



# After the Uprising

At some point you have to ask yourself,  
what comes next?

“We dedicate this publication to Nelson Rolihlahla Mandela. Importantly, we dedicate it not just to the gentle, elder statesman but also to the radical, impatient and, even, the violent man he once was. We can’t forget that Madiba was, frankly, a fearsome warrior—when he needed to be.” —**Kevin Trapani**

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**Cover:** Flowers laid against the barricades commemorate fallen protesters in Maidan Square, Kiev.

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# Being Appalled Is Not Enough

There are many injustices in this world, from global poverty to individual acts of abuse. At The Redwoods Group, we work every day to right injustices and make the world a better place. That statement is not audacious, it is our core purpose—to serve others.

**Our focus is simple: keeping kids safe.**

Every year, in our own work, we witness terrorism against children: 400,000 kids are sexually abused in this country. Every year, 1,500 US kids drown and four times that many are seriously injured in near-drowning events.

These injustices, and the countless others around the world, inspire us to act. They cause us to rise up. But rising up is just the beginning.

At some point you have to ask yourself, what comes next?

**The Persistence of Heroes**

The Civil Rights era brought great changes in the very fabric of our society. But the changes were slow to come. Emmett Till's open casket was a turning point, but it didn't save three little girls from dying in a church blast. The Civil Rights Act was essential, but it didn't save the lives of the three activists murdered in Philadelphia, Mississippi.

Still, 50 years later, we have a black president. And a black attorney general. We've had two black secretaries of state. Our

country—our world—looks, and works, differently today from the way it did in 1963.

**Seeking Leverage**

It's different because savvy activists like Rosa Parks and Martin Luther King, Jr. rose up against injustice. But rising up was not simply a case of calling out injustice—these heroes sought key, strategic leverage points with which to generate disruption.

Disruption that would lead to permanent, positive change.

Every year, in our own work, we witness terrorism against children: 400,000 kids are sexually abused in this country.

Of course, the cause for which they worked remains today, with both traditional and uniquely modern manifestations: access to affordable healthcare; concerns over privacy and government surveillance; rising income inequality; disruption to the ecosystems we rely on for survival; the sexual abuse and trafficking of millions of children. We face monumental challenges. And it is our shared responsibility—individuals, businesses, institutions and government alike—to shape lasting, systemic change for the better.



**Understanding the Nature of Change**

To shape that kind of change, we have to understand how change happens. And we have to figure out how it can be sustained. As we contemplate the challenge ahead of us, there are inspiring examples of sustained, positive, large-scale social change that we can use to guide us.

**The Lesson of Mandela**

In 2013, the world lost one of the most accomplished, sophisticated and fearless change-makers we will ever know. For his transformational life, we dedicate this publication to Nelson Rolihlahla Mandela. Importantly, we dedicate it not just to the gentle, elder statesman but also to the radical, impatient and, even, the violent man he once was. We can't forget that Madiba was, frankly, a fearsome warrior—when he needed to be. We can't forget this because the evolving Mandela teaches us an essential lesson about what it takes for social change movements to succeed and sustain:

Tactics and strategic partners change over time.

The African National Congress disavowed violence, but only after it first embraced violence. Mandela was embraced by the US, but only after the US betrayed him to the apartheid regime. US presidents embraced equality in South Africa but only after President Reagan vetoed Congress' sanctions on the country. Mandela embraced "truth and reconciliation," but only after advocating the overthrow of the government.

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Nelson Mandela said, "No one is born hating another person because of the color of his skin, or his background, or his religion. People must learn to hate, and if they can learn to hate, they can be taught to love, for love comes more naturally to the human heart than its opposite." Teaching people to love—even though it is a more natural state—is hard work. We must do the hard work that achieves permanent, positive social change.

**Necessary Disruption**

At The Redwoods Group, we take on complex societal challenges. From sexual abuse to accidental drownings, the solutions to these problems are often inconvenient for those who are used to doing things a particular way. In our work, we regularly engage in uncomfortable conversations with people who are not ready to face these issues: public officials, educators, philanthropists, and social service and business leaders.

There are many times when we are no fun to be around. There was a time when we had to stand on chairs in meetings yelling at people to pay attention to aquatic safety. We had to sneak onto pool decks with video cameras to document poor guarding practices.

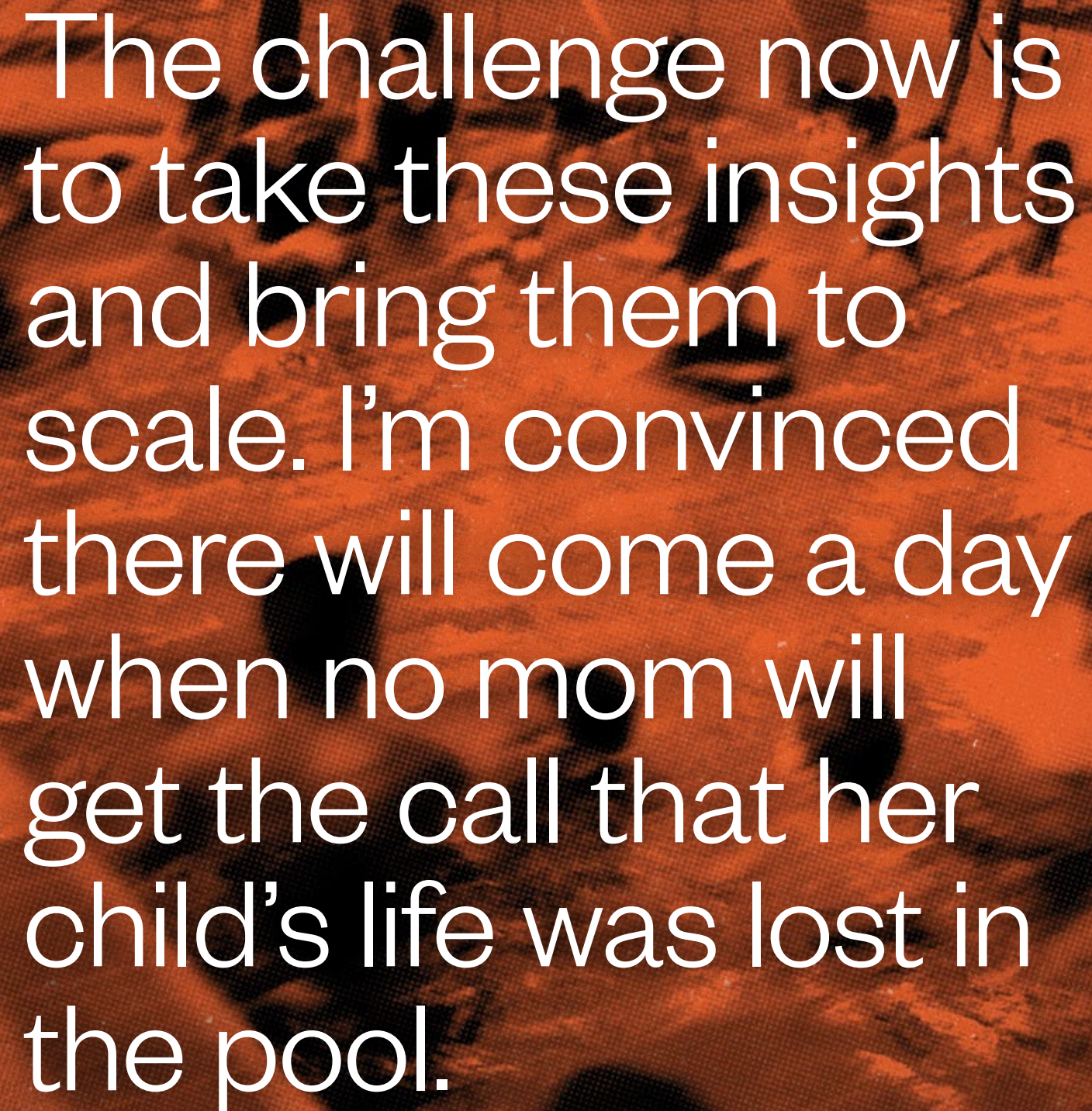
If we were fighting for freedom in Syria, we'd be called "insurgents." If we were followers of Mandela in the early sixties, we'd have been called "terrorists." Whatever we are called, we have learned the lessons of leadership from Mandela, King, Gandhi and others: Sustaining positive change requires tactics and strategic partners to change over time.

**Evolving with the Times**

We no longer have to use the disruptive tactics we once did. We now work actively with partners who once opposed us. We have taken the lessons of Mandela—changing our tactics and our partners as the landscape around us evolves. But we always do so

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The challenge now is to take these insights and bring them to scale. I'm convinced there will come a day when no mom will get the call that her child's life was lost in the pool.

in the context of one central question: How can we work most effectively to keep children safe?

#### Teaching Every Child to Swim

In 2013, our tactics evolved in our work to end drowning deaths and injuries.

We were approached by Jim Everett (CEO of the Treasure Valley Family YMCA in Boise, Idaho) with an unassailable premise: The best way to end drowning deaths is to teach every child to swim. With that call, we began to work with Jim, his colleagues and Y-USA to build a movement to teach every child in the US to swim by the third grade.

I'm proud of the work the partners have done so far: defining the specific skills a child needs to swim to safety, and benchmarking the curriculum and time needed for a child to develop those skills. The challenge now is to take these insights and bring them to scale. I'm convinced there will come a day when no mom will get the call that her child's life was lost in a pool.

Our 15 years of intense work in aquatic safety is a metaphor for the larger Redwoods journey, which played out clearly in 2013.

We needed to change our tactics.

#### Changing Business Tactics

It's obvious to us that our current insurance platform has constraints which prevent us from scaling our impact to the size of the problems we seek to solve. We also need more robust financial success in order to assure our own sustainability. We were fortunate to earn a profit in 2013, but, again, it was a smaller margin than we need, given the potential for volatility in our model. We need more and better tactics and more and better partners.

It took all year, but we changed our risk-bearing partner in our employee safety program from Hartford to Zurich. We focused our Workers'

Compensation insuring efforts in 18 states plus D.C. where we can begin to build a sustainable impact. We developed and delivered compelling training content on how to keep staff safe both through well-attended webinars and The Redwoods Institute, which has now hosted more than 600,000 online classes.

Different partners. Different tactics. One mission.

#### Experts, Not Inspectors

We also recognized the need to have more impact in changing behaviors through our risk consulting work. Too often, our folks have been marginalized as mere inspectors when on-site with insurance

customers. We believe they are more powerful as expert strategic partners. Moreover, there are too many youth-serving organizations who won't likely buy insurance from us—either because their operations aren't within our capacity to underwrite or because commodity insurers present cheaper, if temporary, pricing proposals.

There are many times when we are, or have been, no fun to be around. There was a time when we had to stand on chairs in meetings yelling at people to pay attention to aquatic safety. We had to sneak onto pool decks with video cameras to document poor guarding practices.

In response, we developed new tactics that will help move our impact to scale. We built our risk management platform into a more robust, more strategic consulting practice available free of charge to all insurance customers, and to certain youth-serving organizations on a fee-for-service basis. We are committed to helping organizations develop sustainable cultures of safety, and we will meet them where they need to be met.

This approach allowed us, for example, to provide strategic consulting to the YMCAs in Philadelphia, Boston and Rochester as they approached important association-wide decisions. They allowed us to serve the nearly 3,000 kids of military families in the Camp Corral program, a Golden Corral corporate philanthropic initiative. And they have enabled us to begin to help protect tens of thousands of minors on university campuses and at private clubs.

We're getting better as a consulting organization



and, as a result, we're getting better at engaging with our customers to help them scale their own positive impact. Still, we're not yet adequately engaged with all of our customers, which is why, from time to time, some leave us for premium differences that should have been insignificant when measured against the value we can provide. Our important work to connect customer, cause and value is ongoing.

#### Shaping The Redwoods Group Foundation

As a "hybrid organization" with both for-profit and nonprofit platforms, we have the obligation and opportunity to serve our causes in many ways, but we must be nimble in how we execute.

The most powerful asset of the modern foundation isn't its financial capital, but its intellectual capital. In keeping kids safe in the water or safe from predators, few organizations have the intellectual capital we have. With the right collaborative partners at the table, we are uniquely placed to shape solutions that scale to the enormous challenges we seek to address.

That's why The Redwoods Group Foundation transitioned in 2013 from being a grant-maker to being a change-maker. The foundation now functions almost entirely as a backbone organization: convening resources, catalyzing conversations, filling gaps and coordinating action. I'm grateful for those who have invited us to help them make the world a safer, better place.

I made a lot of promises in those rough moments as the good Lord decided to grant me a second chance. Among them, I promised to provide in a more transparent and intentional manner for Redwoods' leadership succession.

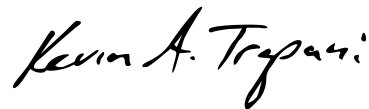
#### The Only Constant

As you may know, an important lesson in sustainability was made clear to me in the fall in the back of an ambulance screaming down a country road to Duke Hospital. I'd had a serious heart attack and it wasn't clear if I would survive. I made a lot of promises in those rough moments as the good Lord decided to grant me a second chance. Among them, I promised to provide in a more transparent and intentional manner for Redwoods' leadership succession. Now, in addition to our financial reserves, company life insurance and the experienced group of senior leaders we're blessed to have, we've formally designated Jennifer Trapani as my successor. Not only is Jennifer the industry's most experienced technical leader in our market segment, she's been essential to Redwoods' work since the beginning and, of course, she would be the majority owner of the company. She'd be great in the role, but I'm not quite done, yet.

The first 17 years of Redwoods were, in many ways, an uprising. We did things differently. We demanded more of ourselves and of others. We got meaningful results. But, what happens after the uprising? Our work is far from complete. Our successes are small when compared to what must be accomplished. So, our tactics and partners are changing. We're supporting our customers' work differently and, we hope, better. Our customers have audacious goals: to create a safe and fair community, to develop leaders of consequence, to provide sanctuary for the world's change-makers. We're honored to play a role in that good work.

Nelson Mandela said, "There is no passion to be found playing small—in settling for a life that is less than the one you are capable of living."

**I am—we are all—grateful for the opportunity to serve.**



**Kevin A. Trapani**

*President and CEO*

The Redwoods Group, Inc.

**“There is no passion to be found playing small—in settling for a life that is less than the one you are capable of living.”** —Nelson Mandela



# Resiliency & Resurgence

The Redwoods Group believes in building community. Our real estate investments in downtown Durham have provided a healthy return, while contributing to the vibrant turnaround of this once struggling city.

Photo: K. Brown kbrownphotography.com

## 2013 will be remembered as a year filled with ebbs and flows for The Redwoods Group.

During the second quarter of 2013, we parted company with our Workers' Compensation carrier and diligently worked to create a new, long-lasting partnership to serve our stakeholders' needs for employee safety from a mission-aligned perspective.

We completed that search and began to offer Workers' Compensation in limited geographies again in the fourth quarter. We are enthusiastic about the opportunities to continue to provide our broad range of coverage and risk consulting to our customers. In the intervening months, when we were out of the market, Redwoods saw a material decline in profitability. But true to our long-term view of sustainability, our employees turned their attention to other important work during those months, and we avoided layoffs or any reduction in work hours.

I am pleased to report that Redwoods again earned an operating profit in 2013. Working capital at the end of 2013 totaled \$1.1 million and stockholders' equity ended the year at \$2.5 million. Redwoods saw growth in Written Premium in both the Package/Umbrella and Directors and Officers lines in 2013. Writings in the YMCA and Camp segments were up, with a slight decrease in our JCC business segment. We continue to see new customers in all segments joining our program as well as former partners coming back home to Redwoods.

The Redwoods Group is a for-benefit corporation; an organization formed to create shared value for all stakeholders. This mindset extends into all areas of the enterprise, even into our investment options. Over the past five years, we have been invested in two real estate projects in downtown Durham, North Carolina. Our hope was to find an attractive return while also participating in the transformation of Durham from a tobacco town to a diverse and thriving entrepreneurial hub. The

first of these investments came to conclusion in 2013, and I can report that both goals were met.

Redwoods began an Employee Stock Grant Program in 2013, granting all employees who participate in our 401k program shares of stock in The Redwoods Group as a part of their matching funds. Additionally, shares have been set aside for direct purchase by any interested employee. I'm happy to note that 62 employees/owners of The Redwoods Group held vested shares on January 1, 2014.

"Changing the world was never meant to be just an expression. It's what you were made to do—and it's what you will accomplish when you invite your holy discontent to ignite your heart."

—Bill Hybels  
Founder & Senior Pastor, Willow Creek Community Church

Also during 2013, there was a change in the capital structure of our related entity, Redwoods Managers, Inc. This change resulted in a one-time gain for The Redwoods Group in 2013, and it means that for 2014 and beyond you will see Redwoods Managers as a part of the consolidated financial statement audit of The Redwoods Group. I encourage you to review those audited statements and the accompanying footnotes for more detail on this and other financial matters.

Thanks for all you do to support our ongoing efforts to serve others.

**Brian R. Keel CPA, CGMA**  
Senior Vice President and CFO  
The Redwoods Group, Inc.

| Financial Summary    | 2013     | 2012     |
|----------------------|----------|----------|
| Written Premium      | \$48,620 | \$53,276 |
| Total Revenues       | \$12,139 | \$12,252 |
| Net Income           | \$138    | \$328    |
| Total Assets         | \$15,439 | \$15,758 |
| Stockholders' Equity | \$2,520  | \$2,546  |

(\$ in thousands)



**We entered 2013 with less than a year of grant-making money left. But there’s a reason for that:**

# We’re Not Like Other Foundations

Most foundations stretch their giving into perpetuity by granting 5% of their assets each year and investing the rest. Our board felt this took far too long. Seeing urgent challenges that needed fixing now, in our first few years of existence, we gave away almost all of our original \$3.7 million in support of other change-making organizations.

**It was time for us to take stock and ask a crucial question:**

**How can we create the most positive change going forward?**

Looking back at our past successes, we realized we are at our best when we think beyond money—using our networks, our knowledge and our people to create lasting change. It was this realization that led us to a crucial decision: Instead of focusing on providing funding, our greatest potential lies in convening movements. In order to accomplish this, we’re transitioning to become a backbone organization.



The shift to becoming a backbone organization enabled the foundation to make an impact well beyond its size in 2013. Our goal is to sustain our work through grants and donations so that we can scale our two movements—Partnering in Prevention and Learn to Swim—as well as growing social entrepreneurship and supporting other projects nationwide.

**Please see the following page for a rundown of our activities in 2013.**



# Eradicating Child Sexual Abuse Through Community-Wide Change

“The tipping point is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire.”

Malcolm Gladwell,  
*The Tipping Point: How Little Things Can Make a Big Difference*

Malcolm Gladwell documents how behavior change occurs rapidly once a critical threshold is reached. Based on this insight, The Redwoods Group Foundation is working to bring Darkness to Light’s powerful sexual abuse prevention training to 5% of the adult population, a figure which we believe represents a tipping point for community-wide awareness and vigilance.

In 2013, our movement:

## HIRED OUR FIRST NATIONAL DIRECTOR

Before joining us, Michael Graves led the YMCA of Delaware’s local Partnering in Prevention initiative, which has trained more than 10,000 Delawareans so far.

## DOUBLED TRAININGS

The number of people trained nationally rose from 20,000 at the start of the year to more than 46,000.

## ENGAGED MORE THAN 165 YMCAs AND JCCs

We are now working with Ys and JCCs in 23 different states to spread this work.

## INITIATED STATE-WIDE TRAINING IN 7 MORE STATES

State Alliances of YMCAs in California, North Carolina, South Carolina, New York, Massachusetts, Rhode Island and New Hampshire are now committed to rolling out the training statewide.

## SET METRICS FOR SUCCESS

We engaged the Moore Center for the Prevention of Child Sexual Abuse at Johns Hopkins University to help us evaluate our effort and measure its impact on communities.

## SECURED A \$200,000 GRANT

This grant from the Columbia Foundation is enabling the YMCAs in California to roll out Darkness to Light’s training across the state.

# Swimming Lessons for Everyone

Redwoods’ data shows that non-swimmers are by far the highest risk group for drowning. That fact puts low-income and minority communities at higher risk for drowning, because fewer children in those groups have access to swim lessons. Having been approached by Jim Everett, CEO of the Treasure Valley Family YMCA, and Journey Johnson, CEO of the YMCA of Middle Tennessee, we’re now working with YMCAs to develop partnerships with local school districts to teach every child to swim by the third grade.

In 2013, together with our partners, we:

## STARTED A MOVEMENT

We convened leaders of 40 YMCAs and invited them to join us in building a national movement to teach all children to swim.

## LEARNED WHAT WORKS

We benchmarked Learn to Swim programs from Ys across the country and used what we found to recommend best practices.

## SET OUR GOALS

Together with our partners, we developed a shared definition of swimming competencies that prove a child can be safe in the water. This definition will be the standard to which we hold our efforts accountable.

## SPARKED DEEPER INVESTMENT

Our network brought a proposal about this work to YMCA of the USA, which has since made Learn to Swim efforts a strategic priority and committed to support these efforts with significant resources.

# Other Activities

We also provided strategic guidance and safety insight to JCC Association’s national community consultants and dozens of JCC Executives, creating a Culture of Safety taskforce.

We consulted with Camp Corral, a Golden Corral corporate philanthropic initiative, which provides a free week of camp to children from military families.

We made the legal transition to become a private operating foundation, a critical distinction that now makes donations to The Redwoods Group Foundation tax deductible.

We hope you’ll join us in 2014 and help make our movements as big as the problems they aim to solve.



Dan Baum

Executive Director The Redwoods Group Foundation

# Let’s Scale Change

How our partners and allies are disrupting the status quo for the better



# Can Broccoli Change an Entire System?

Back in 2002, the YMCA of Greater Grand Rapids was on a mission: to reverse the epidemic of obesity in poor communities across Grand Rapids. As Kelly Hagmeyer, Director of Grants and Evaluation, explains, this was easier said than done.

“We started with physical activity in schools. But physical activity means nothing without nutrition education. And nutrition education for kids means little without education for the parents, too. But even that does little without access to fresh, healthy food. So in consultation with the community, and with a loan from the W.K. Kellogg Foundation, the Veggie Van was born.”

**The result was a program that seeks to impact the root causes of obesity in our communities.**







2013 — Camp Boggy Creek

# Illness Doesn't Define Us

“At Camp Boggy Creek, these kids aren’t *‘that boy with HIV,’* or *‘that girl with hemophilia,’* anymore. They can be themselves. They can have fun. They get to be silly. And they have responsibilities, too. When you’re a child who is suffering from a severe—perhaps life-threatening—illness, that’s a really rare and valuable thing: the opportunity to just be a kid.”

Dorcas Ann Tomasek, former Camp Director of Camp Boggy Creek and now a Risk Consultant with Redwoods, is unequivocal about what makes this place so special. It’s not the state-of-the-art medical facilities, or the specialist staff, but rather the opportunities that such resources provide.

Founded by actor Paul Newman and General H. Norman Schwarzkopf, the camp serves a broad range of children and their families who, due to the medical attention they require, would never be able to attend a regular summer camp. As part of the SeriousFun Children’s Network created by Newman, the camp is just one of 30 such programs around the world.

The unique needs of the children it serves have shaped a culture of intentionality at Camp Boggy Creek. As June Clark, Chief Executive Officer explains:

*“An important aspect of the camper application is a complete medical and health history of every child. Once a complete medical review has been conducted, our Medical and Program teams evaluate and plan for all potential scenarios. For example, observation for seizures for children with epilepsy while in the activity areas, or planning a time for dialysis treatments for children with kidney disease. Providing a safe and medically sound environment is paramount in our daily activities.”*

Some of these scenarios might sound extreme to organizations serving healthy children. Tomasek, however, is adamant that intentionality is something that has relevance to any camp environment:

*“People like to talk about intentional programming in the camp world, but I’d like to push us all to go a step further. Let’s be intentional about everything we do, not just our programs. The reason we wear name tags is not simply for identification purposes; we wear them because friends greet friends by name. We ask kids to clear the tables not because it’s easier for us, but because kids deserve to experience the full spectrum of being a kid, including the responsibility of chores.”* ■



2013 — ACJ-YMCA of Bogotá

# No Peace Without Healing

The long running civil war in Colombia has led to mass migration from rural areas to Bogotá. Many of the displaced end up living on the street or in unsanctioned “favelas,” or slums.

According to a World Bank report, 44% of countries emerging from civil war will return to conflict within the first five years. As peace talks to end the long-standing conflict in Colombia continue, there is a pressing need to tackle the underlying causes of violence.

For peace to persist, community-wide healing is a prerequisite. Gloria Hidalgo, Director General of the Asociación Cristiana de Jóvenes-YMCA (ACJ-YMCA) in Bogotá, has placed her organization at the heart of these efforts:

*“Displaced people face many risks. They are often poor, they lack access to secure employment, and they’ve suffered considerable trauma. All of the assistance we offer a person must take into account that trauma that has happened in his or her life.”*

The ACJ-YMCA has developed a holistic model of psychosocial interventions, which it uses to work with the displaced victims of *La Violencia*:

*“We work with young people and their families to first develop understanding—to identify and talk about what they’ve been through. We then encourage them to take responsibility, to understand that they are the only ones who can transform their own reality. We help them to establish goals, such as a bachelor’s degree or a new career. Together we develop a strategic plan to help them achieve their goals.”*



## Andrea Sanabria

Andrea Sanabria grew up on a farm in the mountains of Tolima,

Columbia. When she was 22, guerillas accused her family of collaborating with military forces and forced them to abandon their farm. They fled to Bogotá, where Andrea supported her family by shelling peas. Andrea and her partner were forced to leave their daughters alone at home as they labored or looked for work. Their eldest daughter, Angie, discovered the Hogar Encuentro, or “meeting house,” at the ACJ-YMCA headquarters. After seeing the center’s positive influence on her daughters, Andrea began to visit the Hogar Encuentro as well, and found support for herself and her family as they rebuilt their lives.



## Lina María Sagugada

Lina María Sagugada, her husband and their blended family of six children were forced to

flee their hometown of Baudo when armed rebels threatened their lives. They moved to Bogotá, arriving with nothing to eat and no place to stay. After police detained them for begging, they were referred to the ACJ-YMCA by a government welfare agency. The ACJ-YMCA provided family support and daycare

so that Lina and her husband could find work. They also offered therapy and family counseling, which Lina credits for improving her parenting skills and helping her and her husband stabilize their marriage.



## Arnulfo Mena

Arnulfo and his family were forced to abandon their possessions and move to Bogotá when armed groups began to threaten his father.

The city was a culture shock for everyone, and his parents struggled to adjust.

When Ana, Arnulfo’s mother, left to seek a better life, Arnulfo and his brothers stayed behind with their father in Cazuca—a poor neighborhood blighted by high crime rates and drugs. Street life soon claimed the life of Arnulfo’s brother.

Despite difficult circumstances, Arnulfo remained determined that he could make something of his life. He found the ACJ-YMCA and, through their Center of Preventive Attention, began the process of building his skills and self confidence.

Arnulfo eventually achieved his dream of attending university to become an art teacher. Today, Arnulfo lives in Germany and develops youth art programs, but he has not forgotten his roots. He devotes time and resources to supporting preventive youth work in Cazuca. ■

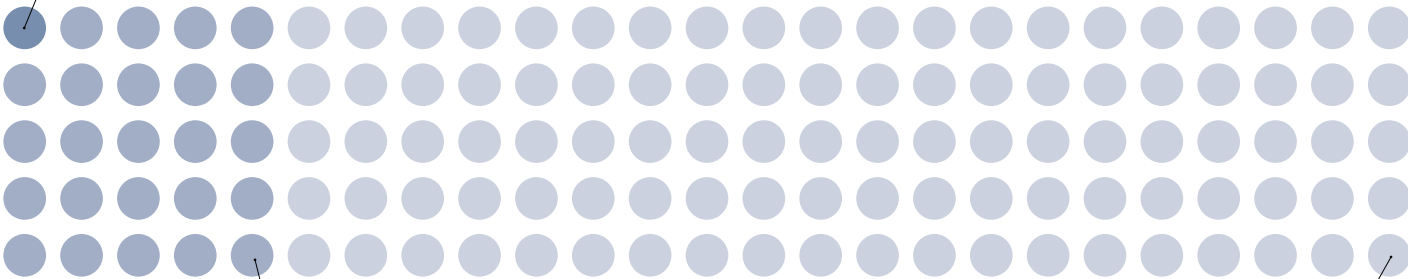


To prevent drownings, one community aims to

# Teach Every Child to Swim

0.8%

2008: 40 Children



20%

2013: 1,000 Children

100%

Target: 5,300 Children

Back in 2008, the Treasure Valley Family YMCA, located in Boise, Idaho, began its program to reverse this landlocked state's unenviable record on drownings. They began small, reaching just one group of third graders. They now reach more than 1,000 children a year at more than 20 elementary schools—with an ultimate goal of reaching 100% of the 5,300 third graders in Treasure Valley's 75 elementary schools.

Swimming lessons are about much more than just saving lives. Research shows that regular physical activity during the school day can improve behavior and educational performance. ■

"Our state has the second worst unintentional drowning rate in the country, a statistic we are determined to reverse. We know there are children who are most likely alive today because they learned to swim at our Y. We're now working toward a goal of providing every single child in our community with an opportunity to learn these life-changing skills."

**Julie Zicaro**  
Treasure Valley Family YMCA



How to Build a

# Culture of Play

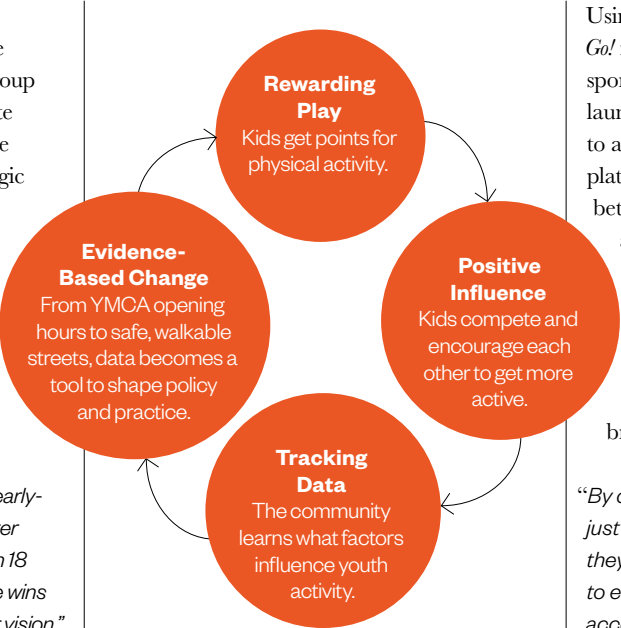
Concerned about the impact on their community of both increasing healthcare costs and declining health outcomes, a group of Snohomish County CEOs from private businesses, non-profits, healthcare and the public sector gathered to plot out a strategic path forward.

Scott Forslund, Director of the Snohomish County Health Leadership Coalition, explains how the group's vision began to form:

*"We were not interested in edifice. We wanted to create community-wide change, and we wanted to do it by focusing on two early-win efforts that significantly moved the meter on key challenges. We wanted to do it within 18 months—and then we wanted to use those wins to create momentum for a broader, 18-year vision."*

Alongside improved access to palliative care, the coalition decided to focus on youth obesity. Studies have shown a precipitous drop in activity levels between the fourth

and eighth grades. The coalition's *Gear Up & Go!* initiative was designed to preempt this lifestyle shift through individual-, peer group- and community-level interventions.



Using SQORD accelerometers, *Gear Up & Go!* rewards children with points for playing sports, walking to school and even carrying the laundry upstairs. Those points are uploaded to a safe, age-appropriate social networking platform. And the data is tracked to get a better understanding of how and where kids are playing.

While encouraging individual families to adopt a more active lifestyle is important, Andrea Weiler, Healthy Living Director for the Snohomish County YMCA, has a broader vision for community-wide change:

*"By collecting data on play and lifestyle, we don't just learn if kids are playing. We learn where they are playing, why and what can be done to encourage more of the same. How does access to a YMCA influence activity? Which neighborhoods are most walkable, or bike-friendly? Are parks considered a safe place to play? The data can be sliced so many different ways to create community-wide and policy-level change."* ■



# It's Never Happened Here

"The JCC has a good record on limiting drownings. For whatever reason, our incidence rates are much lower than many comparable institutions. But with that good record comes a danger: It's easy to become complacent."

Arnie Sohinki, Senior Vice President of Program Services at the Jewish Community Center Association, is proud of his movement's safety record, but he's also clear that you can't judge the future based on the past. That's a lesson that rings true for Michael Feinstein, CEO of the JCC of Greater Washington:

*"We had never had a drowning here. And then the odds caught up with us: We had a 7-year-old drown. It's the only drowning we have had in 100 years. But it was one drowning too many. We have to make sure it never happens again."*

Determined that the JCC must not simply rely on its record of safety, a group of JCC leaders from across the country, together with The Redwoods Group, have begun the process of building a culture of safety.

Having convened an inaugural meeting, The Culture of Safety Taskforce is now looking at four key focus areas: aquatic safety, child sexual abuse prevention, transportation and operational safety. Already, Feinstein reports changes in protocol inspired by the taskforce:

*"We've enacted drop drills to make sure our lifeguards are on the top of their game. We expanded our background and fingerprint checks. Instead of checking only those staff who work directly with children, we now include every new employee who may have access to children."*

*"It's the only drowning we have had in 100 years. But it was one drowning too many."*

**Michael Feinstein,**  
CEO of the JCC of  
Greater Washington

These changes in protocol are important, but Feinstein points to a bigger, less tangible goal: a shift in perspective which puts safety at the heart of every decision.

*"Kids come here, they have fun, and we send them home. If they don't come home safe, we are not doing our job. To do that effectively, our safety program must be more than me walking around with a clipboard. Everybody has to know what to look for, and they have to feel empowered to do something about it."*

The taskforce continues to hold monthly meetings, pushing for movement-wide change in 2014. ■

**The first 17 years of Redwoods were, in many ways, an uprising. We did things differently. We demanded more of ourselves and of others. We got meaningful results. But, what happens after the uprising? Our work is far from complete.**



# Transparency Is Central to Accountability

Compiled by an independent, third-party assessor, The Redwoods Group’s annual social audit serves to publicly report on the social outcomes and impacts of our work. The audit uses the B Corp Impact Assessment as the basis of its analysis.

Because this methodology does not capture all aspects of The Redwoods Group’s focus—in particular our focus on safety—the audit also uses additional quantitative and qualitative research to capture the full spectrum of our social impact.

Download the  
full social audit at  
[www.redwoodsgroup.com/  
2013SocialAudit/](http://www.redwoodsgroup.com/2013SocialAudit/)

In calendar year 2013, The Redwoods Group made extensive progress in establishing and measuring their social- and mission-driven performance. In an effort to provide focus on their social efforts, they have identified two distinct areas of work: safety and society. Progress has been made to focus their mission-driven work by defining these two categories, and by developing metrics to capture and measure success.

The Redwoods Group Foundation also made a fundamental shift in their business model from a grant-making nonprofit to a capacity-building nonprofit.

**Defining Focus**  
In the safety category, which encompasses programs and risk management initiatives led by The Redwoods Group business, the data showed progress in several key areas including drowning prevention, child sexual abuse prevention, sauna safety, van safety, and slip, trip and fall prevention.

The society category is defined as the work that The Redwoods Group and The Redwoods Group Foundation conduct in the community. The Redwoods Group has expanded the forms of capital that they provide to include intellectual capital, financial capital, human capital, social capital and physical capital. When a monetary value is assigned to all forms of capital, it reveals that The Redwoods Group distributed the equivalent of over \$848,000 in financial and

in-kind assistance to the social allies and partners it works with.

**Increasing Awareness**  
In addition to the focus and clarification in mission-driven program areas, and based on the recommendations made in previous reports, The Redwoods Group made progress in awareness of its mission-driven work and social enterprise status. With their

employee stakeholders, they launched a social enterprise curriculum, regular mission moments—in which employees share their mission-driven work with each other—and cross-functional strategy teams to better communicate and engage with employees. With their customer and vendor stakeholders, The Redwoods Group achieved greater awareness and greater connection with the mission. ■



## 2014 Recommendations

The 2013 calendar year saw progress made against the 2012 social audit recommendations. As always, work remains to be done in 2014 and beyond. Please see the complete social audit for the full set of recommendations:

- 1 Safety & Society** —Develop a set of specific impact metrics including inputs, outcomes and impacts for all programmatic areas in safety and society and begin tracking.
- 2 Employees** —Develop cross-functional and organization-wide engagement opportunities including social, volunteer and service events.
- 3 Partners** —Find concrete ways to communicate the social mission of The Redwoods Group and engage partners in the community development work of The Redwoods Group Foundation.





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