic Partnerships, are MaTontine's brother/sister founder duo. They are Nigerian expats with professional experience in the US, UK, and Africa.
- Bernie worked for 20 years in software and moved to Senegal in 2009. It was there that he discovered how agile and reliable tontines are and began thinking about how digitized tontine groups might be used to provide financial services to consumers at scale.
- Tosan is a medical doctor and entrepreneur based in New York City. She has extensive experience implementing innovative community-based health solutions with governments and NGOs in Africa.



## MaTontine

Founded: 2015  
 Issue Area: Economic Empowerment  
 Location of Work: Africa  
 HQ: New York, NY & Dakar, Senegal  
[www.matontine.com](http://www.matontine.com)

Entrepreneurs:  
 Bernie Akporiaye & Tosan Oruwariye



Entrepreneur:  
Rebecca Taber Staehelin

## Merit America

Founded: 2017  
Issue Area: Economic Empowerment  
Location of Work: United States  
HQ: Washington, D.C.  
[www.meritamerica.org](http://www.meritamerica.org)



## Model and Strategy

- Millions of Americans are underemployed, while U.S. employers are struggling to find talent with the skills they need. Merit America is closing this skills gap at scale by building a new pathway to skilled technology careers for the 50 million-plus Americans who are working in low-wage jobs and struggling to succeed in a changing economy.
- Merit America's strategy includes a) partnering with employers to secure hiring commitments and understand the specific skills needed for these roles; b) operating blended learning programs aligned to those skills, mixing online learning with in-person support; and c) providing fast and flexible programs for working adults without bachelor's degrees.

## Impact

- Over 1,500 candidates applied for Merit America's pilot cohorts, which included 70 individuals in 2018. Over 80% of them earned industry-recognized credentials, 3.5 times faster than the suggested time. Merit America is driving an average annual wage gain of more than \$15,000 per person, compared to a cost of less than \$5,000 per person served. Merit America's partnerships with Fortune 500 companies have been key to driving these immediate wage gains.
- They plan to scale rapidly to dozens of regional sites reaching tens of thousands of individuals annually, with the goal of becoming the leading provider of accessible skill development for working adults.

## Leadership

- Rebecca Taber Staehelin has spent the past decade focusing on economic empowerment across the public, private, and social sectors. Prior to founding Merit America, she built and led the Government & Nonprofit team at Coursera, the largest online education provider.
- Previously, Rebecca was the Education Advisor to Governor Jack Markell (DE), Chief Performance Officer at the Delaware Department of Education, and a consultant at McKinsey & Company.





## Model and Strategy

- Numida is changing the way African small businesses access credit by using their data to predict risk and offer convenient and fair credit. Numida's mobile app enables small business owners to transition from paper to digital financial records that clearly show how their businesses are performing.
- With automated analysis and coaching built in, Numida gives small business owners the tools to make informed decisions for their future.
- As business owners continue updating their finances in Numida, they build their financial track record, allowing them to access cheaper, faster and better credit.

## Impact

- Since launching in June 2017, Numida has invested nearly \$300,000 of unsecured credit into more than 540 Ugandan small businesses, 36% of which are led by women.
- Numida clients to date have increased their median monthly revenue by 32% and doubled their full-time staff within six months.

## Leadership

- Numida is led by Co-CEOs Mina Shahid and Catherine Denis. Prior, Mina worked in Africa as a Market Development Strategist with Engineers without Borders Canada (EWB), founded Kulemala Investments in Ghana, and was an Acumen Global Fellow and COO at SiembraViva, an organization that helps small-scale farmers in Colombia.
- Catherine studied engineering and worked in Mali and Burkina Faso before completing her MPA from the Harvard Kennedy School. She managed EWB's fellowship program, worked for the World Bank in Haiti, and was the COO for Earth Enable in Rwanda prior to joining Numida.



### Numida

Founded: 2015  
 Issue Area: Economic Empowerment  
 Location of Work: Uganda  
 HQ: Kampala, Uganda  
[www.numida.co](http://www.numida.co)

Entrepreneurs:  
 Mina Shahid & Catherine Denis



Entrepreneurs:  
Nick Wise & Bradley Soule

## OceanMind

Founded: 2016  
Issue Area: Environment & Climate Change  
Location of work: Thailand, Costa Rica, UK  
Overseas Territories  
HQ: Oxford, UK  
[www.oceanmind.global](http://www.oceanmind.global)



## Model and Strategy

- OceanMind is working to increase the sustainability of fishing globally by providing intelligence analysis of fishing and fishing compliance using satellite and maritime data. OceanMind supports compliance authorities, providing the knowledge needed to more effectively enforce regulations, while also helping seafood buyers build more responsible supply chains.
- OceanMind works with its partners securely and confidentially to enable them to be more effective in their compliance and investigative work. Using advanced technology, including machine learning and big data, OceanMind is helping improve the ability of fisheries management and seafood buyers to make more informed purchasing decisions.

## Impact

- Over the past two years, OceanMind has helped the UK government protect the biodiversity in its overseas territories by ensuring that marine protected areas are properly enforced.
- They have helped the government of Thailand reform its fisheries enforcement capability, allowing it to demonstrate the necessary competence to overcome the "yellow card" sanction issued by the EU by making progress in tackling illegal and unregulated fishing.

## Leadership

- Nick Wise is responsible for the design of OceanMind's intelligent vessel behavior analytical solution, as well as the business model for leveraging the economic power of seafood buyers and the deterrence power of effective enforcement to increase the sustainability of fishing.
- Bradley Soule joined the U.S. Coast Guard as a teenager and conducted law enforcement and search and rescue in some of the world's largest fisheries. He subsequently served in the Coast Guard as commanding officer of a patrol boat, deputy chief of fisheries enforcement at headquarters, and lead for fisheries enforcement off California.





Entrepreneur:  
Maen Mahfoud

## Replate

Founded: 2016  
Issue Area: Food & Agriculture  
Location of Work: United States  
HQ: Berkeley, CA  
[www.replate.org](http://www.replate.org)



### Model and Strategy

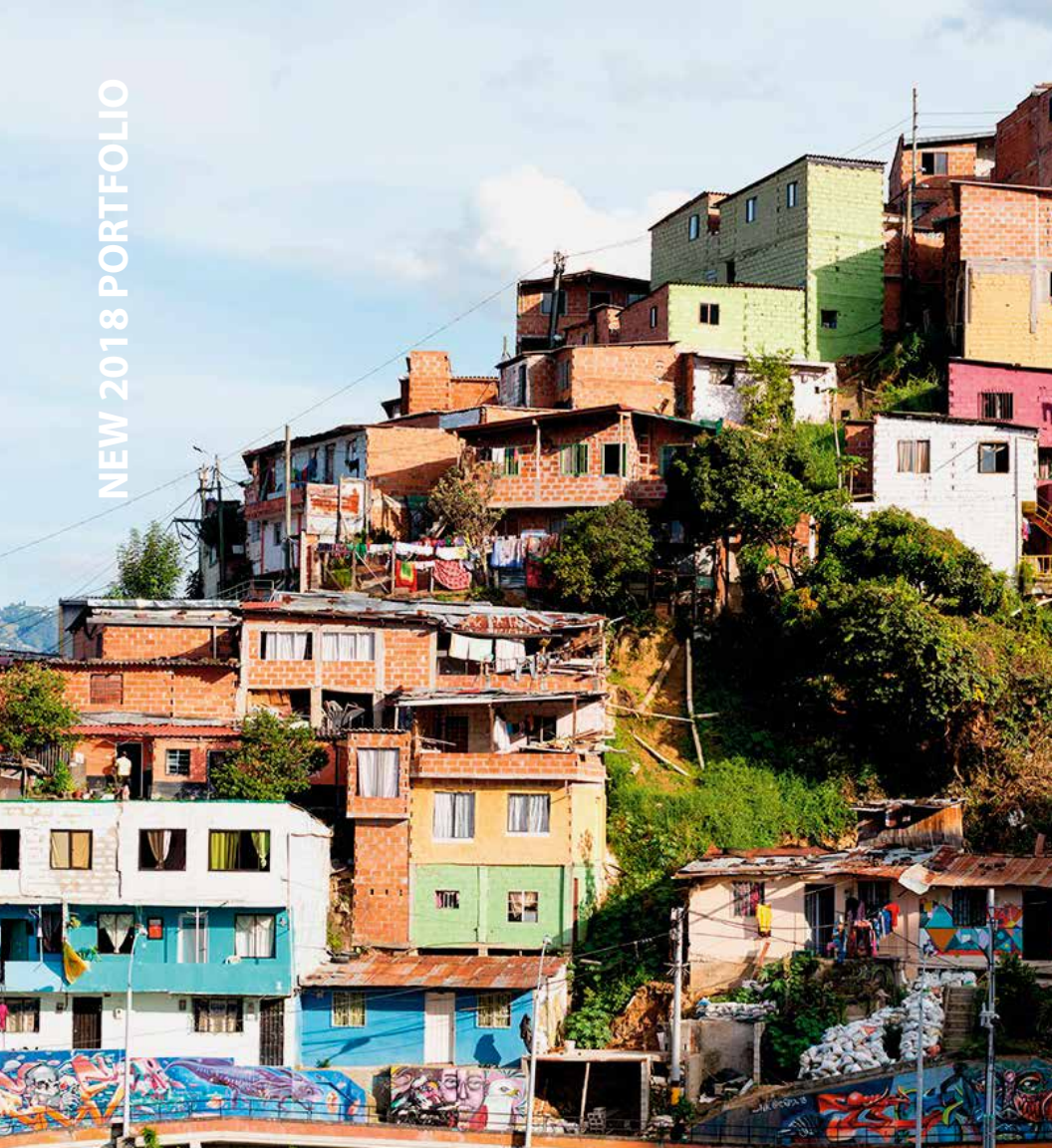
- Replate envisions a world where everyone has access to nutritious food and no food goes to waste. As a nonprofit food rescue organization, Replate's unique technology platform enables businesses to schedule on-demand pickups for their surplus food. Replate's food rescuers bring the donated food directly to communities in need.
- Replate generates revenue through fees paid by the businesses that donate surplus food.
- The Replate technology and revenue model enables expansion and scaling. Begun in Berkeley, CA in 2016, Replate is now operating in over 300 cities across the U.S.

### Impact

- Replate has recovered over two million pounds of food to date, creating more than 1.67 million meals.
- By redirecting food to people rather than the waste stream, Replate is helping reduce greenhouse gas emissions from landfills.
- Replate's goal is to serve 16 million meals to 100,000 people in the next four years.

### Leadership

- After coming to the U.S. from Syria to pursue medicine at UC Berkeley, Maen Mahfoud was shocked to see the level of poverty and hunger across the Bay Area. He learned that the U.S. wastes 40 percent of the food produced while so many people struggle to get a meal.
- Maen knew that food waste is a solvable problem and what people consider "waste" is often still edible and nutritious food. He decided to start reaching out to companies himself and began picking up their surplus food to donate to nearby nonprofits. Replate was born from this experience.



Entrepreneur:  
Matthew Alexander

## Suyo

Founded: 2014  
Issue Area: Economic Empowerment  
Location of Work: Colombia  
HQ: Medellin, Colombia  
[www.suyo.co](http://www.suyo.co)



### Model and Strategy

- Suyo is a public benefit corporation that unlocks the economic and social value of property ownership by providing reliable and affordable property rights formalization services to low-income families.
- Suyo combines technology and financing partnership innovations to achieve its objectives of reducing costs, increasing credibility, and streamlining the complex, multiple-step property formalization process.

### Impact

- In Latin America, over 55% of low-income families live in homes that are not formally registered. The social/economic benefits of Suyo's property formalization service include protection from forced eviction, selling the home for its full value, subdividing the home to generate additional income, using the home as collateral for a loan, transferring the home and its value to other family members, and acquiring social services linked to property ownership.
- To date, Suyo has provided over 2,500 property assessments and formalization services to low-income families in Colombia, benefiting over 9,900 individuals and creating more than \$4 million in property value in low-income communities.

### Leadership

- Co-Founder and CEO Matthew Alexander has more than 15 years of experience building innovative companies that generate social impact. Prior to Suyo, he led Mercy Corps' regional strategy in property rights formalization and land conflict resolution in Latin America.
- Matthew's ideas for combining technology and property rights formalization have earned him recognition as an Echoing Green Fellow, Ashoka Changemaker, Harvard Innovation Lab Resident, and American Express Emerging Innovator.





Entrepreneur:  
Emma Caddy

## Tiny Totos

Founded: 2014

Issue Area: Systemic Poverty & Education

Location of Work: Nairobi, Kenya

HQ: Nairobi, Kenya

[www.tinytotos.com](http://www.tinytotos.com)



## Model and Strategy

- Poor quality childcare stifles the potential of young children and reinforces the cycle of poverty. Yet in Nairobi, as in other congested cities, care given to children in poor neighborhoods is largely substandard. At least 3,500 unregulated daycares operate throughout the city, and with owners earning erratic incomes and mothers who use them unable to rely on dependable service, none of the stakeholders involved are well-served.
- Tiny Totos partners with private, informal daycare entrepreneurs and delivers training and investment designed to upgrade standards, foster business sustainability, and deliver improved care to children.
- Training and strategic capital help these daycares triple their income and quadruple their profits.

## Impact

- Tiny Totos is creating a network of financially independent, standard-setting daycares that improve well-being and prospects for children, clients and daycare owners alike.
- The Tiny Totos network has grown from 2 to 50 daycares, serving 3,000 children to date. All pay a modest monthly partnership fee and meet their own operating costs.
- By providing nutrition training and small business loans, daycares have been able to set up kitchens and sell nutritious meals to children, with meals now representing 25% of daycare income.

## Leadership

- CEO Emma Caddy has 20 years of experience in designing, managing, and investing in early stage community-based businesses.
- She has worked as a fund manager, consultant, and business competition judge in the social enterprise sector and moved to Nairobi seven years ago.

## Model and Strategy

- Despite the continuous development of impactful medical technologies, their lack of distribution to hard-to-reach communities worldwide results in billions of people not having access to quality, affordable healthcare. Working to close this gap, VIA Global Health has created a global distribution channel that delivers medical technologies to underserved markets.
- VIA does this by building product awareness, optimizing delivery logistics, and facilitating the flow of capital, thereby sustainably eliminating the friction and inefficiencies of serving these areas.

## Impact

- VIA has distributed life-saving technologies to underserved communities in 41 countries where they were previously unavailable. Examples of these technologies include:
  - Bubble CPAPs, which have treated nearly 35,000 newborns suffering from respiratory distress;
  - Non-pneumatic anti-shock garments, which have prevented more than 205,000 new mothers from dying from uncontrolled postpartum hemorrhage.
- To date, VIA has certified more than 300 local distributors in Africa, and has logged over 50,000 SKUs across more than 20 health-related categories.

## Leadership

- Prior to founding VIA, Noah Perin led the maternal health technology portfolio at the global health organization PATH, where he took three products to commercialization in Africa.
- Before that, Noah was a product manager at Microsoft and a drug discovery researcher at two biotech startups.



Entrepreneur:  
Noah Perin

## VIA Global Health

Founded: 2015  
 Issue Area: Health  
 Location of Work: Africa, India, Latin America  
 HQ: Seattle, WA  
[www.viaglobalhealth.com](http://www.viaglobalhealth.com)





Entrepreneur:  
Gavin McCormick

## WattTime

Founded: 2014  
Issue Area: Environment & Climate Change  
Location of Work: International  
HQ: Oakland, CA  
[www.watttime.org](http://www.watttime.org)



## Model and Strategy

- WattTime's groundbreaking Automated Emissions Reduction (AER) software detects which power plants are powering devices and when, and prioritizes energy from cleaner sources. Using WattTime's software, any electricity-using, Internet-connected device can automatically run at times when energy is cleanest, without impacting energy costs or device functionality.
- AER is designed to work with any smart device, including appliances, electronics, thermostats, and electric vehicles. Powered by AER, devices can consume cleaner energy by adjusting the timing of their electricity use.
- AER immediately reduces greenhouse gas emissions by shifting demand from dirty to clean energy; in the long term, deploying WattTime widely can shift the demand curve for renewable energy, driving better economics for renewables and a faster shift to clean energy.

## Impact

- Upon full release, WattTime's AER software has large impact potential: there are 23 billion smart devices worldwide capable of deploying AER at zero or near-zero cost.
- AER has the potential to reduce emissions by 330 million tons of CO2 each year.
- Offshoot technologies by WattTime may ultimately reduce even more emissions, such as Location-based Emissions Reduction, which has the potential to reduce CO2 worldwide by 4.3 billion tons per year.

## Leadership

- WattTime's Co-Founder and Executive Director, Gavin McCormick, co-created AER while he was a dual Ph.D student in environmental economics and behavioral economics at UC Berkeley.
- His prior work with the US Department of Energy's Pacific Northwest National Lab includes applying behavioral economics to increase the impact of government energy initiatives.





"DRK has defined for us what a transformational investment looks like. They placed a bet on FoodCorps when we were just an idea, got us focused on the right things as a start-up, and mentored us through every step of our growth—all within the context of a supportive community with a passion for results."

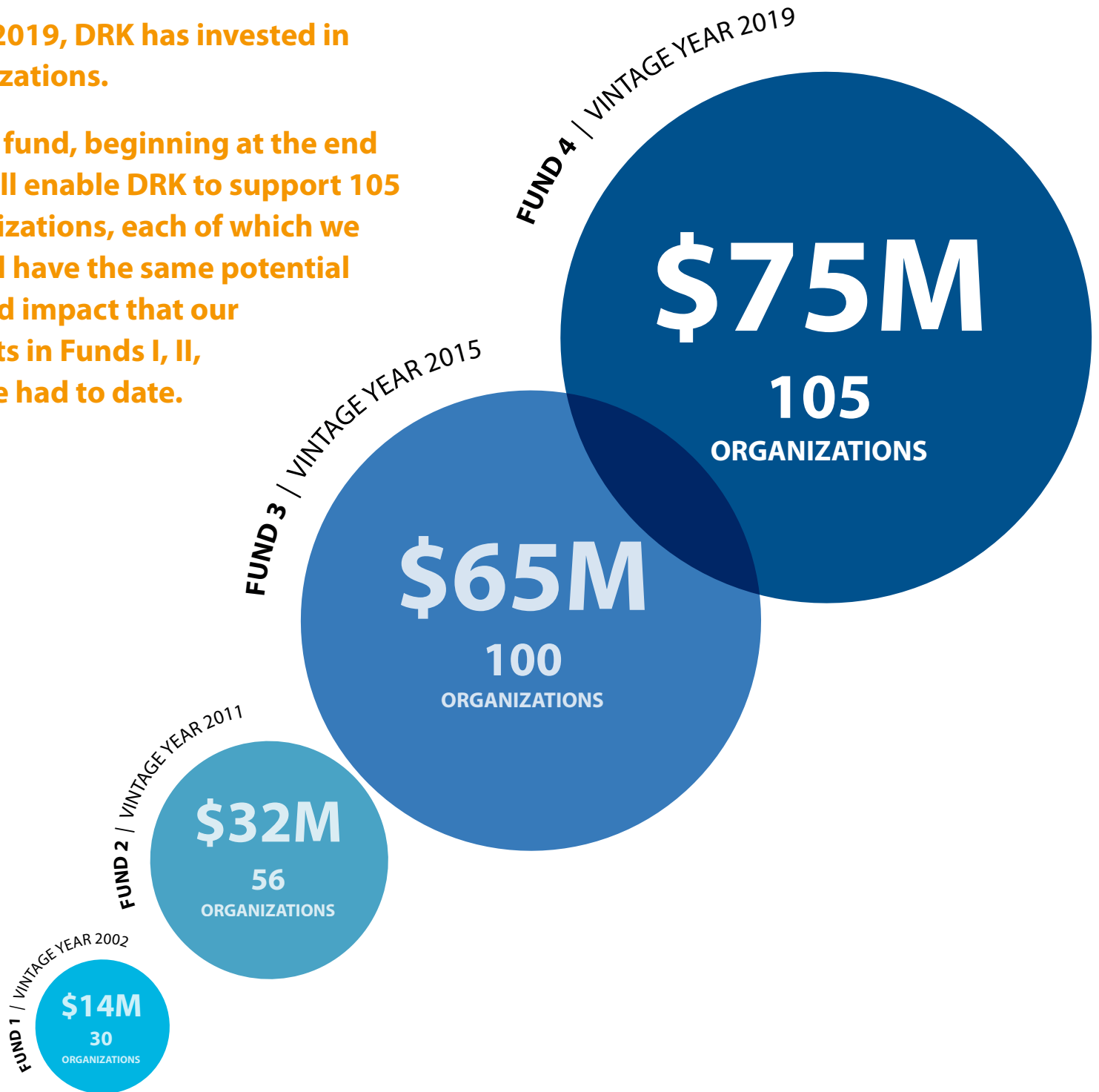
Curt Ellis, Co-Founder & CEO, FoodCorps



# LOOKING AHEAD

As of May 2019, DRK has invested in 152 organizations.

Our fourth fund, beginning at the end of 2020, will enable DRK to support 105 new organizations, each of which we believe will have the same potential for outsized impact that our investments in Funds I, II, and III have had to date.







# SPARK MOMENTS

A woman with a weathered face, wearing a vibrant red headwrap adorned with a red flower, a red long-sleeved top, and a multi-strand necklace of red and green beads. She is standing in a lush, green mountainous landscape with a small village visible in the distance under a cloudy sky.

Each year, we ask our newest portfolio entrepreneurs to share the moment they knew they could no longer stand by and witness the devastation and injustice caused by the societal problem their organization addresses. We call these *Spark Moments*—the event, or series of events, that sparks an idea and demands action.



## Spark Moments

### Amanda Alexander | Detroit Justice Center



*I am here because I've understood the harm that prison does to families since I was six years old. That's when my father was incarcerated. I'm also here because I'm a lawyer and a student of history who knows that when people turn personal pain into collective courage, they can change the course of history.*

*I moved home to Michigan after law school—six years ago—to serve families, like mine, that had been divided by the prison system.*

*Despite all the talk of Detroit's "comeback," the families I served were being left behind. Fathers coming back from prison struggled to find work and many families faced impossible choices, like between visiting a loved one in prison and putting groceries on the table.*

*I founded the Detroit Justice Center on the belief that we can't rebuild cities like Detroit, Baltimore, or New Orleans without addressing mass incarceration. And I founded it because Detroiters show me every day what it means to be a solutionary—to create visionary solutions in the face of devastation. When grocery stores leave, Detroiters teach each other how to farm and they share seeds. When politicians and developers try to build a new jail, Detroiters say stop—let's build places where we can heal instead. My clients and my community are pointing us to a world beyond mass incarceration, and as a lawyer, it's my great honor to help make it so.*

*I draw courage from my people and I take my cues from them.*

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



## Spark Moments

### George McGraw | DIGDEEP



*I'm here because I used to take water for granted. I had no idea that nearly 2 million Americans still don't have access to clean, running water and sanitation at home.*

*It all started with a phone call from a woman named Karen Reynolds.*

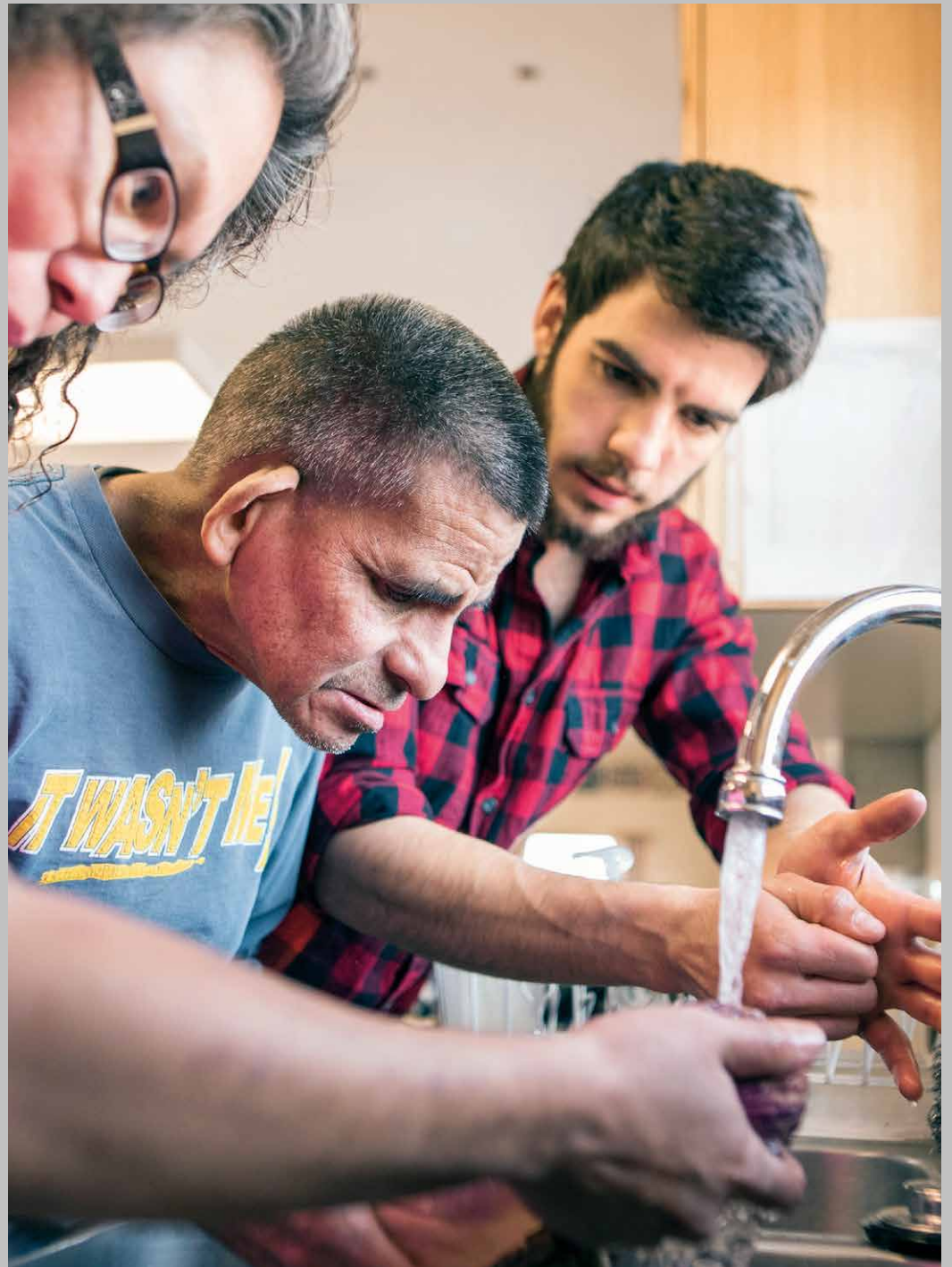
*Karen knew about DIGDEEPS's original work on water in West Africa. She called to make a \$50 donation, but she wanted to make sure we would spend it helping people here at home. I tried to talk her out of it... to let us use her money "where it was really needed."*

*So Karen took me on a trip to the Navajo Nation in rural New Mexico, introducing me to families who struggle every day just to get enough clean water to survive.*

*That trip completely transformed my work at DIGDEEP to focus on water issues in the United States. Karen introduced me to Americans at the margin who've been forgotten in the fight for clean water and sanitation around the world. We began working in that New Mexico community in 2013. Since then, the Navajo Water Project has grown to serve nine towns with clean, running water and is expanding into Utah and Arizona.*

*For the first time, these 2 million Americans have someone fighting for them.*

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







## Spark Moments

### Kaushik K | Kheyti



*In 2015, after spending 6 years in rural India, I found myself extremely frustrated with the systemic failure of agriculture which was driving 400 million people in my country to despair.*

*The person who helped me channel that frustration into something positive was 21-year-old Reshma, who had been working on her family farm since she was 12.*

*Reshma was a force of nature. Every time I saw her, she was filled with energy and enthusiasm. Reshma worked hard on her farm but every year, external factors like rain, heat, pests, wind and hail decided whether she succeeded or failed.*

*The fundamental truth about hard work that I took for granted wasn't true for Reshma. Hard work didn't pay.*

*Reshma was the first beta user of our Greenhouse-in-a-Box solution for small farmers, which includes an affordable modular greenhouse and drip system along with seeds, mobile-based technical assistance and market access. For the first time, she earns a steady income every month without worrying about whether she has enough water, without depending on the rain or worrying about pests.*

*She is using that income to send her siblings to school, pay hospital bills and improve her family's housing. For the first time, Reshma is hopeful. Her hard work is paying off.*

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



## Spark Moments

### Rebecca Taber Staehelin | Merit America



*I am here because I believe that a college degree cannot—and should not—be the only path to a good career; and that everyone who works hard should be able to advance their lives, based on merit, not money.*

*I think of Brittany, a single working mother of a six-year old girl, who wasn't able to finish college for financial reasons and was stuck cleaning toilets as a janitor.*

Brittany, like most Americans, did not have a college degree, and felt she had just three options to advance: 1) work your way up—which isn't easy when you're a janitor; 2) go back to school—which isn't possible when you already have \$10,000 in education debt; or 3) quit your job and go to a training program—which doesn't work when you're supporting a child and working full-time.

What Brittany needed was a fast, flexible program which would give her in-demand skills without requiring her to quit her job.

Through Merit America, Brittany was able to earn her IT Support Certificate online in the evenings, while getting the practice she needed through weekly in-person sessions with a small group of peers and her Merit America coach. Within days of finishing the 11-week program, Brittany got a job as a GPS Technician, more than doubling her salary and putting her on a path to ongoing advancement.

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





## Spark Moments

### Maen Mahfoud | Replate



*I am frustrated by how much food we waste in the United States while knowing how many people are experiencing food insecurity.*

*One day, I saw a man digging in a trash can to get a sandwich someone had thrown away across the street from a multi-billion-dollar company. That was my inflection point. I knew there had to be a solvable way to reduce the inefficiencies in food redistribution and get food to people who need it the most.*

*I came to the U.S. to continue my medical education, but realized I could change the way food gets redistributed. I learned that 40% of food is wasted, while 42 million people don't have consistent access to nutritious food. This doesn't make sense in such a wealthy country, so I decided to do something about it.*

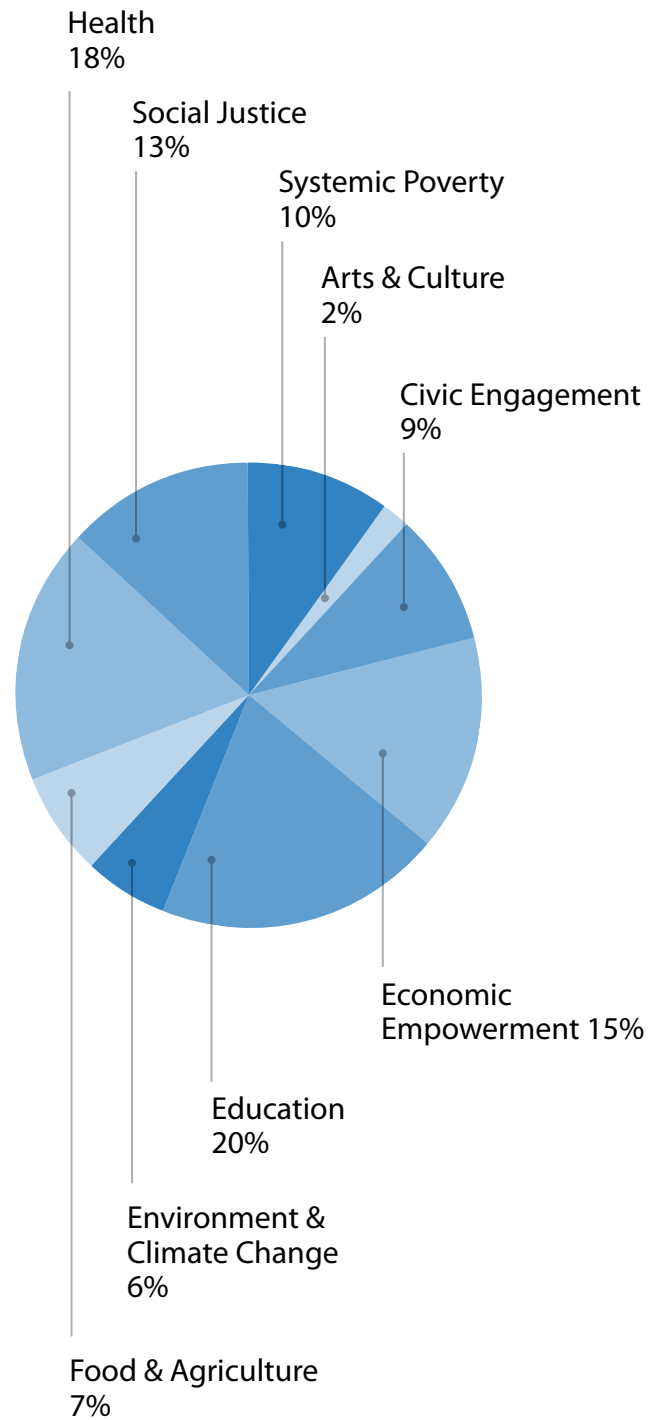
*Now, after 3 years of operations, at Replate we're seeing the large differences we've made in feeding communities and making the redistribution process more efficient. We have saved over 2 million pounds of food from the waste stream, while reducing carbon emissions at the same time. Our donations are becoming more nutrient dense, and some recipient agencies have been able to shift their funding allocations due to consistent food donations.*















*"Salmon! Is this really for me?" This is what a recipient said recently at Project Homeless Connect when they received a Replate donation.*



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



# 2018 DRK PORTFOLIO











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 & Institutions as of December 2018

Adolph Coors Foundation  
 Anonymous  
 Lois & David L. Anderson  
 Mary Anne Nyburg Baker &  
     G. Leonard Baker, Jr.  
 BlackRock  
 Bohemian Foundation  
 William K. Bowes Jr. Foundation  
 Susan & Nicholas Carter  
 Child Relief International Foundation  
 Susan & Mitchell Cohen  
 Crotty Family Foundation  
 William Davidson Foundation  
 Nina & Casper de Clercq  
 DS Foundation  
 Robin Richards Donohoe & Chris Donohoe  
 Tim & Melissa Draper  
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 Daniel A. Carroll & Stasia A. Obremskey  
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 Arthur & Lindsay Reimers

Arthur & Toni Rembe Rock  
 Richards Foundation  
 Sarlo Foundation  
 Laura Scher & Ian Altman  
 Trustees' Philanthropy Fund of Fidelity  
     Charitable  
 David & Susan Tunnell  
 Jeffrey C. & Suzanne C. Walker

# FINANCIALS

Fiscal year January – December 2018

## Net Assets

Total	\$ 37.78M
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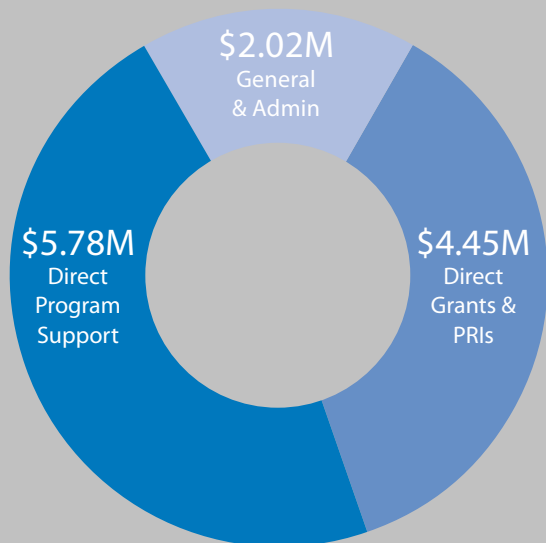
## Uses of Funds

Direct Grants & PRIs	\$ 4.45M
Direct Program Support	\$ 5.78M
General & Admin (& Fundraising)	\$ 2.02M

**Note:**

*In 2018, DRK made \$1,330,048 of program-related investments (PRIs), investments which are capitalized. As of December 31, 2018, DRK has made \$2,077,411 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 Remey Chin**  
Venture Partner

**Stephanie Cornell**  
Managing Director

**Heather Crain**  
Director of Marketing,  
Communications, and Partnerships

**Emily Edwards**  
Fundraising Specialist

**Will Funk**  
Analyst

**Sylvie Kahl**  
Receptionist & Administrative  
Assistant

**Kim Koontz**  
Senior Executive Assistant

**Mary Lachnit**  
Controller

**Jessica Lu**  
High Meadows Environmental  
Research Fellow

**Anna Menke**  
Analyst

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

**Viridiana Santacruz**  
Business Analyst

**Sarah Toce**  
Associate

**Elizabeth Washburn**  
Principal

**Eli Cherner**  
Operations Manager

**Silmara Connors**  
Administrative Assistant

**Abby Crocker**  
Senior Executive Assistant

**Kathryn Doyle**  
Senior Principal

**Cat Flaherty**  
Senior Executive Assistant

**Nancy Huang**  
Chief of Staff

**Stephanie Khurana**  
Managing Director

**Nathalie Kylander**  
Managing Director

**Jared Leiderman**  
CFO

**Steve McCormick**  
Managing Director

**Adithya Narayanan**  
Associate

**Bill Rodriguez**  
Managing Director

**Carter Stewart**  
Managing Director

**Anika Warren**  
Chief Organizational Effectiveness Officer

**Rebecca Weintraub**  
Managing Director









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**Field Offices**

Columbus, OH  
Gaborone, Botswana

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

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Back Cover: Photo credit Tom Wang