Sprinting Through the "First Decade Finish Line"

Dear Donors, Supporters and Friends,

Have you spent any time with a ten-year-old recently? We find that age to be a real transition point…not quite to maturity, per se, but to increased self-possession and future orientation. In unrelated news, **AB is turning 10 this fall**, and we very much hope you'll join us in celebration. Stay tuned for details in our special upcoming Decennial Edition™ newsletter.

Before shifting our gaze to that milestone, we share here AB's **key 2019 results**: healthy financials (right), updated performance metrics (p.2) and our always-informative <u>grantee survey</u>.

We also invite you to read up on our new alumni grantee, Code Nation (p.3), who continue to build **real programming skills** in the schools— and now additional cities—they serve.

As always, we'll endeavor herein to be **substantive, candid and brief**. We look forward to hearing your feedback!

Best, The AB Team

arborbrothers
engaged philanthropy

Arbor Brothers finds, funds and supports the most promising early-stage education and workforce development nonprofits in the New York tri-state area.

Thank you donors! Fueled by new investors, generous increases of support from our board and other contributors, and 93% donor retention, we raised $2.46M last year vs. our $2.35M goal.

AB Financials Summary

	2016A	2017A	2018A	2019A
Total revenue	**$1.78M**	**$1.94M**	**$2.25M**	**$2.46M**
Growth	*6%*	*9%*	*16%*	*9%*
Budget				
Cash grants	57%	59%	50%	54%
Consulting *	33%	32%	39%	32%
Nonprofit support	90%	91%	89%	86%
Operating costs *	10%	9%	11%	14%
Total expenses	**100%**	**100%**	**100%**	**100%**

* Includes allocated portion of people costs

Continued channeling of scarce resources to our portfolio. Despite a larger team and a higher fundraising hurdle, we were still able to invest 86% of AB's budget into grantees through unrestricted grants and our capacity-building consulting.

aB

Grantmaker, Dashboard Thyself

We often build organizational dashboards with our grantees. These performance gauges help indicate whether the org is on track to achieve its target outcomes. We revised AB's dashboard this year and tried to follow three pieces of our own advice…

Arbor Brothers Performance Indicators (2020)

Primary Metrics in BOLD

DASHBOARD *for internal optimization*	**GRANTEE SUPPORT:** *How meaningful is our role in fueling and helping improve our grantees?*	
	Performance Standard	**What proportion of this year's grantee graduates have built cultures tightly focused on outcomes?**
	Performance Growth	**How much on average did grantees improve organizational focus on outcomes this year?**
	Grantee Perspective	What proportion of the portfolio rated AB as their single most valuable partner?
	Scale of Investment	How much financial support are we providing to grantees in aggregate?
	INTERNAL SUSTAINABILITY: *To what degree are we establishing AB as a reliable accelerator of social change?*	
	External Supporters	**What proportion of external financial support recommitted to AB?**
	Internal Supporters	What proportion of the budget is covered by board giving?
	Healthy Liquidity	How many months of cash reserves are on hand?

SCOREBOARD *for external audiences*	**ALUMNI MOMENTUM:** *How do AB grantees fare after graduation?*	
	Cumulative Revenues	How much money in total have grantees raised since graduating the portfolio?
	Growth Pace	How fast do AB alumni grow after graduation?
	Scale Milestones	What portion of alumni have secured singular investments of $1M or greater?
	Funder Imprimatur	What portion of alumni have secured support from next-level *Signature Funders*** ?
	Portfolio Reach	How many participants are currently being served by alumni grantees?

EXAMPLE METRIC

53% of past AB grantees have gone on to secure a gift of $1M or more.

(click for full dashboard details)

1. **Less is More:** Choose what you really care about and focus on it. Though we track a number of metrics, we only steer towards the bolded grantee progress and donor recommitment figures.
2. **Scoreboard ≠ Dashboard:** Vanity metrics (revenue and reach) are handy to have when outsiders ask, but real organizational improvement comes from studying measures of quality.
3. **The Conversation >> The Math:** The numbers can't tell the whole story, but they should provoke a rich discussion on what could work better. We dedicate real time to these sessions.

Grantee Spotlight: Code Nation

Code Nation (formerly ScriptEd) equips students in under-resourced high schools with the coding skills, professional experiences, and connections that together create access to careers in technology.

Profile

- Founded in 2012

- FY19 budget: $5.5M

- 35 FTEs serving 1,400+ HS students across NYC, SF Bay Area and Chicago

- CN spent three years in the AB portfolio; this is their first year back as an alumni grantee

Model

1. Career Exploration: CN partners with under-resourced schools to provide year-long "Intro to Web Development" classes taught by teams of volunteer tech professionals supported by staff, using a rigorous curriculum to develop mastery of coding basics.

2. Career Preparation: After completing the introductory class, students go on to the CN Fellowship, wherein tech company partners engage Fellows in an advanced coding curriculum and professional skill-building through industry practices.

3. Industry Inclusion: Students who complete the Fellowship go on to receive tech internship and career support, access to industry events and continued skill-building opportunities.

Impact

Onto the Tech Path
67% of students who completed the program are majoring or employed in STEM fields (vs.8% of similar peers)

Diversifying the Field
77% of students identify as Black or Latinx (vs. 15% of tech workforce) and 43% identify as female (vs. 26% of tech workforce)

"Through Code Nation, I learned to stop doubting myself. I realized that I would always be valued, because when are new voices and perspectives not needed?"

- CN student Ramata Williams Bah

HINDSIGHTS

(retrospect is 20/20)

As ever, by acknowledging and reflecting upon our shortcomings, we hope to avoid similar oversights in the future. Here are some excerpts from a long list:

1. **Actually Onboard.** Joining AB as an early-career professional can be challenging—it takes time to get one's bearings and refine the judgment required to offer nuanced advice to grantees. Historically, we believed that if we hired well, provided great exposure and constantly talked through our thinking, our younger colleagues would efficiently get up to speed. We couldn't be prouder of the work Nick and Jess accomplished, but we now realize this occurred because of who *they* are, and *despite* our naïve theory of "osmotic training." With our most recent hire, we've been much more intentional about onboarding—many scheduled conversations and structured check-ins within a comprehensive 90-day plan. So far, Indira has reported her appreciation for the helpfulness of this approach. Go figure.

2. **Step Back First.** Our performance management projects have typically started by helping grantees codify goals and responsibilities for each staff position. Recently, we are finding it beneficial to instead begin by analyzing the org chart to confirm that the structure is appropriate (the right people in the right seats). Those sometimes sticky conversations are a necessary precursor to construct a strong management system.

Current Arbor Brothers Portfolio

BEAM · Hudson Link for Higher Education in Prison · Code Nation · ALL OUR KIN · RESTORE · EMMA'S TORCH · THE KNOWLEDGE HOUSE · HOPE WORKS CAMDEN · YONKERS PARTNERS IN EDUCATION

Grantees Up Close

Helping sex trafficking survivors rebuild their lives is an extremely difficult but critically important job. If you'd like to learn about this issue and how AB grantee [Restore](#) is tackling it, you're invited to join a lunch-and-learn session in April. Let us know if you'd like to join!

News from Our Network

- We welcome new Senior Associate, [Indira Martinez Pamias](#), to our team! We are excited for you all to meet her.

- Sammy discusses nonprofit growth and AB grantee All Our Kin in [a recent article](#) from TFA's *One Day Magazine*.

- AB alumni grantee, Code Nation, was awarded [a $1 million grant](#) from Cognizant U.S. Foundation. Kudos!

- Erasma Monticciolo, from AB alum Power of Two, was just named an [Aspen Institute Healthy Communities Fellow](#)!