

GRANTEE

[Defy Ventures](#)

GRANT AMOUNT

\$300,000 + other possibilities

PROJECT DESCRIPTION

Google's \$300,000 Lead Funder investment will equip Defy to formally establish a Bay Area presence. Google's leadership will cause other philanthropists, companies, executives, and investors to follow suit, and Defy will be well-resourced to provide life-transforming opportunities, targeting the nearly [one-in-four adults in California](#) with criminal histories. Defy's groundbreaking results in the Bay Area will inspire other regions nationally to create transformational opportunities in their communities for this underserved demographic.

By 2015, we'll train 500 Entrepreneurs-in-Training (EITs) and their families to break legacies of incarceration and become successful legal entrepreneurs and income earners; we'll generate eye-opening publicity, leading to the recruitment of 1,000+ Bay Area influential volunteers.

By 2017, we'll be so successful that the California Department of Corrections might just consider shutting down a prison or two. Google's startup grant will have allowed us to hire staff that will have served a total of 3,275 EITs and 9,800 family members, and Defy will have launched/incubated a total of 1,600 new Bay Area startups, giving Google major bragging rights for making us a Big Deal in the Bay Area. Our reduction in recidivism, and ability to turn welfare "tax takers" into "tax payers" will be so significant that this could very well produce Google's highest social ROI!

BAY AREA IMPACT PROJECTIONS	2014	2015	2016	2017	Total
EITs enroll in Introductory Training	25	500	1,000	1,750	3,275
EITs enroll in Academy	20	350	700	1,200	2,270
Startups launched	10	250	500	850	1,610
Executive volunteers	100	1,000	2,000	3,500	6,600
Family members served	50	1,500	3,000	5,250	9,800
Employment rate	40%	75%	95%	95%	
Wage increase	50%	85%	100%	100%	
Recidivism rate	5%	10%	10%	10%	

TEAM / FUNDERS / FINANCIAL SUMMARY

Leadership:

Our leadership team combines strategic thinking, a get-it-done attitude, and proven track records in business, with the heart and vision to advance social justice by redeeming one of the most underserved populations. And each of our leaders has experienced failure among our many achievements – making us all big fans of second chances.

It's not easy to lure top-notch performers with a nonprofit salary – but our staff shares the same high-powered love and drive for Defy's mission. We live, breathe, and sleep Defy. There are 11 of us; meet just a few of us:

Catherine Hoke, Founder and CEO:

- Catherine has ten years of experience designing and leading two social entrepreneurship organizations, Defy Ventures and Prison Entrepreneurship Program (PEP), dedicated to entrepreneurship, job placement, and character development for people with criminal histories.
- Her programs in Texas and New York have produced industry-leading results. Both programs have recidivism rates of less than 5%, and employment rates of 95%+.
- Under her leadership, development teams have recruited 10,000+ executive volunteers/ MBAs/ investors to serve as mentors and judges in business plan competitions.
- Catherine was named an Ashoka Fellow in 2013, and in 2014 was recognized by Fast Company as one of the 100 Most Creative People in Business.
- PEP and Defy have received media recognition from *The New York Times*, *The New Yorker*, *The Wall Street Journal*, *The Washington Post*, *The Chicago Times*, *The Economist*, *Harvard Business Review*, *Inc. Magazine* and *Forbes*.
- Catherine graduated with a degree in Business Administration from University of California, Berkeley.

Louis Kanganis, COO:

- Louis has 25 years of executive management experience in the areas of technology, business development, finance and operations.
- He has held C-level positions for six start-ups in the online media, e-commerce and systems/software industries, including an online dating company that had many similarities to our plans for the “Defy Match” component.
- His work in the tech industry has received numerous national awards, including: Forbes Best of the Web 2004 and Best Personal Site 2002; New York Magazine Innovators Award 1997; POV Top 100 Sites 1997-1999; Time Out New York Ones to Watch 1998; and two Webby Awards.
- Louis earned an M.B.A. (with a specialization in finance) from Columbia Business School and a B.A. in Geophysics from Columbia College.

Markus Leibundgut, CTO:

- Markus has built out Defy's online training platform.
- He has 27 years of engineering, technology design, e-business and operations management experience, and has served as a senior technology executive for a \$2.6 billion Fortune 500 science and technology firm.

- Markus earned B.S. and M.S. degrees in electrical engineering from Swiss Institute of Technology in Zurich, Switzerland, as well as an M.B.A. in Operations Management from New York University.

Jose Vasquez, Dean of Admissions:

- Jose recruits and screens Defy applicants to ensure that only the most dedicated are selected to become Entrepreneurs-in-Training (EITs). He oversees Bay Area recruitment.
- Leveraging his own experiences as a Defy Class One graduate, he serves as an amazing role model and spokesman for Defy. Jose began his journey with us after serving 2.5 years in prison for conspiracy to distribute heroin.
- In addition to his role at Defy, Jose is the founder and CEO of Happy Vida, a personal concierge service for busy New Yorkers.
- He's also served as a Weatherization Instructor and Team Leader at The Osborne Association, and as a retail store manager.

"I was locked away in a cage within the federal prison—'the hole.' I was fed through a hole and had no human contact. It's hard to explain how it feels to go from wearing an orange jumpsuit just over a year ago, to now proudly wearing a suit and tie and serving as the Chief Executive Officer of my startup. My mom and grandma were so emotional when they saw me sport my cap and gown at my Defy graduation in front of high-powered executives. I've overcome the trials and am living out my dream." -28-year-old Jose Vasquez

Vik Venkatraman, Entrepreneur-in-Residence:

- Vik makes sure our EITs get the most out of their entrepreneurial journey. He rolls up his sleeves and helps incubated entrepreneurs as they expand their businesses. He provides contacts to expand their support network, and offers guidance on running a successful startup, rooted in his significant experience in business ideation and development (which he also leveraged in publishing a book on product launches).
- An avid entrepreneur, Vik has founded and run multiple profitable businesses, including Clothes Horse, a made-to-measure, private label suiting company that he continues to manage.
- Prior, he played a key role in building the \$50M Business Insights unit at American Express, and engineered the savings/growth of over \$50M in value for clients at Deloitte Consulting.
- Vik has a BS in Biomedical Engineering from Columbia University.

We have an amazing **pro bono faculty** (teachers of our online training courses, and in-person instructors at special events), including thought leaders such as bestselling author Seth Godin, VC Tim Draper, former NYSE CEO Duncan Niederauer, and Harvard Business School faculty. We would love to add Googlers to this list! 😊

Funders:

1,300+ donors since inception. 100% privately funded. Nearly 100% of donors are also volunteers.

Largest foundation and corporate funders since inception:

Grace & Mercy Foundation	\$421,000
Cornerstone Foundation	\$355,000
The Harry & Jeannette Weinberg Foundation	\$270,000
White Horse Foundation	\$156,000*
Harry Joe Brown Jr. Foundation	\$130,000
San Diego Foundation	\$73,000
NYSE Euronext Foundation	\$60,000
Capital One Bank	\$55,000
Ashoka	\$52,500
American Express Foundation	\$50,000
David Weekly Family Foundation	\$50,000
Porticus	\$50,000
The Distinguished Social Ventures Foundation	\$50,000
The Draper Foundation	\$50,000
The Niederauer Family Foundation	\$50,000
Roberts Foundation	\$40,000
Broman Family Foundation	\$25,000
Ladd Family Foundation	\$25,000
Corporate Foundation (Prize; to be disclosed next month)	\$25,000
Foundation Demeter	\$20,062
Blueprint for Communities	\$20,000
Tapeats Fund	\$20,000
The Buford Foundation	\$20,000

* Above does not include the \$500,000 PRI they provided in May 2014.

Largest individual funders since inception:

Henry Hamilton III	207,500
Allison Schwartz	105,000
Sung (Bill) Hwang	100,000
Catherine Hoke	85,385
Michael Scovel	65,000
Joanne Simpson	50,000
Jerry Boyle	47,000
Jonathan Farmelo	37,900
Brian Korb	36,260
Anonymous Donor	35,297
Jesse Bonderman	35,000
James Yadgir	30,000
Roger Manny	30,000
Michael Bontrager	26,550
Sean Madnani	25,100
Richard Bussman	25,000
Sy Sternberg	25,000
Rod Washington	20,500

Andrew Mills	20,000
David Haug	20,000
Jensen Ko	20,000

Annual Budget:

See Attachment.

GEOGRAPHY

The project will directly impact the California Bay Area. Defy Ventures is headquartered in New York City.

GOOGLER CONNECTIONS OR FEEDBACK

Defy is proud to be a registered Google nonprofit. We've connected with these Googlers:

Bay Area Googlers:

- **Justin Steele:** Bay Area Lead at Google.org; hosted our first Bay Area event at the Impact Hub in SF. Feedback: *"Google loves what Defy is doing."*
- **Jacqueline Fuller:** Director of Google.org; Catherine met at SOCAP; she has facilitated introductions to two contacts. Email feedback after watching our SOCAP presentation online: *"Best preso like ever."* Thank you!
- **Roxana Shirkhoda:** K-12 Education Outreach Specialist at Google; Catherine met at SOCAP; gave us her card and seemed interested in involvement.
- **Andrew Dunkelman:** Portfolio lead for Google.org; coming to Oct. 2nd CA Bay Area Kickoff.
- **Julius Cheng:** Former Googler who was one of the architects of the new Google for Nonprofits program. Lifetime donations of \$2,500. Feedback: *"Being a part of Defy's mission is pretty irresistible."*

NYC Googlers:

- **Abigail Posner:** Head of Strategic Planning, Agency Development at Google; hosted Catherine and a Defy graduate for lunch at Google's headquarters in NYC; will be attending a Defy event in the fall.
- **William Floyd:** Head of External Affairs for Google New York; Catherine has meeting scheduled for October 8th in NYC (intro from Jacqueline).
- **Navi Ganancial:** Senior Google Glass Guide; Defy Team 3 Mentor (conducted weekly meetings with EIT over several months).
- **Sarah Leavitt:** Operations Specialist for Project Glass; Defy Team 3 Mentor (same as Navi).
- **Antonio D'souza:** Software Engineer; attended 9-18-2014 NYC Executive Evening; donor.

EXPECTED PROJECT OUTCOMES

With Google's Bay Area launch support, we project serving up to 500 Bay Area EITs (Entrepreneurs-in-Training) in 2015, out of a total of 1,000 served nationally. These EITs will

start in Defy's three-week Introductory Training, which gets their feet wet in entrepreneurship, employment, and character training.

Following are results from EITs' exit survey at the end of the Introductory Training.

- 81% "My participation in Defy has had a positive effect on my relationship with family/loved ones."
- 95% "I would likely recommend Defy to a friend with a criminal history." (EITs were asked to rank this statement on a scale of 1-10; 95% of EITs gave us a 10/10.)
- 100% "Introductory Training Tuition was worth what I paid."
- 83% Enrolled in Defy's Academy (7 months of training) with tuition packages ranging from \$950 to \$1,700. 70+% of EITs enrolled in the "Gold" plan (\$1,700 tuition, with monthly tuition payment plans).

The Introductory Training culminates in an invitation to enroll in Defy's Academy, which lasts at least six months (and can last 15+ months if EITs want full business incubation services).

Following are results which show the impact of Defy's work for our first three classes in NYC.

We expect to generate similar impact in the Bay Area.

Defy's Measurable Outcomes – Old Brick and Mortar Model

- Defy served 115 EITs over 2 years (2012-2013).
- 71 EIT businesses were legally incorporated and received \$140,000 in seed funding. Nearly all have generated revenue. Although most are still in very early stages, some have generated close to \$100,000 in revenue. Approximately 1/3 run their businesses full-time, the other 2/3 run their business on the side while they pursue employment/careers).
- The EIT-founded businesses generated 84 new employment opportunities for Defy grads and others.
- 95% of grads gained employment (80%+ were unemployed or underemployed when they joined Defy).
- EITs reported an average increase of 83% in annual income (from \$11,000 pre-Defy to \$21,000+ within seven months of participation with Defy).
- Two grads have been re-arrested; it's early to calculate, but we are well on track to a nationally leading recidivism rate of less than 5%.
- 2,500+ executive volunteers have contributed 12,500+ hours of service.

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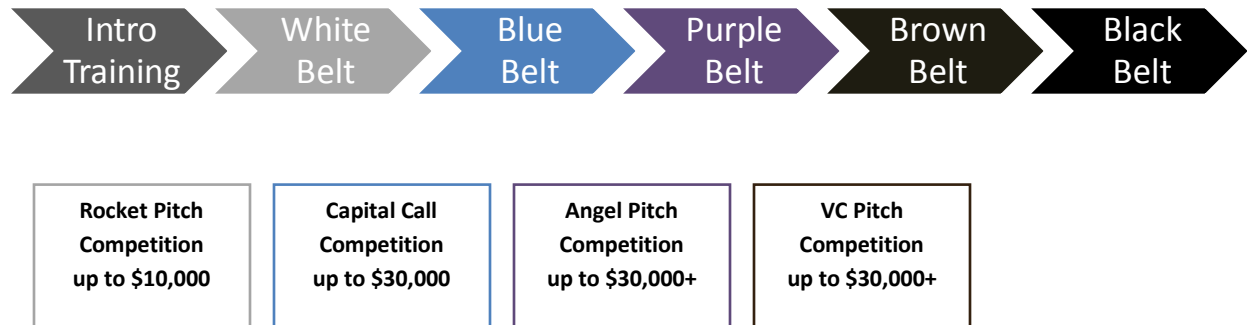
California in-prison potential with JPay:

Defy just formed a partnership with JPay, and beginning in November, we will pilot one course on tablets owned by 5,000 currently incarcerated men and women. In addition to the table

above, Defy has major potential to serve men and women inside the prison system, preparing them for a more successful reentry to society.

Nature and Timing of Benefits

The following shows the progression of Defy's training. We begin with a 3-week Introductory Training. Upon successful completion, EITs can enroll in Defy's Academy. The first three stages of the Academy (White to Purple Belt) take seven months to complete, and benefits are shown below. At each stage of training, EITs compete in a business plan competition and access additional startup grant funding.



White Belt

Three months of training includes:

- ✓ World class coaching from top VCs and executives in developing your winning entrepreneurial idea!
- ✓ Mentoring that will turn your idea into a real business
- ✓ 50+ hours of online training taught by national experts in entrepreneurship, leadership, and career readiness
- ✓ Meet 100+ executive volunteers
- ✓ Compete in the Rocket Pitch Competition (up to \$10,000+ in prizes)
- ✓ Career preparation, strategies for advancement, negotiation, and connections
- ✓ Coaching from the hottest employers and career coaches: how to talk about your felony
- ✓ Compete in the LOI Expo: win customers for your startup!
- ✓ Promotion Ceremony: make your loved ones proud!
- ✓ Earn a Certificate in Ideation and Leadership from Defy Ventures

Blue Belt

Two months of training includes:

- ✓ Compete in the Capital Call Competition to earn startup capital for your business: up to \$30,000 in total prizes; *all competitors are guaranteed a minimum \$150 in a business startup grant*
- ✓ Build the financial model investors want to see
- ✓ Learn to deliver a winning investor presentation
- ✓ 50+ hours of online training taught by national experts that will take your entrepreneurial and leadership training to the Blue Belt level, with courses including business law and contracts, cash flow management, branding, hiring for success, and building winning pitch decks for VCs
- ✓ Meet 100+ *more* executive volunteers, potential customers and investors
- ✓ Access to Blue Belt executive mentors
- ✓ Compete in the Sales Expo (earn up to \$1,000!)
- ✓ Promotion Ceremony: make your loved ones proud!
- ✓ Earn a Certificate in Entrepreneurship from Defy Ventures

Purple Belt

Two months of training includes:

- ✓ Incorporate your business with guidance from Defy's Entrepreneur-in-Residence
- ✓ Intense preparation for the Angel Pitch
- ✓ Compete in the Angel Pitch (up to \$30,000+ in prizes), and allows you to pitch to some of America's top Angel Investors and VCs (*all competitors are guaranteed a minimum \$250 in a business startup grant*)
- ✓ Opportunity for equity investment *and* microloans
- ✓ Promotional services and referrals from Defy to its network
- ✓ Online training in specialized Purple Belt Courses, including: franchising, licensing, negotiating equity deals, strategies for scaling, exit strategies, and marketing globally
- ✓ Promotion Ceremony: make your loved ones proud!

Disclaimer: all cash prizes are issued in the form of checks, made out to incorporated EITs' businesses.

Family Legacy Club: benefits description

EITs' loved ones, including significant others, siblings, and even children (Defy will create child-friendly training courses and games) are going through our training program together through "family plans." Many are participating in in-person Family Love events in their communities,

e.g., family picnics, bowling nights, and Mocktail events. Through these Family Legacy services, the whole family is moving forward and acquiring new skills that will lift them out of poverty and create a new family legacy.

The Family Legacy training curriculum will feature courses on business entrepreneurship and personal development. Sample courses include:

Entrepreneurship & Employment coursework	Personal development coursework
Business ideation	How to give a meaningful apology
Marketing and branding	Social etiquette
Building a business model	Character development
Resume creation	The Five Love Languages
Interviewing strategies	Navigating marriage/long-term relationships
Succeeding in the workplace	Parenting

All participants will be placed on a Peer Learning Team. Via Google groups and chat rooms, they will have the opportunity to bounce ideas off each other and discuss what they are learning. The relationships developed in Peer Learning Teams will provide them with ongoing support, accountability, and encouragement.

Timeline for Implementation*

2014	
Oct	Google provides funding (and hopefully agrees to other non-financial partnership opportunities that help us establish our Bay Area presence – see menu at the end!)
Nov-Dec	<ul style="list-style-type: none"> ▪ Launch search for Bay Area hires ▪ Leverage Google’s support with other pioneering funders ▪ Create partnership publicity that will lead to more volunteers and enrolled EITs ▪ NY staff spends 1/3 of time in Bay Area, planting seeds and serving existing group of Bay Area EITs ▪ Recruit and enroll 100+ new Bay Area EITs in Introductory Trainings ▪ Defy field trip at Google offices, and hopefully a filming with Googlers
2015	
Jan	<ul style="list-style-type: none"> ▪ Bay Area staff starts ▪ Tim Draper’s Defy “Shark Tank”
Jan - Dec	A new Introductory Training is run each month, with ~50 EITs served in each
April	<ul style="list-style-type: none"> ▪ Bay Area ED starts raising significant funding; by June the funding raised by the ED covers Bay Area salaries ▪ Bay Area Academy launch

CONCEPT & RATIONALE

Problem:

America is often touted as the land of opportunity. However, for the 100 million people in the

United States with criminal records, the doors to attainable and legal financial stability are often closed shut. It is estimated that 1-in-4 adult Californians have an arrest or conviction record. (Source: Marois, Michael B. California gives break to job seekers with criminal past. [Bloomberg Web site. 2013 Oct 11](#)). A 2011 article in the journal *Pediatrics* reported that by age 23, 30 percent of Americans have been arrested, compared with 22 percent in 1967.

At a Glance: Mass Incarceration Nation

- In 1972, <350,000 people were being held in US prisons and jails, compared to 2,000,000+ today.¹
- The U.S. has 5% of the world's population, but 25% of the world's prisoners.²
- 1 out of every 20 U.S. citizens will serve in prison in his or her lifetime.³
- 1 out of every 100 U.S. citizens is currently serving a prison sentence.⁴
- African-Americans are nearly six times more likely to be incarcerated than whites; Latinos are nearly twice as likely to be incarcerated than whites.⁵

A 2014 U.S. Department of Justice study found that just over two-thirds (67.8%) of released prisoners are re-arrested within three years of release; over three-quarters (76.6%) are re-arrested within five years of release. The National Institute of Justice has found that one year after release, up to 60 percent of formerly incarcerated people are not employed. The traditional labor market is often closed to individuals with criminal histories. A lack of training in skills necessary to succeed in the new economy—and employer bias stemming from a perceived liability of hiring personnel with criminal records—makes gaining financial mobility for men and women with criminal histories almost impossible.

At a Glance: Recidivism and National Cost

- Of the 650,000+ people released from Federal and State prison every year, over two-thirds will be rearrested for a felony or serious misdemeanor within 3 years.
- Roughly 100,000 juveniles leave correctional facilities, State prison, or Federal prison each year. These juveniles have a recidivism rate of 55 to 75%.⁶
- Each of the 2.3 million incarcerated individuals in the U.S. costs American taxpayers more than \$31,000 per year.⁷
- State and Federal spending on corrections has increased by 305% to \$52 billion during the past 2 decades, and, on the state level, is now the 2nd fastest growing budget area behind Medicaid.⁸
- **California has one of the highest recidivism rates in the country at 61%, and the average cost per person for incarceration is \$47,000.**⁹

Relegated to minimum wage jobs—or no jobs—individuals with criminal records may develop illegal businesses or engage in criminal activities to provide the basics of food and shelter for themselves and perhaps their families. The result is a revolving door in and out of prison and a legacy of poverty, dependency, violence, and incarceration that is passed down through generations because individuals are unable to overcome the real and perceived barriers to sustainable employment.

At a Glance: Generational Legacies of Crime and Poverty

- More than half of all U.S. incarcerated adults are parents to a child under the age of 18.¹⁰
- 1.7 million children under the age of 18 have parents who are serving a prison sentence.¹⁰
- **70% of children with an incarcerated parent will follow in their parents' footsteps.**¹¹
- Between 15-27% of prisoners expect to go to homeless shelters upon release from prison.¹²

Even those who choose to avoid future tangles with the law must often piece together part-time or contract work throughout their lives because small offenses committed in their teens or early twenties continue to haunt them in their employment search. This challenge is particularly disturbing because, in recent decades, the number of Americans who have had contact with the criminal justice system has increased exponentially—and the number of young people arrested for crimes is stunning.

The impact of these arrests is felt for years. The ubiquity of criminal-background checks (conducted now by 92 percent of major employers) and the efficiency of information technology in maintaining those records and making them widely available have meant that millions of Americans—even those who served probation or parole but were never incarcerated—continue to pay a price long after the crime.

Sources: 1.Alexander, Michelle. *The New Jim Crow: Mass Incarceration in the Age of Colorblindness*. New York: New Press, 2010. Print. 2.“America’s overcrowded prisons: One nation, behind bars.” *The Economist*. 17 Aug 2013. Web. 26 Aug 2013. 3.Bureau of Justice Statistics, *Lifetime Likelihood of Going to State or Federal Prison* (U.S. Dept. of Justice, 1997). 4.Pew Center on the States, *One in 100: Behind Bars in America 2008* (Wash, DC: The Pew Char. Trusts, Feb ’08) 5.Uneven Justice: *State Rates of Incarceration By Race and Ethnicity* (Washington, DC: The Sentencing Project, July 2007). 6.H.R. 1593–110th Congress: *Second Chance Act of 2007*.” www.GovTrack.us. 2007. August 27, 2013. 7.Christian Henrichson and Ruth Delaney, *The Price of Prisons: What Incarceration Costs Taxpayers*. New York: Vera Institute of Justice, 2012. 8.Pew Center on the States, *State of Recidivism: The Revolving Door of America’s Prisons* (Washington, DC: The Pew Charitable Trusts, April 2011). 8.The Last Mile homepage: thelastmile.org. 10.Bureau of Justice Statistics, *Parents in Prison and their Minor Children* (U.S. Dept. of Justice, 2010). 11.Mosely, E. (2008). *Incarcerated – Children of Parents in Prison Impacted*. Texas Dept. of Criminal Justice: GO KIDS. www.tdcj.state.tx.us. 12.H.R. 1593–110th Congress: *Second Chance Act of 2007*.” www.GovTrack.us. 2007. August 27, 2013.

Solution:

Defy Ventures is a blended learning entrepreneurship, employment, and character development training program and start-up incubator for people with criminal histories. Defy equips its Entrepreneurs-in-Training (EITs) to become successful businesspeople, leaders, employees, and parents who make meaningful contributions to their families and communities. In March 2014, Defy rolled out its scalable blended learning model. See this chart for results in this short timeframe!

Defy Blended Learning Program Results, March to September 2014

People Served

- 172 EITs (Entrepreneurs-in-Training; people with criminal histories)
- 210 family members
- 450+ Contributors (mostly executives): 155 remote *online* mentors; 300+ *in person* mentors at events; the majority were first-time volunteers

Geography

- 75% of EITs in NY; 18% in CA Bay Area; 7% Distance Learners (in six other states)
- Contributors are nationally dispersed (most online mentors are not in NYC)

Earned Income

- \$150,000 booked in new tuition revenue. On track to \$200,000+ in earned income from tuition alone in 2014 (Defy’s first year of generating earned income)
- 210 family members paid \$20 to attend family events (October 2014: introducing a new \$50/month family member tuition plan)

Funding

- Raised more than \$1M YTD from committed donors (\$2.2M budget in 2014)
- Raised first Program Related Investment: \$500K loan at 2% interest (raising an add'l \$3M)

Defy's solution is clever

The existing prison re-entry “market” is highly fragmented and consists primarily of government organizations (and they have yet to figure out an effective solution) and small, local nonprofit organizations that focus on job training (and often are not successful at meaningful job placement). Defy's approach is highly innovative – and the proof is in the pudding: our unique, sustainable, scalable model has resulted in high-impact outcomes.

Part of Defy's secret sauce, and major differentiator from other programs, is our ability to meaningfully engage top influencers and executives in the private sector in redeeming America's highest failure rate industry. We've engaged 2,500+ executive volunteers from hedge funds, investment banks, venture capital and private equity firms, Fortune 500 companies, and entrepreneurial ventures. With a volunteer roster that includes big names, we're able to attract other like-minded individuals. (This is partly why we're so excited to engage with Google and have the opportunity to leverage your support/credibility in building out our work in the Bay Area!) Our volunteers serve as mentors, business coaches, connectors, employers, customers, investors, instructors, speakers, and business competition judges.

Defy provides life-giving opportunities to its executive volunteers (not just our EITs!). An important part of our mission is to bring a sense of deep meaning and purpose to our volunteers, and to inspire them to evaluate how they use their influence, money, and time. By engaging these top influencers and leveraging public platforms (media and national speaking engagements) to showcase our EITs' humanity and brilliant potential, we challenge public perception and change the national conversation about the criminal justice system.

Defy is novel

Defy's new blended learning solution is the first of its kind for people with criminal histories. The model is cost-effective, replicable, and scalable. In just several months since its rollout, Defy is serving EITs in eight states with this approach. The advantages of our blended learning model over the ubiquitous brick-and-mortar method are extensive:

- **Far more people will benefit.** Under its old, traditional model, Defy was serving 50 EITs per year. In just the first five months of introducing its new model, Defy has served 172 EITs, and expects to enroll up to 1,000 people in 2015 (with Google's support, 500 of these could be in the Bay Area!). Defy's new model shows promise of eventually serving millions of people with criminal histories on a global level.
- **Our ability to accommodate our EITs' life demands will improve.** The online training schedule is more flexible and accommodating to EITs' hectic work and family lives (e.g., holding down a job, meeting parole/probation requirements, parenting, and navigating difficult circumstances such as homelessness, poverty, family members who are using drugs in their home, family violence, etc.). We have already seen a significant improvement in retention as we've decreased the amount of required in-person time.

- **Learning is now more individually tailored and self-paced**, which ensures better comprehension of the material. This allows EITs who require more instruction to receive it and the more advanced EITs to progress faster without being held back by the wide range of educational levels in their training group.
- **EITs will be better matched with mentors and peers.** The online matching service we have planned for 2015, “DefyMatch,” will facilitate efficient and better suited matching between EITs with executive mentors, potential employers, customers, and investors based on the EITs’ individualized career and business interests and goals.
- **The blended learning program holds the long-term promise of equipping other disadvantaged populations** (e.g., disconnected youth, homeless). Once the blended learning solution has been refined, our goal will be to modify and license it to nonprofits serving at-risk communities throughout the U.S. and the world.
- **Asking EITs to contribute financially to their training is good for *them*.** As we’ve recruited EITs for our five introductory trainings, in 2014 we (for the first time!) started requiring EITs to cover some of their own tuition – to literally invest in their futures (\$125 for the first three weeks).
 - When they have more “skin in the game,” the result is greater accountability for completing and succeeding—as well as a shift in mindset from EITs’ common welfare/hand-out seeking mentality.
 - There is evidence showing that completion rates are significantly higher when people pay for online/blended learning programs versus participating for free (Source: ReadWrite.com, *Online Education Is Trying Very Hard To Make Itself More Respectable*, January 28, 2013).
 - We’re proud that in their exit survey, 100% of EITs said the tuition was worth what they paid. (Many earned more than \$125 in our Mocktail Competitions, in addition to the training and opportunity to meet dozens of executives.) EITs who cannot afford the tuition are given opportunities to work it off.

Notably, Defy’s program model is novel in its holistic support of an EIT’s transformation—because the person behind a business is vital to the bottom line. Our curriculum covers parenting, etiquette, value remapping, character development, meaningful apologies, relationships, and the importance of giving back to the community. We’re also dedicated to supporting an EIT’s *entire family* in moving forward, offering loved ones (including children ten and older) access to our Family Legacy program – a series of online classes and in-person events covering topics such as forgiveness, family healing, communication, and career advancement.

Defy Works!

See our previously impact/stats in a prior section. We’ve been small until recently, but we’re extremely proud of our results and are now well-positioned to scale.

Risks:

1. Success of New Bay Area Staff

The success of our Bay Area expansion will largely depend on the people leading it. We'll need excellent leadership and staff who are willing to work for a nonprofit salary. This people-risk may be mitigated with the guidance of Google's expert talent recruitment team! 😊

2. Growing Too Fast without Adequate Resources

We're ambitious. With fast growth comes risk of failure. Launching in the Bay Area without the proper funding would cause major risk. To date, we've handled the stress of our growth with great success. With a coast-to-coast replication, we'll need to take extra measures to ensure success and quality control.

3. Our Population

In case this isn't obvious, we work with a high-risk population, and they have histories of making bad choices. As we scale and serve a much larger population, our success rates may not be as high as in the past and we could see more problematic cases. In 10 years of Catherine's work with more than 1,000 people with criminal histories, not one of the recidivating men caused publicity harm to her organizations; however, we acknowledge that one "bad public case" could have negative impact.

For damage control purposes, Defy has close connections with crisis media professionals and attorneys (including one on our Governing Board) who are ready to step up as needed (e.g., if a high-profile EIT recidivates and the media involves Defy). As we now scale, we are preparing media responses, a damage control protocol, and a communications policy, and will provide training for local staff leaders in the handling of challenging situations.

Our Executive Relations team will be trained to repair relationships and re-build trust with employers when EITs get fired from jobs, or when mentor-mentee relationships don't work out (which *will* happen). Precautionary actions which will help to set realistic expectations include having employers sign contracts agreeing to certain rules about bringing EITs into their businesses. In addition, every EIT and Contributor (including employers) already sign comprehensive media and liability waivers that protect Defy and its stakeholders. Our Program Managers are trained to handle difficult cases, and our Train the Trainer series will provide additional training. Although we are expanding the pool of EITs, we will continue to employ a strict admissions process.

Leveraged Play:

Everything about launching our Bay Area operations will be leveraged! As mentioned in our Big Idea, we are thrilled by the opportunity to leverage Google's influence as our Lead Funder to activate a wave of social change among private sector influencers and expand redemptive offerings for people with criminal histories.

We could achieve serious leverage by establishing a challenge grant with companies such as Yahoo, Facebook, and LinkedIn. We will also achieve less tangible leverage through our increased credibility and tech-crowd cache lent by association—just the mention of Google as our host for our recent Executive Evening and Kickoff produced audible "oohs" and "ahhs!"

Indeed, the sheer publicity boon of being “powered by Google” may significantly increase interest in Defy, creating new supporters and spurring them to take action. This includes attracting more high-profile, valuable instructors, mentors, and investors in the venture capital community. (*We already have 200+ Bay Area supporters and can’t imagine the increase due to the rockstar media attention generated from being “sandwiched” between Tim Draper and Google!*) Of course, media awareness of our Bay Area presence may be further cultivated via assistance from Google in creating shareworthy, metric-happy social media campaigns.

Should a Google grant help fund the salary of our Bay Area Executive Director, we could attract top-tier talent capable of raising additional funds. Same goes for the Bay Area EIT Recruiter – the hotter the talent, the more our program expands and the more lives we impact. (We may doubly benefit if Google’s expert recruiters provide assistance in assembling our Bay Area team.)

Speaking of top talent...we’d love to add some Googlers to our roster of top-notch faculty and mentors!

Because Defy’s new tuition model is expected to lead us to financial sustainability by 2017, we will not be permanently reliant on donors. Google’s funding would allow us to gain enough traction in the Bay Area so that we could be well on our way to sustainability.

Competitive landscape:

Defy views other reentry programs as potential partners and feeders, rather than competitors. For example, inmates serviced by The Last Mile may benefit from Defy’s program upon release. The reentry landscape in the Bay Area includes:

- **The Last Mile:** An entrepreneurship training program for inmates at the San Quentin State Prison. It operates on a small scale and focuses on tech-related training, and has nearly no post-release component (we’re in discussions about partnering with them to serve their grads after release).
- **Delancey Street Foundation:** A residential self-help organization for former substance abusers, the homeless, and people with criminal histories. It provides education and training for “service economy” jobs such as truck driving, construction, and catering. We hope to recruit their grads with criminal histories to enter Defy.
- **Project Remade:** An organization that equips formerly incarcerated people with the tools necessary to be successful entrepreneurs, including networking and mentorship from the business community. It operates on a smaller scale as a 12-week program (not certain, but we think they’ve served a total of 15 people).

Our hands-down most substantial “competitor” is located in Texas – the Prison-Entrepreneurship-Program (PEP), which was founded and formerly led by Catherine. However, this organization is not scalable as it’s unlikely to ever expand beyond Texas.

Defy's advantages:

- **Serves the masses:** Defy's curriculum serves a broad population, covering not only entrepreneurship and business theory/application, but general career training and character development. This benefits those who will not succeed as entrepreneurs, offering invaluable lessons that often lead to income increases and promotions in any field.
- **Highly scalable:** Defy's blended learning model is highly scalable, enabling national (and within a few years, international!) impact for our target population, and highly replicable, creating opportunities for organizations to effectively serve other disadvantaged populations (homeless, at-risk youth, etc.)
- **Financially solvent:** By having EITs pay tuition and asking Contributors to make a financial gift, we anticipate that after an initial launch period of our blended learning model, we will achieve significant economies of scale, with each site's program expenses covered locally by tuition and recurring contributions.
 - Within several years, we project that cost per head could drop as low as \$500, with EITs potentially covering 100% of their own tuition (with none of the costs subsidized by donors, meaning the program will become financially self-sustaining).
 - We expect that by 2016, the revenue we collect from tuition and monthly Contributors could exceed regular operating costs of the program. When Defy reaches this amazing state of being cash flow positive, we will reinvest any surplus into program improvements and expansion. (We project break-even in 2017, due to the large one-time financial investments in our technology platform and online course creation.)
- **Top-notch faculty:** We have an amazing pro bono faculty (who are teaching some of our online training courses and participating in hands-on events), including thought leaders such as bestselling author Seth Godin, Tim Draper, former NYSE CEO Duncan Niederauer, and five members of Harvard Business School faculty.
- **Volunteer love:** In 2.5 years, Defy recruited 2,500 volunteers. We're really good at this. We provide volunteers with such a good experience that we've had to create waiting lists to get into our NYC events. Our business volunteers provide mentoring and create opportunities for EITs (employment, investment, customers, etc.). We aren't aware of a single other program nationally that has achieved a volunteer-to-beneficiary ratio that comes close to ours!
- **Startup incubation and financing:** Defy incubates and finances graduates' start-ups with the goal of creating profitable businesses that employ other Defy grads.
- **Holistic support and Family Legacy program:** Defy provides EITs with holistic support through a curriculum that includes guidance on parenting, relationships, and the importance of giving back to the community. We also support EITs' *entire families* in moving forward, offering loved ones (including children) access to our Family Legacy program – a series of online classes and in-person events covering topics such as forgiveness, family healing, communication, and career advancement.

The bottom line: Defy is unique among the reentry “market” in that we prepare formerly incarcerated men and women to do more than just land a job, but to leverage their skills and talents and personally transform their lives to become profitable entrepreneurs, stellar employees, nurturing parents and partners, and inspirational community leaders.

A team of expert executors who are committed to Defy Bay Area launch:

- **Catherine Hoke, CEO**, will lead the initial Bay Area replication efforts. She’s successfully launched this kind of work in Houston, Dallas, and New York City, so we have every reason to believe that she will lead a successful replication to the Bay Area. Catherine is committed to spending at least one week per month in the Bay Area to ensure a successful launch. She will provide hands-on training and support to whoever Defy hires as the Bay Area Executive Director.
- **Louis Kanganis, COO**, will lend to our Bay Area replication his 25 years of executive management experience with six start-ups in the online media, e-commerce, and systems/software industries.
- **Jose Vasquez, Dean of Admissions**, has been recruiting NYC and Bay Area EITs, and will personally train the new Bay Area recruiter. He’s an outstanding spokesman for Defy, and an expert case manager who is well loved by EITs.

Sustainability

The following factors feed Defy’s sustainability:

- Earned income model: projected financial sustainability by 2017
- Funder diversity (1,300 funders); no reliance on government funding
- Peer-to-peer EIT, volunteer, and executive recruiting
- Blended learning model with online courses, allowing us to expand reach, e.g., usage by inmates throughout the California prison system (we currently have partnership in the works with JPay)
- EITs’ startups lead to employment opportunities for other EITs (our 71 EIT startups created 84 new employment opportunities)
- Distance learning program
- Train the Trainer program (rolling out in 2015) will raise up leaders worldwide
- Rockstar publicity and credibility established with bi-coastal presence (and continued scaling nationally and globally).

Google Partnership Possibilities: An Extensive Menu

1. FINANCIAL PARTNERSHIP IDEAS

A. Bay Area Startup: Lead Funder Grant

Please note that Defy currently has a \$200,000 matching grant challenge from the David Weekley Foundation. We need to raise \$500,000 from any funder (like Google), but it only counts toward the challenge grant if we receive a grant that is in excess of \$100K+. So if Google

gives us \$300K and we raise \$200K from another funder, we will get Weekley's \$200K (and we can apply it to our Bay Area replication). If Google gives us \$500K, we will automatically get all \$200K now from Weekley—which would give us \$700K to jumpstart the Bay Area.

A \$300,000 grant from Google will help fund compensation (salaries, performance based bonuses, and benefits) of Bay Area staff:

- Executive Director: \$80,000 to \$125,000 (depending on experience); the ED will cultivate donors and executive volunteers, with a goal of raising \$1M+ in his/her first year and generating 1,000 volunteers. Catherine will work closely with the ED to achieve these goals.
- EIT Recruiter: \$40,000 to \$70,000, with a goal of enrolling 500 Bay Area EITs in our Introductory Training by December 2015. Jose Vasquez will train this person.
- Program Manager: \$45,000 to \$60,000; facilitates all program functions; also provides some case management to ensure EITs are successful.

These three salaries sum to \$165K (low end) to \$255K (high end) for a full year. With an estimated 20% for benefits/payroll taxes, etc., this leads to a total expense in the range of \$200K to \$300K.

But ... we expect the ED will get up to speed/generate at least \$200K in funding within his/her first 3-4 months. *So of Google's funding, we would only apply \$100K toward the startup team's initial compensation.*

If we are entrusted with \$300K in funding, we will apply the other \$200K to generating the following impact:

- Recruiting and enrolling 500 EITs in our Introductory Training. This grant will *not* cover the cost of serving them in our Academy, but we'll leverage Google's grant with other funders to provide for these costs (total 2015 Bay Area costs estimated at \$2.1M if we serve 500 EITs in Introductory Training and 350 of them continue on in the Academy). Here's our plan for raising this \$2.1M:

Google	\$300,000
Bay Area ED's fundraising	\$1,000,000
Tuition Revenue	\$600,000
Catherine's Bay Area fundraising	\$200,000 +++!
Total	\$2,100,000++

- Providing the best hands-on training and coaching to the newly recruited Bay Area staff (by covering the cost of nonprofit-budget travel for key NY staff who will come to the Bay Area on a monthly basis until the Bay team is up and running)
- Recruiting key executives and philanthropists (leveraging Google's support)

In case Google wants to consider additional financial partnership possibilities, here are some ideas:

B. Bay Area Business Plan Competition Grants

Defy's business plan competitions award EITs with startup grants, which range from \$150 to \$10,000 per business. We expect EITs to start 250+ new businesses in 2015, and expect to award a total of \$300,000 to \$800,000 in startup grants and microloans.

C. Challenge Grant to other Companies

We could become the Bay Area's leader in this space in partnership with other Bay Area companies. Google could help us obtain funding from corporate foundations of companies like LinkedIn, Facebook, etc.

D. Sponsor Bay Area Online Course Production

Now that Defy's been to Harvard, of course we want to film online courses at Stanford, Berkeley, and every fancy VC and odd-defying startup founder's offices. Some of these courses are "meat and potatoes" courses (e.g., how to get startup financing); some are inspiring stories of overcoming obstacles to reach success (from prison to millions). Google could fund the costs of Bay Area course filmings and production, and would get credited in every course for your generosity. These courses are watched by our EITs, their family members, and our executive mentors. The more courses we produce, the greater our economies of scale; currently, from start to finish our cost per course is just under \$10,000 (2 videographers/shoot, equipment rental, space rental, editing, course writing, uploading into online platform, etc.).

2. PUBLICITY PARTNERSHIP IDEAS

Getting awesome publicity for our partnership would be super easy. Media loves Defy, and we hardly ever even pursue stories, but we could get proactive to announce our work together, because it would bring us so much credibility as we build out our Bay Area presence. Check out some of the media coverage Defy has received in the past six months; just imagine what we could do together!

- [Fast Company's 100 Most Creative People in Business: Catherine Hoke](#) **Fast Company**, May 12, 2014
- [How One Nonprofit Is Transforming Ex-Convicts And Former Drug Dealers Into Entrepreneurs](#) **Business Insider**, Aug. 21, 2014
- [Breaking Good: How Defy Ventures Creates Second Chances](#) **Coca-Cola**, June 30, 2014
- [America's Inmates -- Leadership Waiting to Be Unshackled](#) **Forbes.com**, September 3, 2014
- [I Spent Last Night with 40 Criminals. So Should You](#) **Steve Faktor**, which he sent to his 40,000 LinkedIn Followers, June 9, 2014
- [Can the VC Community Disrupt Serial Incarceration?](#) **TriplePundit**, Sept. 9, 2014

A. This Wednesday, Oct. 1:

We're happy to announce anything from the stage on Wednesday at Fast Company's

Techmanity conference!

B. Delta Sky Magazine

They're writing about us for their December issue (5M eyeballs). We're being interviewed in a week and would love to tell them about what we're doing with Google. We are also looking into the possibility of doing the photo shoot at Google.

C. Wired Magazine

Catherine knows the founder of Wired and was just about to contact him about writing about Defy's Bay Area launch. We can gladly hold off until we solidify a partnership, and share the good news in an article (if they show interest, of course).

D. Web Series/Documentary

Defy is approached every week by movie/documentary producers, but the first filmmaker who has really interested us is [Ondi Timoner](#). We spoke to her last week, and she is extremely interested in doing a series/documentary about Defy and featuring our Bay Area launch. Ondi has won the Grand Jury Prize at the Sundance Film Festival twice, and she's the real deal. She cares about our sector, and she's currently doing a series called [A Total Disruption](#). She wants to feature us in [Conde Nast/Wired](#). Catherine knows very little about film production/marketing and could use some smart Google marketing advice. Whether it's this one or another, Google could be promoted in a film as our Bay Area Lead Funder.

E. Influence & Co.

Defy has recently started working with [Influence & Co.](#) to produce articles that will increase awareness for EIT recruitment. In just one month with them, they have been phenomenal, landing us articles that directly target our EITs in Monster.com, Your Black World, Madame Noir, etc. They're now starting to work on a social media campaign for us too (which we've totally underutilized.)

We could easily expand our campaign (which currently produces 3-4 new articles *per week*) to create Bay Area publicity, always including Google as our Lead Funder. A summary on Influence & Co.:

Influence & Co. helps companies position key individuals as industry influencers and thought leaders by helping them create high-quality content that reaches their target audience online. Thought leadership content allows individuals and companies to convey their expertise while simultaneously educating audiences and establishing the reputation as a go-to resource for industry information and insightful commentary.

To promote Defy Ventures' influence in the Bay Area, Influence & Co. will assist in creating bylined content for Catherine that will specifically reach investors, mentors, program partners, and future entrepreneurs-in-training. The articles will be featured in national publications as well as publications specific to the Bay Area, such as Diablo Magazine, [SFGate.com](#), and blogs by Bay Area influencers. Quality content that informs and educates the readership of these

publications, coupled with an author bio referencing Defy Ventures and making a direct call-to-action, will drive awareness and inspire action among Bay Area audiences.

3. EMPLOYEE ENGAGEMENT/PRO BONO SERVICE POSSIBILITIES

A. Mentoring

Let's promote Defy internally at Google, with a goal of recruiting 25 Bay Area mentors for EITs now, and 100+ next year (once we have great internal buzz). Mentors are the "coaches" and the EITs are the "fighters in the ring." We run competitions even for mentors, and they make an initial 3-month commitment to speak with their EIT weekly as they prepare them for the business plan competition. (Of course, we'd love to take full advantage of the Google employee match whenever these mentors make donations!)

B. Host our Business Plan Competitions

We're preparing EITs to compete in a January "Rocket Pitch Competition." The finals will be hosted on Jan. 29th in Tim Draper's office. We would love for Google to host the pre-final rounds (it's run like a tournament) at your offices, and mentors/other Googlers will decide who moves to Draper's finals. We have competitions like this every 2-3 months.

C. Marketing Assistance

Can we get some of your studly SEO/Social Impact Marketing Experts to help us maximize our reach with EIT recruitment? We currently use Craigslist really well to recruit, but we're 100% certain that we're not maximizing our SEO capabilities, and that we'd get major leverage from this. And if any other Google Marketing Geniuses are bored, our web site could use a serious facelift, we could use some good marketing videos, etc. etc.!

D. Talent Identification

At least to outsiders, it seems like Google is the best in the world at hiring. Our Bay Area success will rely on our recruitment ability. We'd love to work with your Hiring Experts to identify and recruit the Best Defy Staff Ever to ensure that your Bay Area investment in Defy pays serious social dividends.

E. Join our Prestigious Online Faculty

We love telling the world that we count five Harvard Business School Professors amongst our faculty. We'd like some charismatic Googlers to teach online courses on topics of their expertise. An easy fit is for you guys to teach EITs how to use your cool products, ranging from Gmail (some of them just got out after 29 years of prison and need the basics) to Google Hangouts and everything else. Or course, if some of your big name team members (like Mr. Page, Mr. Brin, and Mr. Drummond) want to address our EITs on camera, that wouldn't hurt. We'd love to film this stuff on our November fieldtrip!

F. Google Ad Words

Defy currently gets some donated by Google; it would be great to get more ... and we could offer free Google Ad Words for EITs' businesses as a prize in our competitions!

G. Connect Us

All of you .org Googlers who are dedicated enough to read through this incredibly long grant would make amazing connectors to other Bay Area foundations and philanthropists. If any big name Googlers do agree to a Defy filming session, we could leverage the opportunity by hosting an add-on networking event and inviting other big name prospects in the Bay Area to “come join so-and-so at Google in a once-in-a-lifetime filming opportunity.”

H. Host a Web Development and Social Media Night

All our EITs need at least splash pages, and need to create social media accounts/strategies for their businesses. We could bring them to your campus for one-on-one consultations, and you could invite any Googler to volunteer in this one-off opportunity (to get a taste of Defy; then they'll fall in love and sign up as regular mentors).

I. Engineering Guidance

We know your engineers have their work cut out, but it would go a long way if they advised our team as we build out DefyMatch.com and a more mobile-friendly online course platform. We're hiring for an engineer as we speak.

J. Other awesomeness that I think (!) you may have already agreed to:

- EIT field trip to Google (Nov. 20?)
- Providing free office space, as available, at Impact Hub (and if you really want that space to be well-used, we could offer it as incubation space to our best EITs too!)
- Hosting more events, as available, at Impact Hub

4. FUN EXTRA CREDIT MENU

A. Google-sponsored Defy Hoops Classic with the Golden State Warriors

We've polled enough executives to know that many would gladly trade their tuxes in for basketball shoes. Let's replicate our super successful NYC event in the Bay Area.

On January 13, 2014, we hosted our first-ever Defy Hoops Classic at Madison Square Garden. Twenty-five high profile executives and philanthropists played competitive basketball with Defy's EITs. Embarrassingly enough, the “Defy Dream Team” took third place; the Wall Street Bulls (captained by the CEO of NYSE) took 1st, and the Silicon Valley Roadies (captained by Tim Draper) took 2nd. The event was featured in [The New Yorker](#) in the Talk of the Town section, and raised \$325,000, which initiated Defy's expansion and blended model rollout. The team coaches were Knicks legends Larry Johnson and John Starks. We had Knicks cheerleaders and all. [Click here](#) for a short video reel of the awesomeness!

We'd love to have a West Coast version with the Golden State Warriors. Legit basketball skills are *not* required for volunteers.

Cost: \$50,000 (Our entire event/marketing costs for the Madison Square Garden event were less than \$50,000, and we anticipate it would be similar for a tournament at the Oracle Arena.)

Impact:

- Awareness/Buzz: By cobranding Defy with Google and the Golden State Warriors, we could generate serious awareness with high profile Bay Area executives, philanthropists, and media. With Google, we could recruit famous Bay Area basketball legends, other athletes and celebrities to participate.
- Funding: the \$50,000 investment could easily result in Defy raising an additional \$300,000+ (it wouldn't be out of the realm of possibility that the event could even raise \$1M if Google recruited other top Bay Area companies to co-sponsor the event).
- Volunteers: we would use the event to get people interested in Defy. The result: our basketball players end up doing much more than shooting free throws: they teach courses, mentor, judge business plan competitions, etc.
- Corporate Partners: In NYC, we were able to get Goldman Sachs and Guggenheim to donate suites and underwrite some of our costs. We would love to do the same in the Bay Area. In NYC, Goldman and Guggenheim have since gotten their employees involved in many other capacities with Defy!
- Stakeholder Appreciation: Even Tim Draper said the tournament was one of the most fun experiences of his life. The EITs were on cloud nine (even though they lost a basketball game to old, white executives). We invited other funders and partners to come watch, and the experience generated serious warm-fuzzies and Defy love.

B. In-prison Google Powered Tablet Courses

This opportunity wouldn't just benefit the Bay Area ... but it's one of our greatest opportunities for scale and leverage. Defy recently became partners with [JPay](#), a leading vendor to prison systems/ inmates/ their families. JPay is a leader in providing technology to inmates, and they currently have 50,000 tablets in inmates' hands. In November, JPay is piloting one Defy course in prison (which we are filming this Thursday, Oct. 2nd) on 5,000 inmates' tablets. We're extremely optimistic about this opportunity, and if all goes as planned, JPay will then put our courses on 50,000 inmates' tablets (and tablet access is only growing). All of this could be "brought to you by Google" if you'd like!

C. Googler Field Trip to Prison

Defy could organize a visit to San Quentin or another Bay Area prison, and we could invite Googlers to join in the experience. We could show some of our courses onsite, and then Googlers could provide onsite mentoring.

Q&A	leave blank -- will use this to add questions as we go
Any subgrants?	None.

P.S. Thank you for your endurance in reading through this. It's the longest (and most exciting) proposal we've ever gotten to write!