



**STRATEGIC PLAN // OCTOBER 2019**

# CONTENTS

INTRODUCTION .....	3
GROWTH IN PROGRAMMING & TOTAL EXPENSES .....	4
PROGRAMMING GROWTH OVER TIME.....	5
FINANCIAL MODEL EVOLUTION .....	6
ORGANIZATION CAPACITY .....	6
LASTING IMPACT THROUGH ALUMNI NETWORK .....	6
THE WAY AHEAD .....	7
MISSION, VISION, VALUES .....	8
SITUATION ASSESSMENT/COMPETITIVE ANALYSIS.....	9
COMPETITIVE ADVANTAGE.....	9
PROGRAM MODEL .....	10
PROGRAM GROWTH TRAJECTORY .....	11
REVENUE GROWTH STRATEGY .....	15
REVENUE OVER TIME.....	16
ORGANIZATIONAL GROWTH STRATEGY.....	17
ORGANIZATIONAL STRUCTURE & CULTURE .....	18
APPENDICES .....	19
PROGRAM PLAYBOOK MATRIX: APRIL 2019 .....	20

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**The Hidden Genius Project was founded in 2012 by five black male entrepreneurs/technologists who were unnerved by the dramatic juxtaposition between the high unemployment of black male youth and the plethora of career opportunities within the local technology sector. To address this challenge, the founders established a program to connect young black males with the skills, mentors, and experiences that they need to become high-performing entrepreneurs and technologists in a 21st century, global economy.**

## INTRODUCTION

The history of The Hidden Genius Project is one of a fast growing, innovative organization founded by entrepreneurs. In its first year the organization launched the flagship Intensive Immersion Program serving five students, completely staffed by volunteers with total income of \$1,500. The group articulated a bold vision: “to be a global leader in black male youth development, as well as the leading incubator of dynamic young black male entrepreneurs and technologists.”

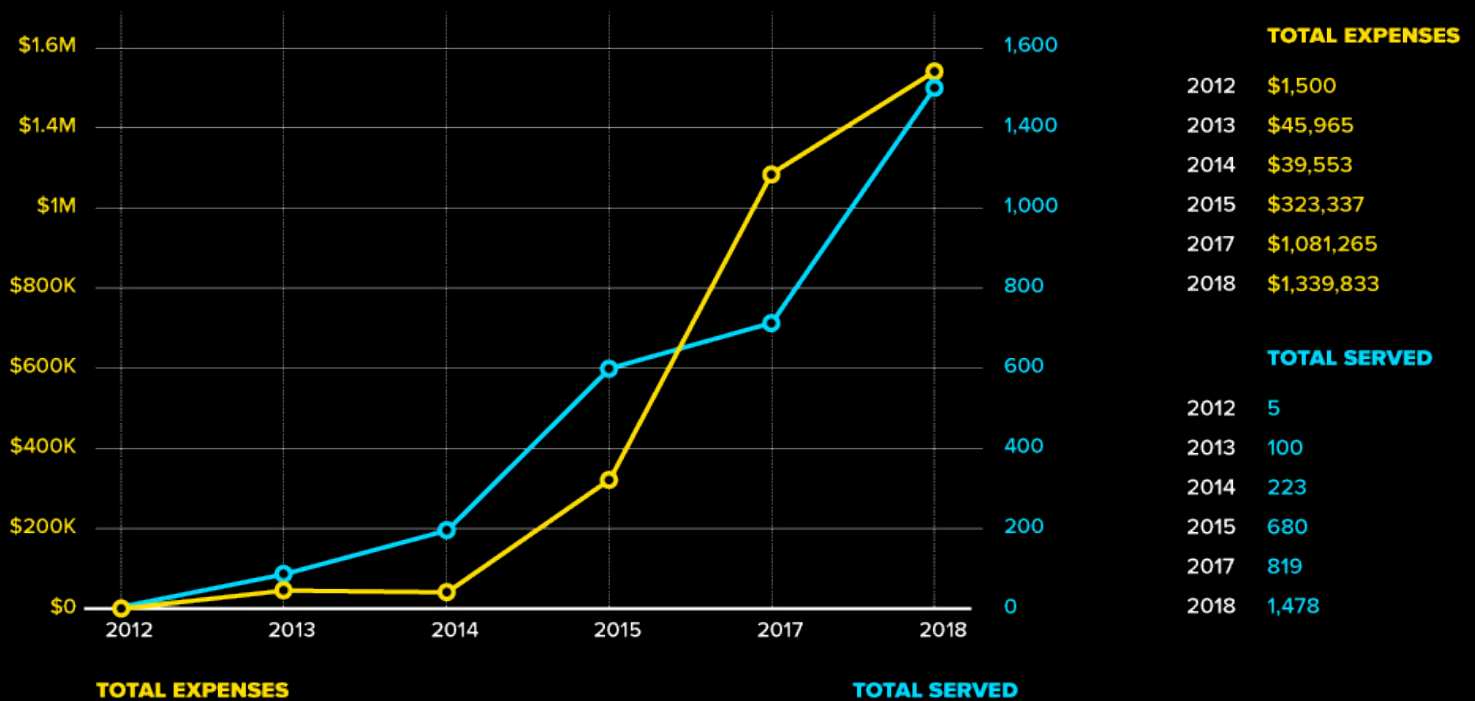
The principles of the Intensive Immersion program are unique in several respects.

- The focus on black male youth, served by black male adults is distinctive and helps to build a strong and supportive organizational culture.
- The depth of the engagement was unlike other community based programs, with a multi-year commitment linking two eight week summer sessions with weekly school year meetings; all offered free of charge.
- The philosophy is captured in the term Ubuntu, “I am, because we are.” The emphasis on interdependence is explicitly tied to an expectation that each graduate will become part of a growing brotherhood committed to each other and to supporting their communities. Furthermore, The Hidden Genius Project eschews the language of “at-risk” youth, instead assuming that students bring their own “genius” with them.
- The curriculum has three foundational and interrelated components: technology/computer programming, leadership, and entrepreneurship. Individuals gain critical skills and mentoring helping to build self-awareness and confidence to become innovators in making their own way whether through creating new businesses or new ways to improve their communities.
- Building a lifelong network for social change helps to build commitment of new participants and inspires the ongoing engagement of graduates.

In 2013 and 2014, still all-volunteer run, The Hidden Genius Project added a second program “Brothers Code” which was the first Catalyst program – typically one-day events designed to introduce a larger number of students to the possibilities open to them in the field of technology. A second Intensive Immersion cohort in Oakland was launched in 2014.

Not until 2015 was the first paid staff hired. Over the next four years (2015 – 2018) the expense budget grew from under \$40,000 in 2014 to nearly \$1.5 million, and the number of youth served directly each year grew from 223 to nearly 1,500. In addition to this level of direct service, The Hidden Genius Project began providing technical assistance in partnership with the Kapor Center and others to the Oakland Unified School District thereby helping shape a week-long district run program reaching another 3,000 students for a total of just under 4,500 young people influenced in 2018.

# GROWTH IN PROGRAMMING & TOTAL EXPENSES



The impact of The Hidden Genius Project expanded in breadth and depth during these years in the Bay Area. Existing programs grew including the first “expansion site” Intensive Immersion Program in Richmond, and new programs were steadily added.

Each new program built on and contributed to the synergy of the overall body of programming. Attendees at the one-day Catalyst events began to apply and be accepted to the Intensive Immersion Program. As the reputation of the organization expanded through increasing visibility, the staff was asked to provide short-term programming in local schools on a contractual basis. The Technical Assistance noted above was requested and has continued for three years. The staff had anticipated the potential for this type of contract work.

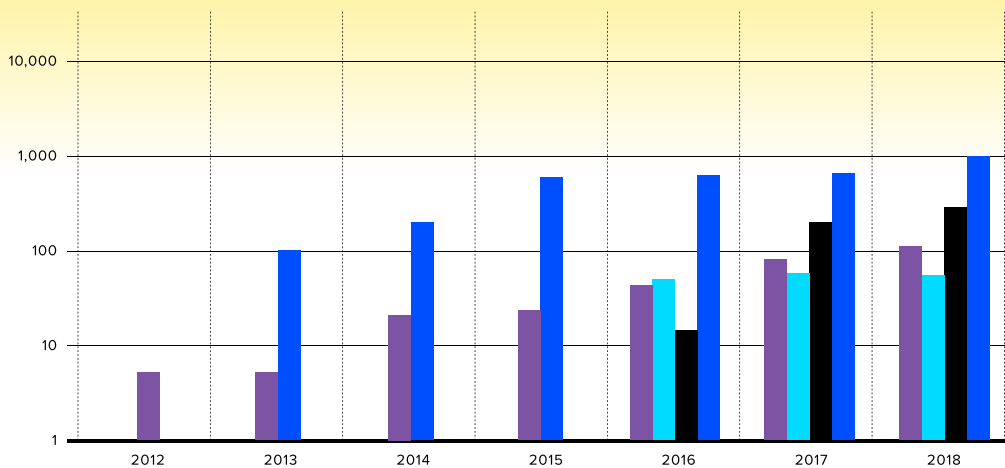
The exciting creation of Community Partner Programming - where The Hidden Genius Project deploys graduates of the Intensive Immersion Program as faculty - was born of the intersection of opportunity and necessity (insufficient staff capacity). In these trainings through contracts with community based agencies the participants are inspired by the experience of being taught by young people

who look like themselves. The contracts for this program provide a fee to the organization as well as payment (\$20/hr.) to The Hidden Genius Project graduates. This program has grown explosively over three years from a single contract serving 14 students, to five contracts serving nearly 300 students.

Furthermore, the reach of The Hidden Genius Project grew as requests for Catalyst events started to come in from across the country (with sponsoring partners including major companies and/or professional sports teams). Catalyst Events have been sponsored in several cities including LA, New Orleans, Buffalo, Detroit, and Miami, and interest has been expressed by a number of other cities. This led to the exciting opportunity to deliver two Catalyst programs in London in 2018. In London five Geniuses worked alongside staff to deliver the programming, all in partnership with local youth-serving organizations and sponsored by major companies and a professional football club! The Hidden Genius Project is in talks with several additional cities that have expressed interest in bringing the Intensive Immersion Program to their communities.

# PROGRAMMING GROWTH OVER TIME

## TOTAL YOUTH SERVED THROUGH DIRECT SERVICE



	IN-SCHOOL PROGRAMMING	INTENSIVE IMMERSION (STUDENTS AND ALUMNI)	CATALYST	COMMUNITY PARTNER PROGRAMMING (YOUTH EDUCATOR)
2012	0	5	0	0
2013	0	5	100	0
2014	0	20	200	0
2015	0	23	600	0
2016	50	44	649	14
2017	58	80	680	201
2018	55	112	1011	290

Not only are the alumni now serving as Youth Educators (faculty) at Catalyst and Community Partner Programming, several of the students have started successful businesses, working in their communities and providing inspiration to the incoming students.

An additional program element, while difficult to quantify, is the organization's "Strategic Communications." A great deal of favorable media coverage (MSNBC, The New York Times, Black Enterprise, HuffPost Tech, and many more major outlets) has helped to grow its reputation and expand its influence. A priority in the next few years is to take full advantage of this "bully pulpit" to continue to promote a positive and inspiring vision of the young people it serves and the incredible potential benefit waiting to be unleashed for the students and the community at large.

## 2012

Intensive Immersion Program – OAK1, 5 members

## 2013

First Catalyst Program: Brothers Code

## 2014

OAK2 launched

## 2015

OAK3, first "overlapping" cohort launched

First Strategic Influencer Technical Assistance contract with OUSD

First In-School Programming – staff delivered programming (partnership)

## 2016

First Community Partner Programming – Youth Educators as faculty

## 2017

First expansion Intensive Immersion Site – Richmond

## 2018

First international Catalyst Event – London

## FINANCIAL MODEL EVOLUTION

The Hidden Genius Project has a culture like that of a tech start-up, dynamic and innovative, and has been very successful in attracting early investment and growth funding from multiple foundations and corporate philanthropy. With a growing wave of interest in Silicon Valley in increasing the diversity of the tech workforce, in 2015 Google awarded one of six Impact Challenge grants of \$500,000 to the organization. Two years later Google awarded its annual Google.org grant of \$1M to the group. This was remarkable recognition for an organization that had only recently started paying staff.

While continuing to attract these large grants, the organization is increasingly developing programs delivered on a contract basis (Community Partner Programming, In-School Programming and Technical Assistance) thereby growing an earned revenue stream. The Catalyst Program is another revenue generating program, poised to generate a financial surplus given its sponsorship model. Staff will soon be able to share curricula in licensing agreements, adding a fifth revenue-generating program as a line of business. In 2018 the combined earned revenue and sponsorship funding was 16% of the total and it is rapidly growing up.

Donations (from individuals, event income, online giving and major donors) were 15% of total revenue in 2018, having grown 600% since 2015. With earned revenue and donations combined, the total percentage of revenue from grants was reduced to 66% of the total.

Now that the Intensive Immersion Program has been successfully launched in a new city with a new partner, the model for expansion looks sound. One component of the strategy for funding expansion in new cities is to ensure two to three years funding from the local site for at least half the cost of running the program. The majority of initial start-up and growth funding is anticipated to come from local foundations, with the hope that local donations and earned revenue streams will be able to follow.

## ORGANIZATION CAPACITY

The organization has been able to raise the funds to grow its capacity and systems in financial management, communications, exploration of strategic priorities and core faculty and programming staff to match the growing programming. Again, the parallel to the rapid growth of tech start-ups is seen. “Building the plane while flying it” is a phrase for this ongoing development in the nonprofit sector that describes the need to rapidly increase organizational capacity to support a growing scale of programming. So far the plane has been able to reach new destinations safely with a steady pace of organizational growth and increased staff!

## LASTING IMPACT THROUGH ALUMNI NETWORK

The Hidden Genius Project model is inspired by the Ron Brown Scholar Program – an organization dedicated to building a lifelong network for positive social change. As the cadre of alumni builds, the network associated with The Hidden Genius Project will continue to grow in scope and impact.

## THE WAY AHEAD

The Intensive Immersion Program is at the center of an expanding set of concentric circles of programming and influence. The organization has solid roots in Oakland, CA and the Bay Area, and has experience serving black male youth across the US and now across the Atlantic. Its mission and vision to serve as many youth as possible and to become a global model compel the organization forward.

The various parts of The Hidden Genius Project add up to a whole that is distinctive and unique. While it would be possible to copy this program, it would not be easy. In keeping with its broader philosophy and desire to see as many black male youth served as possible, the organization welcomes new players and seeks to support other programs that share their values and commitment.

What is most clear from the first several years of its existence is that The Hidden Genius Project will most likely continue to unfold through creativity, iteration and experimentation. The team has demonstrated a willingness to take risks with a commitment to excellence in execution that demands realistic assessment of the possibility for success. The core orientation toward partnership can be expected to characterize The Hidden Genius Project's approach to new ventures (with the black male youth it serves and now employs, with other community agencies, major corporations, city governments and local communities).

This plan lays out the strategy for growth in the primary areas of program, revenue and organizational infrastructure. The targets are illustrative of the possible path for growth, rather than fixed commitments.

Staff is keenly aware of a few key risks to growth. A few of the more worrisome risks are:

- the potential for the commitment in the technology field broadly to increased diversity in the workforce to waning out of the phase of the “hot new organization” and losing support from foundations and corporations
- failure to maintain the highest levels of excellence in program delivery, particularly as the organization expands to new cities – and/or unexpected competition
- failure to grow internal capacity to manage an organization operating at greater scale, with increased complexity and high expectations from new partners and constituents

While the staff and board have identified both proactive and responsive measures that can be taken in light of these risks, they know that unexpected challenges could also surface. However, they are undaunted and remain committed and motivated by the awareness of the extraordinary need for this work.

To balance the commitment to growth and to manage risk, The Hidden Genius Project has created a dynamic decision making tool, the “Program Playbook Matrix.” The Playbook establishes a clear framework with which to assess new program growth opportunities, assess risks, better articulate underlying assumptions and name judgment calls made in choosing a given course of action in the years ahead. For more on this innovative approach to ongoing development of emergent strategy see Appendix 1. “Making Decisions on Growth.”

The first seven years have demonstrated proof of concept, the ability to attract a growing level of support and to diversify revenue streams, and the discipline to build the organizational infrastructure to keep pace with the increasing scale of program delivery. What can be expected in the next seven years is unwavering commitment to its vision and values, consistent assessment of potential risks, and ongoing creativity in finding ways to pursue its mission and reach significantly more young people.

## **MISSION, VISION, VALUES**

### **VISION // The change we seek in the world**

Black male youth demand, and are working towards, a future where their genius is celebrated, realized, and shines every day and is no longer hidden, suppressed or belittled.

### **MISSION // Our work**

The Hidden Genius Project trains and mentors black male youth in technology creation, entrepreneurship, and leadership skills to transform their lives and communities.

### **Organizational Vision // Success as an organization**

The Hidden Genius Project's vision is to be a global leader in black male youth development, as well as the leading incubator of dynamic young black male entrepreneurs and technologists.

The Hidden Genius Project will be an influential network for cascading mentorship and social innovation multiplying opportunities through which young people develop personal sustainability and strengthen their communities and society at large.

Through its holistic youth support model, The Hidden Genius Project will bolster both workforce and economic development, as well as youth-driven community leadership, resulting in stronger economies, and more equitable communities.



## **CORE VALUES**

### **Ubuntu**

The Hidden Genius Project is grounded under the Ngoni Buntu phrase, “I am, because we are. Hence we are because I am!” This form of collectivism colloquially called “African Humanism”, stresses the whole over the parts while emphasizes the individuals are essential to the success and strength of the collective. We want all of our Geniuses to feel that connectivity and to ground and humble us in our daily practices of actualizing our greater selves. The Leadership class uses decolonial theory to bring the Geniuses in community with the wider Black diaspora. We are deeply rooted in the diaspora and this is where we plant our seeds. We pour libations to the ancestors as a way to water those seeds and to show we are grateful for their sacrifices and to acknowledge that we are because they were!

### **Black male empowerment**

In a time when black male youth continue to face violence and systemic oppression, we equip them with tools to build their own solutions.

### **Innovation through focused iteration**

Creating something new requires repetitive problem solving, and willingness to try multiple approaches.

### **Compassionate mentorship**

We provide positive role models that encourage young men to believe in themselves, set lofty goals and execute consistently.

### **Holistic care and support**

We work to develop the whole student, so each young man has support to thrive and sustain, within the program and their communities.

### **Inclusiveness**

We recognize the heterogeneity within our target populations, and practice differentiation in our teaching and mentoring.

## SITUATION ASSESSMENT/COMPETITIVE ANALYSIS

The Hidden Genius Project is working in a time of dramatic growth and change in society and in the technology sector. Computer based technology is now ubiquitous – there is no sector of commerce, government or society that is not dependent on technology. Thus, a solid grounding in the fundamentals of computer-based technology will support students in whatever path they take. Along with the increasing role of technology is a rapidly growing awareness of and commitment to the need for increasing the diversity of the workforce in every sector that is technology driven. Thus the need for the core work of The Hidden Genius Project is easy to demonstrate.

Not surprisingly, the number of organizations serving youth of color as well as adults of color is exploding across the US and internationally. (See Appendix 2. Environmental Assessment and Appendix 4. TechHireOakland Landscape; HBS Benchmarking Cost/Student).

Thus demand for entry-level skills, as well as programs seeking to provide training and job placement are all increasing. On the one hand it appears that the competition for funding and for students might become more challenging. However to date the unique combination of attributes and distinctive focus that characterize The Hidden Genius Project, supported by enthusiastic response from participants, their parents and others in the community, has put it in a very strong competitive position.

Furthermore, because the organization is committed to growing the “pie” in addition to growing its slice, and is highly skilled and committed to partnering where mutual benefit can be gained, the organization is able to create opportunities where others might fear competition.

## COMPETITIVE ADVANTAGE

In the context of the market/environment assessment and the SWOT analysis, the Strategic Planning Committee has concluded the following. (See Appendix 4: Updated SWOT)

The Hidden Genius Project’s competitive advantage is its core program model. The program model is a “unique combination of attributes (who is served, what the focus of the program is and how the program is delivered), and a strategy that encompasses several levels of engagement (deep individual training and coaching; lower-intensity training and exposure events; technical assistance to systems; advocacy and thought leadership).

- Who is served: Unapologetically black – serving black male youth, with leadership who look like the young people
- What the focus is: Technology + Entrepreneurship + Leadership
- How the program is delivered: Holistic youth-centered program model; unique approach to mentorship and coaching; Student centered and students out front

These elements as program principles are incorporated through all programming

## VALUE PROPOSITION

The Hidden Genius Project aims to build a more positive societal narrative around black boys and men, in whom we see a tremendous amount of unrealized potential.

Technology creation offers a significant opportunity to engage economically disenfranchised young men to thrive in a global economy while simultaneously bolstering societal productivity.

In learning to build a tangible product they recognize is complex and cutting edge, the young men that participate in our programming develop confidence that they can overcome obstacles and excel in all facets of their lives.

# PROGRAM MODEL

The Hidden Genius Project's program mix has evolved into a "4 tier Program Portfolio" with 7 individual programs - where each level reaches a "broader" market with decreasing "depth" of investment. The programs are integrated and interdependent



# PROGRAMS

## INTENSIVE IMMERSION AND ALUMNI SUPPORT

### Intensive Immersion

- 15 month, 800 hours of direct engagement;
- 83 youth served in two sites through four cohorts Oakland and Richmond in 2018

### Alumni Support and Engagement

Opportunity for graduates to serve as Youth Educators, post secondary counseling, internship opportunities, opportunities for networking and ongoing individual support

- 35 alumni were engaged in 2018

## SHORT-TERM CLASSROOM TRAINING THROUGH PARTNERSHIPS

### Community Partner Programming

One to two week long training programs delivered by Youth Educators

- 300 youth served through five contracts in 2018

**In-School programming** – Site specific joint programming, delivered by staff

- 55 youth served through one contract in 2018

## CATALYST PROGRAM Engaging One- to Two-Day Experiences

### Catalyst

highly engaging events in partnership with professional sports teams and other high profile companies

- Eight events engaged 1,065 youth in six US cities and two events in the UK in 2018.

## STRATEGIC INFLUENCER Influencing the Field, Broad Impact

### Technical Assistance

Staff from The Hidden Genius Project provide guidance and support to other organizations and systems (e.g. the Oakland Unified School District) to better serve black male youth and other young people of color

3,000 youth served through the Computer Science Week in Oakland in 2018.

### Strategic Communications

Through media exposure, public speaking, and publications, The Hidden Genius Project promotes a way of thinking, seeking to influence the field about how best to serve black male youth and other young people of color

# PROGRAM GROWTH TRAJECTORY

## INTENSIVE IMMERSION PROGRAM

The landmark Intensive Immersion is ready for expansion. Having successfully launched the program in a second city two years ago and with a well-developed assessment scorecard in hand, six cities have been identified for possible expansion. (See Appendix 5: New Site Launch Scorecard).

### Through 2022

- Establish 1 – 3 new sites for a total of up to 5 Intensive Immersion Cities – with 5 sites each offering overlapping cohorts – the Intensive Immersion Program would be serving upwards of 200 youth per year.
- Another opportunity to increase the number of youth served is to consider increasing the scale of local Intensive Immersion programs by adding a third and possibly fourth cohort at a given site. In Oakland it seems likely from recruiting experience in recent years that demand would support this scale. Instead of serving approximately 50 youth in two overlapping cohorts, a given site could serve 50% to 100% more each year.

### Through 2025

- Add up to five more Intensive Immersion Cities for a total of up to 10 total sites.
- While the standard two overlapping cohort model has been proven; we can expect experimentation on adding additional cohorts to more rapidly grow the overall capacity of serving more students each year

## ALUMNI SUPPORT AND ENGAGEMENT

The alumni network is one of the most powerful outcomes of The Hidden Genius Project's work. Supporting this group of enterprising young men is a core commitment and programmatic element – growing as the number of graduates increases. The creation of the Youth Educator role is just the first of what we can expect will be new innovations emerging from this body of Geniuses.

### Through 2022

- Develop the infrastructure for a growing cadre of alumni.
- One of the basic elements of the vision is to grow a national and ultimately international brotherhood of alumni of The Hidden Genius Project Intensive Immersion Program.
- Building the capacity for this network to be active and to make it easy to interact and find fellow graduates with similar needs, or similar aspirations is already under development.
- One can imagine an annual conference and/or a robust online platform for networking, and access to the types of resources and contacts that alumni are interested in.

### Through 2025

One of the early ideas of the founders of The Hidden Genius Project was to create a dedicated "Incubator" for new businesses to provide intensive and individualized support to those alumni who are interested in, and ready for, creating new businesses. Part of this dream is that businesses started by Geniuses are likely to provide job opportunities for new graduates! It is likely that within this timeframe, more concentrated work toward this vision will be achieved, potentially in partnership with one or more other organizations.

## COMMUNITY PARTNER PROGRAMMING

This training program delivered by the Youth Educators is growing rapidly. The demand for this unique training is growing and the numbers served are increasing more rapidly than in any other program. Where this program goes next is difficult to foresee, other than that we can expect that growth and innovation will continue.

### Through 2022

- Continue to grow the number of youth served (from 300 in 2018 with five contracts) to 500 - 1,000 served (in Oakland) through eight to twelve contracts.
- Take the first steps to replicate this program in Richmond, and perhaps other sites as Geniuses graduate.

### Through 2025

If steady growth in demand and service continues, it is possible that well over 2,000 youth will be served per year through this program in the Bay Area. And if it is something that other new expansion sites begin to offer, the overall scale could become quite significant.

## IN-SCHOOL PROGRAMMING

The current contract under this category of programming is a highly innovative effort aimed at providing in-school skills development in the field of information technology in health care sponsored by the Alameda County Healthcare Services Agency. There is great demand for young people with these skills, and it appears to be a highly leveraged application of staff expertise. The Hidden Genius Project staff are working alongside staff from Mentoring in Medical Sciences. There is discussion of the creation of a Certification Track, as well as other possible directions for growth. This work is funded on a contract basis, so the only limitations are demand and internal capacity.

### Through 2022

This work is high profile, and has potential to create significant impact. We can expect that much more will be learned from this pilot effort and that other similar efforts will be undertaken.

### Through 2025

New proposals are surfacing regularly for various ways existing organizations might work with, or learn from, The Hidden Genius Project. One intriguing request would marry the In-School Programming role with the Strategic Influencer Role to support the delivery of a new school-year program inspired by, and with support from, The Hidden Genius Project. The potential for this type of consulting/training/partnering relationship may be quite large.

## CATALYST PROGRAMS

The Catalyst Program was the second program created after the Intensive Immersion Program. It is highly collaborative, and has proven to be an excellent vehicle for bringing the unique aspects of The Hidden Genius Project to new audiences, and new communities. The likelihood is that demand will continue to increase for this program and that it will begin to generate a meaningful level of surplus revenue.

### Through 2022

- Continue to employ Catalyst events to expose young people to possibilities in technology they may never have considered for themselves (in Silicon Valley, in sports, in media, in health care, etc.).
- Continue to employ Catalyst events to “test the waters” in new communities for potential partnerships and funding sources – especially where the possibility of launching an Intensive Immersion Program exists.
- Maintain modest growth in this program at eight to twelve events per year for the next few years, serving up to 2,000 young people per year. There is strong interest to repeat the UK experience and potentially explore invitations that have been received from elsewhere in Europe as well as Africa.

### Through 2025

- One scenario posited in discussion about future possibilities would have the majority of Catalyst Programs delivered by alumni of the Intensive Immersion Program.
- The variety and nature of Catalyst Programs will continue to increase.

## STRATEGIC INFLUENCER - TECHNICAL ASSISTANCE

The initial Technical Assistance contract with the Oakland Unified School District has allowed The Hidden Genius Project to reach over 3,000 young people per year through helping to shape an annual weeklong program for high school students. While similar to the In-School Programming delivered by staff from The Hidden Genius Project, in the Technical Assistance role, staff is advising others on how best to deliver the program rather than delivering lessons. This is clearly a highly leveraged role, and another contract-funded program.

### Through 2022

- It is likely The Hidden Genius Project will continue to advise OUSD. Other contracts will need to be assessed on a case-by-case basis.
- The new opportunity in the next few years is for The Hidden Genius Project to begin licensing curricula.
- The work to prepare curricula for distribution is already well underway, so it is highly likely that this will be unveiled in the next year or two. Significant decisions will need to be made about how the curricula is used and with what conditions, as well as what role, if any, The Hidden Genius Project will play in the utilization of the curricula.
- A choice that The Hidden Genius Project will need to make is whether to offer “Train the Trainer” support along with the curricula, and/or any other forms of Technical Assistance that may be requested.

### Through 2025

Should this work continue to grow and prove to be an effective vehicle for achieving its mission, The Hidden Genius Project may consider creating a Technical Assistance consulting arm to grow and fine tune this work.

## **Strategic Influencer – Strategic Communications**

As noted above The Hidden Genius Project has made significant investments in its communications, messaging and branding. The staff is keenly aware of, and eager to influence, the growing public discourse about the issues the organization is confronting.

### **Through 2022**

Over the next few years, The Hidden Genius Project is committed to getting its “message” out more broadly through media, public speaking, and potentially publishing. There is a growing body of work to share with a wider public, and growing interest in what this organization has to share.

It is highly likely that as the organization becomes a well known thought leader that several team members will be in position to represent the organization through speaking engagements, sitting on panels at conferences, and achieving significant visibility.

### **Through 2025**

Depending on how this work unfolds, one could imagine “institutionalizing” strategic communications as one of the core strategies The Hidden Genius Project employs to share what it is learning and demonstrating.

A filmmaker partner is currently interested in creating a documentary that highlights the story and elevates the visibility of The Hidden Genius Project internationally.



# REVENUE GROWTH STRATEGY

After three years with very few resources and no paid staff, The Hidden Genius Project grew explosively with remarkable levels of recognition and financial support from Google, other corporate supporters as well as traditional foundations. The Hidden Genius Project is riding a wave of interest in increasing diversity in the technology field from the corporate sector as well as private philanthropy. There has been understandable concern among the leadership about the wisdom of depending on this level of support continuing over the long term.

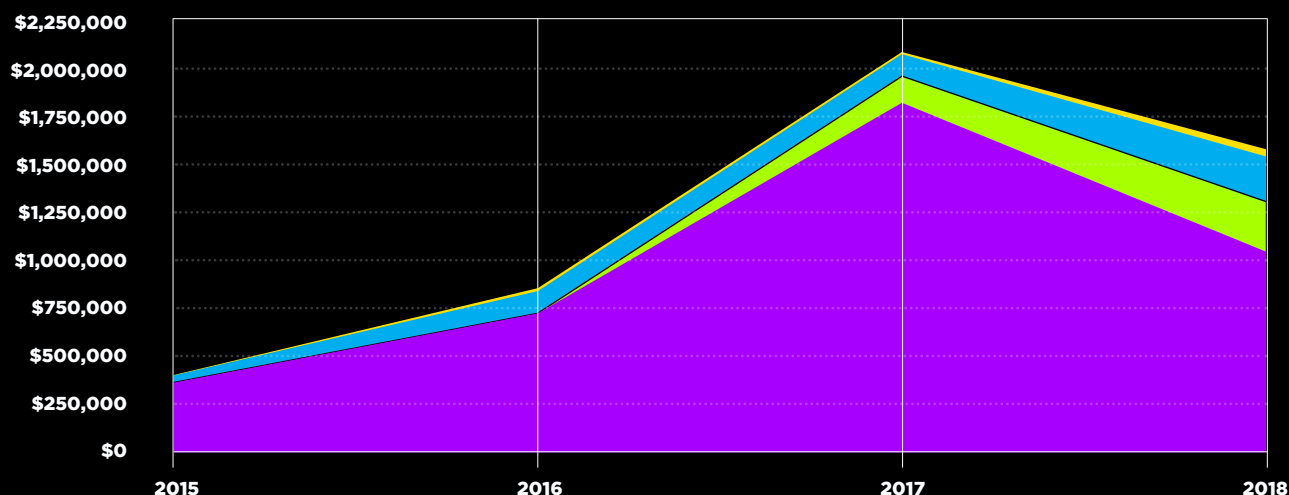
What is remarkable is that in 2018, the level of earned revenue and donations each doubled over the previous year. As a result while foundation and corporate grants are still the primary funding source, the percentage of total revenue has declined to 66% from 90% in 2015, even while total grant funding tripled over this period.

Nonetheless, with awareness of the ongoing dependence on grant funding, The Hidden Genius Project has articulated a set of complementary strategies to manage risk while supporting continued rapid growth over the next several years.

- Careful management: while it may sound pedestrian, leadership recognized early on that sound financial management was critical to avoiding precipitous emergencies or worse errors/oversights. Furthermore, staff is developing a rolling “funding pipeline tracking” process that provides visibility into the next few years. At a minimum this commitment to careful management will help to identify potential shortfalls, as well as to maintain forward looking approach to revenue development. As this process is refined, leadership expects to have a rolling multi-year forecast.
- For the next few years, corporate and foundation support appears to be sustainable. And as a strategy for supporting expansion to new cities, foundations in other cities have reached out to The Hidden Genius Project to offer support for the organization to come to town. A commitment to raise 2-3 years of funding before launching a new site is a prudent requirement to increase the chances for longer term success.
- As noted above, earned revenue (including event sponsorship) has become a rapidly growing source of funding. (Currently four of seven programs are self-supporting or better: Catalyst, Community Partner Programming, In-School Programming, Technical Assistance). One of the programmatic extensions anticipated in the next few years (licensing curricula) has potential to generate meaningful revenue and to increase demand for training and consulting services – a relatively recent service addition.
- Fundraising from individuals. As also noted above, donations are modest compared with grant funding, but are growing rapidly, and the potential for “traditional” fundraising appears promising and significant. The number of families and individuals who have benefitted or witnessed the impact of The Hidden Genius Project increasing. The annual end-of-summer celebration is becoming a significant community event poised to attract increased sponsorship and individual contributions. Moreover, The Hidden Genius Project is recruiting and training a cadre of “Ambassadors” who will be able to engage high net worth individuals.
- While it is not likely to be significant in the near term, the alumni of the Intensive Immersion Program have already proved an extraordinary sense of connection and loyalty to the organization. As this group of individuals matures, starts businesses, and seeks for their opportunity to “give back” to their communities, there is every reason to believe that providing financial support to the organization will be a high priority.

The chart below shows the predominance of grant income relative to other sources, but it also illustrates the rapidly growing contribution of earned revenue and donations. (See Appendix 6. Managing risk in revenue development.)

## REVENUE OVER TIME



	GRANT INCOME	EARNED INCOME	DONATIONS	MISCELLANEOUS	TOTAL
2015	\$362,000	\$0	\$37,405	\$1,840	\$401,245
2016	\$720,783	\$0	\$115,242	\$14,985	\$851,010
2017	\$1,812,000*	\$137,000	\$114,658	\$11,000	\$2,074,658
2018	\$1,040,650	\$258,000	\$235,000	\$37,341	\$1,570,991

\*\$1M Google Grant awarded in 2017

### Through 2022

- Grow grants, especially to support new site expansion, while maintaining the percentage of total revenue at 60% to 70%.
- Grow earned revenue from 15 to 20% of total revenue. To do this will require “sales” management and close attention informed by the “Playbook” in assessing various opportunities (impact, numbers served, revenue potential, etc.).
- Grow donations to 20% of total revenue.
  - The Board is developing an ambassador program to reach new major donors.
  - Developing the communications and collateral that will help communicate the many ways in which The Hidden Genius Project offers something that no other organizations are delivering – in addition to the promise of further growth and innovation.
- In-kind contributions are an under recognized area of strength and potentially an area for further growth – especially as part of the model in new cities. Meals, laptops, transportation, and SWAG provide significant financial value and create a potent avenue for relationship building, generating community support and ownership of the program.

### Through 2025

Deepening the diversification of revenue streams in line with the strengths of the organization will continue as a priority. Continue to bring a characteristically iterative and innovative approach to strengthening the funding model. The mix is likely to evolve.

# ORGANIZATIONAL GROWTH STRATEGY

The Strategic Planning Committee identified organizational growth as one of the core areas of attention needed for The Hidden Genius Project to grow successfully.

Area of particular focus included:

- Human Resources
- Program Support
- Management systems generally
- Evaluation tools – and potential use of automation
- Possibility of contributed in-kind resources as a cost saving measure
- What process to use to prioritize findings and alignment with strategic plan

The Strategic Planning Committee was able to share experience with other organizations and the implications for supporting organization growth. For example: the organization SMASH establishes their program in relationship with a variety of different host sites, often with different funding realities. As a result, while the program has some core components, it often “looks and feels” very different from site to site.

The group was clear that in expanding to new sites, the expectation is that where The Hidden Genius Project establishes a site for ongoing programming as it did in Richmond, it is important for the brand and organizational identity for it to look and feel similar from one site to another, even if the goal is not a simple “cookie cutter” replication approach. This has implications for the level of back office support.

While the organization has done a good job of growing incrementally to meet capacity needs as they arose, the thinking of the group is that a longer-term plan of investing in organization capacity is needed. The following areas were identified as priority areas for attention.

# ORGANIZATIONAL STRUCTURE & CULTURE

## Goals:

- Add Development capacity
- Add internal Communications capacity
- Build organizational structure that can replicated
- Build sustainable HR system that supports growth
- Document Intensive Immersion storytelling infrastructure

## Long-Term Objectives:

- Solid relationships with schools where Geniuses attend (post High School as well)
- Full-time Social Media manager or high-level outsourced solutions?
- Time commitment e.g. for expansion site. Staff members to minimize turnover.
- The organization operationalizes a smooth hiring process.
- Management structure supports development of clear goals, benchmarks and training for all staff members
- 100% of staff utilizing professional development opportunities across all locations.
- Build an organizational structure and culture that can be replicated as we expand to other cities, states etc.

## What Resources Will We Need?

### What Significant Expenditures May Be Needed in the next 3-5 years?

- Flexible yet meaningful administrative support for each leadership position
- Software
- Holistic HR design process that reflects our values
- Hiring is essential
- Commitment from the Communications Director for a specific length of time.
- Search Team to I.D. good candidates e.g. Development/Communications Director
- Making sure we the budget to cover the position.

(See Detailed Prioritization of Priorities and Investments through 2022 and 2025, included in Appendix 7.)

# APPENDICES

## Appendix 1. Making Decisions on Growth

The Board of The Hidden Genius Project has worked closely with staff to make major decisions and, as is typical of a growing organization, has delegated increasing authority to staff in decision making. Over the coming years it will be helpful to formalize where the lines of authority are for making decisions related to growth.

To support this partnership and to help guide staff in their search for, and assessment of, growth opportunities, the team has put together a “playbook.” The playbook outlines the inherent advantages and challenges associated with each core program area and identifies key considerations in assessing new opportunities including sustainability/cost, local requirements in new sites, organizational system requirements and a set of concerns in what to “watch out for.”

This playbook is similar in some respects to the “New Site Selection Scorecard” developed for assessing potential new sites for the Intensive Immersion Program. However, the process for deciding how to grow the core program areas collectively also involves assessing trade-offs between different opportunities and the opportunity cost involved in not pursuing certain options. At this point, the decision-making is seen as too situation specific to be able to reduce the decision making to a numerical scorecard.

With the “Program Playbook Matrix” the staff will have a clear framework with which to assess new opportunities and will be better able to articulate the underlying assumptions and judgment calls that have been made in recommending a given course of action. It is incumbent on the board to ensure that sound strategy is developed and to contribute to the decision making process where appropriate. Regardless of the level of authority delegated to staff (e.g. the staff has authority to decide when to take on new Community Partner Programming opportunities, but the Board must approve new Intensive Immersion sites), the Program Playbook Matrix will help both the Board and staff in supporting The Hidden Genius Project in navigating its growth over the coming years boldly and sustainably.

Note: Immersion is understood to include growing Alumni Support Programming, and “Technical Assistance, Training, Licensing” includes Community Partner Programming (with Youth Educators) as well as In-School Programming.

The draft Program Playbook Matrix is included on the next page.

# PROGRAM PLAYBOOK MATRIX: APRIL 2019

This matrix lays out the requirements, advantages, drawbacks, and resources affiliated with each major programming component

	IMMERSION	CATALYST	COMMUNITY PARTNERSHIPS	TECHNICAL ASSISTANCE, TRAINING, LICENSING
<b>ADVANTAGES</b>	<ul style="list-style-type: none"> <li>• Intensive</li> <li>• Unique Design</li> <li>• Visibility</li> <li>• Workforce Growth Potential</li> </ul>	<ul style="list-style-type: none"> <li>• Creativity</li> <li>• Expanded Partners</li> <li>• Number Served</li> <li>• Visibility</li> <li>• New Community Relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Serve more youth</li> <li>• Serve more diverse youth population</li> <li>• Alumni Growth / Outcomes</li> <li>• Partnership</li> <li>• Earned Revenue Opportunities</li> <li>• Discrete, time-bound programming</li> </ul>	<ul style="list-style-type: none"> <li>• Serve more youth</li> <li>• Expand reach</li> <li>• Revenue Generation</li> <li>• Field Advocacy</li> <li>• Enhanced Opportunities for Growth</li> </ul>
<b>CHALLENGES</b>	<ul style="list-style-type: none"> <li>• Costly</li> <li>• Energy-Intensive</li> <li>• Long-Term</li> <li>• Non-Self-sustaining</li> </ul>	<ul style="list-style-type: none"> <li>• Surface-level content</li> <li>• Logistic variation</li> <li>• Difficult to meet residual demand for programming</li> <li>• May detract energy from core programming</li> </ul>	<ul style="list-style-type: none"> <li>• Variability / Moving parts associated with each contract</li> <li>• Determining proper pacing and intensity of curricula</li> <li>• Quality Control</li> </ul>	<ul style="list-style-type: none"> <li>• Need to identify willing and appropriate partners</li> <li>• Variable implementation of work</li> <li>• Reputational risk</li> </ul>
<b>SUSTAINABILITY / COST</b>	<ul style="list-style-type: none"> <li>• \$300K-\$400K per site</li> <li>• Attractive to funders and communities</li> <li>• (Grants, Donations)</li> </ul>	<ul style="list-style-type: none"> <li>• \$2.5 - \$50K</li> <li>• Pay for themselves</li> <li>• Sponsorship may net profit</li> </ul>	<ul style="list-style-type: none"> <li>• Time &amp; Materials</li> <li>• Pay for themselves</li> <li>• Profit-driven</li> <li>• Unrestricted funds</li> </ul>	<ul style="list-style-type: none"> <li>• Time &amp; Materials</li> <li>• Profit-driven</li> <li>• Unrestricted funds</li> </ul>
<b>LOCAL REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Educators, full-time staff</li> <li>• Facility, Anchor Partner(s)</li> <li>• Meet 15 months of need</li> </ul>	<ul style="list-style-type: none"> <li>• Educators</li> <li>• Youth Educators</li> <li>• Operational Partners</li> <li>• Travel and Equipment</li> <li>• Youth Participants</li> <li>• Local Supporters to support and advocate</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Educators</li> <li>• Staff Support</li> <li>• Contract Support</li> <li>• Customers</li> <li>• Quality Assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Customer / Partners</li> <li>• Staff Support</li> <li>• Content Delivery Mechanism</li> </ul>
<b>SYSTEM REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Data</li> <li>• Risk Mitigation</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Logistical coordination (including program space)</li> <li>• Communications / Public Relations Strategy</li> <li>• Coverage of Costs</li> </ul>	<ul style="list-style-type: none"> <li>• Contract Development Support</li> <li>• Quality Measures</li> <li>• Risk Mitigation</li> <li>• Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Legal</li> <li>• Contracts</li> <li>• Accounts Receivable / Invoicing</li> </ul>
<b>WATCH OUT FOR...</b>	<ul style="list-style-type: none"> <li>• Brand Integrity</li> <li>• Quality Assurance</li> <li>• Need for Multi-Year Funding Commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Distractions</li> <li>• Quality Control</li> <li>• Follow-up Opportunities</li> <li>• Detraction from Immersion Program</li> </ul>	<ul style="list-style-type: none"> <li>• Quality</li> <li>• Capacity</li> <li>• Timing</li> <li>• Accounts Receivable</li> <li>• Integrity</li> </ul>	<ul style="list-style-type: none"> <li>• Quality</li> <li>• Risks (including reputation)</li> <li>• Capacity</li> <li>• Financial Benefit</li> </ul>

## **Appendix 2. Environmental Assessment**

The Hidden Genius Project is working in a time of dramatic growth and change in society and in the technology sector.

### Trends:

- In our home base in Oakland the black population is shrinking ...
- The cost of living in Bay Area and resulting gentrification are affecting Oakland and many cities across the country
- The overall growth of technology- expanding into all areas of business, life
- Technology companies increasing recruitment with people of color - could help create long-term funding partnerships
- We don't know how long the relatively recent interest in supporting young black men will continue
- Proliferation of organizations that are teaching young folk tech - (see landscape analysis created by TechHireOakland for local example)
- Circumstances in other communities continue to change and are different from Oakland and California and may present unexpected challenges to expansion

### Implications:

- As number of alumni grows, additional roles and possibilities are created
- Implications of the expansion of Youth Educators - is an important, and evolving, program dimension -potential to become key part of staffing capacity
- The political environment needs to be considered as having major impact and to understand how The Hidden Genius Project wants to respond - to use our voice
- The growth of "tech cities" - including Oakland, is a trend that will inform our selection of new sites, and affect how we think about the careers available to our Hidden Geniuses
- The "youth center model" to "meet young people where they are" is emerging as a framework for creating new organizations, and makes sense for new sites for The Hidden Genius Project
- Competition: Given the growth in similar organizations, The Hidden Genius Project will continue to need to differentiate itself even as it increases its depth of partnerships
- Adaptation: in addition to an assumption that our programs will continue to evolve and adapt as we learn and grow, we need to be aware that different locations (cities and countries) will likely require us to be flexible and adapt our programs

### Appendix 3. Updated SWOT Analysis

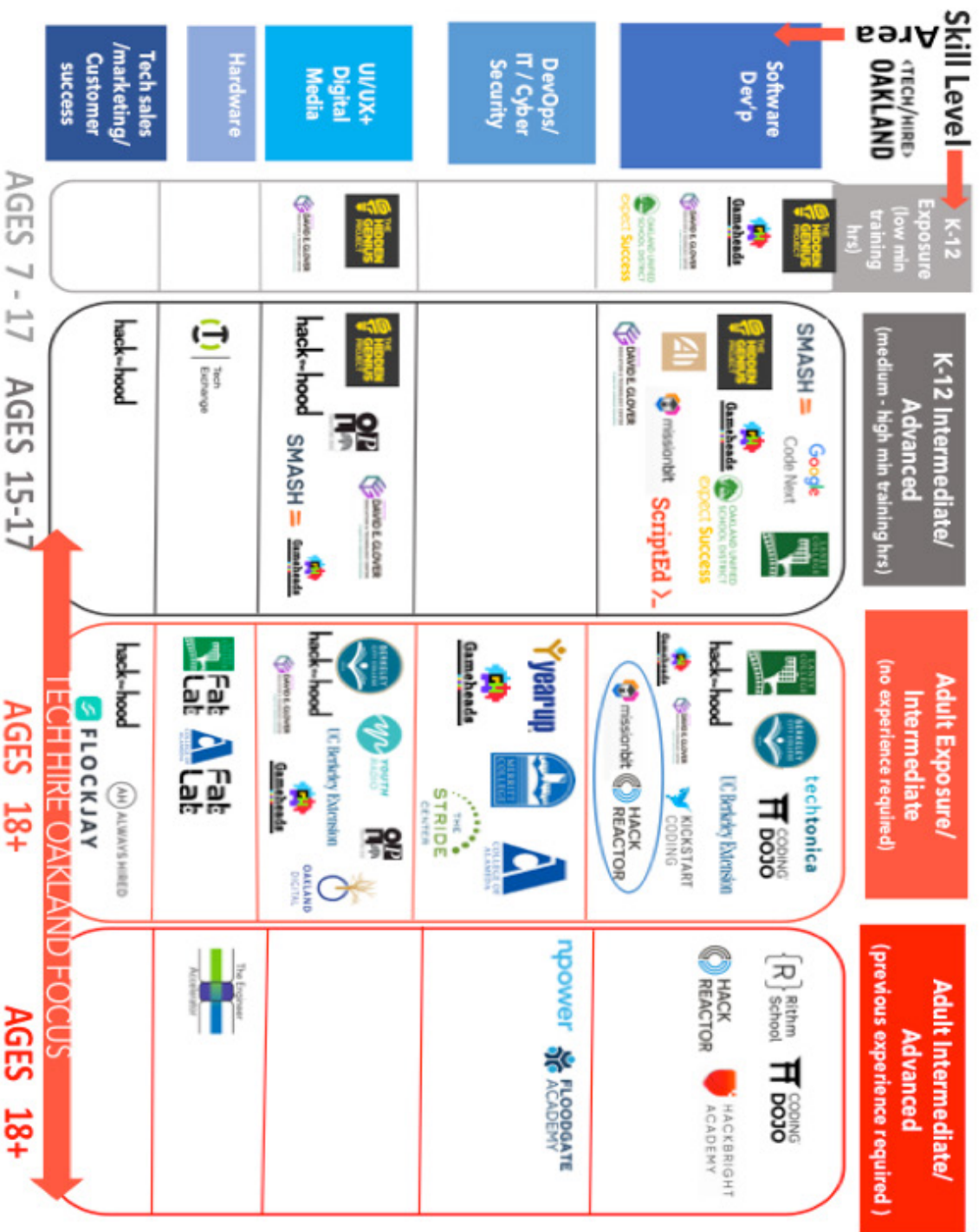
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<p>Program Model</p> <ul style="list-style-type: none"> <li>Programming elevates holistic brilliance of youth – model empowers youth sense of self confidence – success in centering access to technology skills/pathways on youth interests</li> <li>Love centered approach</li> </ul> <p>Role of Youth</p> <ul style="list-style-type: none"> <li>Strong engagement among Alumni</li> <li>Geniuses (and other youth) as ambassadors</li> </ul> <p>Partnership</p> <ul style="list-style-type: none"> <li>Strong partnerships strengthen all aspects</li> <li>Strength in wide ranging networks</li> </ul> <p>Reputation</p> <ul style="list-style-type: none"> <li>Solid Brand Visibility and Reputation</li> <li>Our messaging has become a strength</li> </ul> <p>Capacity/Fiscal</p> <ul style="list-style-type: none"> <li>Capable staff with diverse array of competencies</li> <li>Fiscal stability - Emerging revenue diversification</li> </ul>	<p>Systems</p> <ul style="list-style-type: none"> <li>Systems managing volunteers and matching mentors (stronger, farther to go)</li> <li>Systems lagging growth – could become threat to performance and sustainability</li> <li>Strategic partnerships (stronger, with opportunity to formalize the process)</li> </ul> <p>Capacity</p> <ul style="list-style-type: none"> <li>Inadequate facilities to administer and support programs (more to go in this area)</li> </ul> <p>Recruitment</p> <ul style="list-style-type: none"> <li>Outreach model “inadequate” – not as concrete as it needs to be (“intentionally inefficient” – need to be able to manage this complexity more explicitly)</li> </ul> <p>Arrogance</p> <ul style="list-style-type: none"> <li>Our confidence can slide in this direction and blind us to needed changes</li> </ul>



**Appendix 3. Updated SWOT Analysis** (continued)

<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p>Thought Leadership</p> <ul style="list-style-type: none"> <li>More prominent narrative re: people of color and technology – become a leader and exercise thought leadership</li> <li>Current national platform to elevate young men of color (need to build infrastructure and capacity to do so)</li> <li>Story telling re: social media (brand and community impact as it grows)</li> </ul> <p>Program Model Innovation</p> <ul style="list-style-type: none"> <li>Under-developed models re: technology training for youth – we can be a leader</li> <li>Corporations announcing investments in technology training – we are well poised</li> <li>Increasing cost of higher education promotes interest in vocational training</li> </ul> <p>Fiscal</p> <ul style="list-style-type: none"> <li>Increased earned revenue opportunities</li> <li>Global relationship opportunities</li> <li>Alumni possess vast potential to generate revenue for themselves and for organization (placement, investment partnerships, etc.)</li> </ul>	<p>Distractions</p> <ul style="list-style-type: none"> <li>Competing interests and demands among youth (e.g. athletics) – potential to diminish engagement, support youth to manage inherent tensions)</li> </ul> <p>Communications</p> <ul style="list-style-type: none"> <li>Communications messaging and language [micro targeting works, but could it miss mark cause damage]</li> </ul> <p>Loss of Community Support/Momentum</p> <ul style="list-style-type: none"> <li>Support for black male technology becomes trivialized, loses steam</li> <li>Trauma in service population and staff (burnout) =&gt; requires ongoing vigilance</li> </ul> <p>Complacency</p> <ul style="list-style-type: none"> <li>Complacency/neglecting to collect data, not carefully watching internal trends (e.g. school performance) =&gt; requires alignment internally, supporting internal dialogue</li> </ul> <p>Funding</p> <ul style="list-style-type: none"> <li>Revenue sustainability (always a threat)</li> </ul>

<TECH/HIRE> TRAINING LANDSCAPE SATURATED WITH FREE EXPOSURE PROGRAMS WITH FEW OAKLAND AFFORDABLE OPTIONS FOR SKILL MASTERY



• **FRAGMENTED PATHWAYS** (FEWER THAN 1/3 OF PARTNERS PROVIDE REFERRALS)

• TRAINING PARTNERS PERCEIVE EACH OTHER AS COMPETITORS VS COLLABORATORS

• LIMITED LONGTUDINAL TRACKING OF TALENT & OUTCOMES

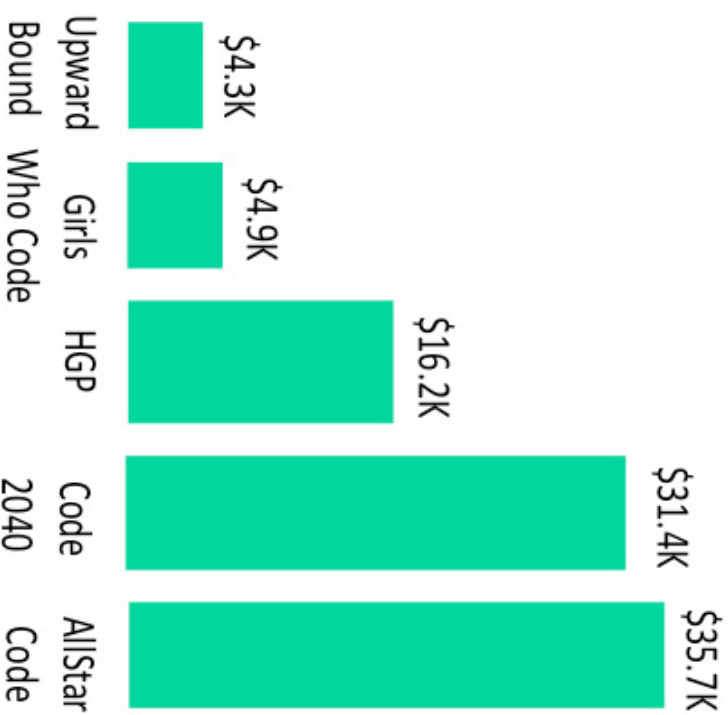
<TECH/HIRE> OAKLAND



# Comparing The Hidden Genius Project's "Per Student" Expenses

Dollars Spent Per Youth Served\* – Summer Intensive Programming

- **The Hidden Genius Project** shows higher levels of cost efficiency than **Code2040** and **AllStarCode**. On the other hand, those two organizations could be better positioned for quick growth given their higher levels of investments in personnel and marketing
- **Girls Who Code**, while not much younger than the other listed organizations (excluding **Upward Bound**), has experienced rapid growth in students served and size of budget. Most importantly, their per student cost has dropped rapidly during this expansion. This could be a good model for **The Hidden Genius Project** to examine.



\* For each organization, we used the most recent figures available using Form 990s, organization websites, and other third party sources

**Appendix 5. New Site Launch Scorecard**

**Appendix C: Sample New Site Launch “Scorecard”**  
**Ranking: 3 = high, 2 = medium, 1 = low**

**SCORE**

<b>1. YOUTH / NEED</b>	
There is a demonstrated and compelling need for [PROGRAM] in this community.	
The Student population is closely aligned with [PROGRAM]’s target population.	
Recruitment of students has a high likelihood of success	
Students and families have easy access to the site or [PROGRAM] has planned to address transportation needs to ensure accessibility	
COMMENTS:	
<b>2. LEADERSHIP / EDUCATORS</b>	
Leadership has been identified and/or we are confident in our ability to recruit and hire quality site directors for the site	
Teachers have been identified and/or we are confident in our ability to recruit and hire high quality teachers for this site.	
The central office and/or regional staff are in place to support the launch of a new site	
COMMENTS:	
<b>3. SITE / FACILITY</b>	
A space has been secured to operate the program or a strong plan in place to identify/secure a site.	
The facilities/space options meet the needs of the [PROGRAM] program (enough classrooms, common space).	
The facility has adequate hardware, software and internet access available to [PROGRAM] or [PROGRAM] has made plans to provide necessary technology.	
COMMENTS:	
<b>4. COMMUNITY BUY-IN</b>	
Support and buy-in at the district level is strong.	
Support and buy-in at the school level is strong.	
Support from key leaders in the community is strong	
Support from partners in the community is strong	
COMMENTS:	
<b>5. FINANCIAL SUPPORT</b>	
Funding has been secured or potential funding sources have been identified so that there is confidence in our ability to support the launch of the site.*	
[PROGRAM] is confident that we will be able to meet our fundraising goals for this site in the longer term	
COMMENTS:	
<b>6. STRATEGIC PRIORITIES</b>	
The site is closely aligned with our strategic plan / strategic priorities	
The Board has determined a high level of interest and support for the site.	
COMMENTS:	
TOTAL	

**Funding summary:**

[FOUNDATION] - \$ in FY18 + \$ in FY19 - [renewable / not renewable]

FY18 total: \$

FY19 total: \$

FY20: \$

**High**

Score of 43 - 54 - [PROGRAM] is definitely ready to launch a new site!

**Medium**

Score of 32 - 42 - [PROGRAM] is generally prepared to launch a new site but the sponsor(s) need(s) to follow up on areas of concern or weakness (scores of “1” or “2”) before presenting to the full board for vote.

**Low**

Score of 18 - 31 - [PROGRAM] is not prepared to open a new site.

**Appendix D: “Unofficial” Ranking of Top Five Metropolitan Communities for Potential Expansion**

[Ranking: 3 = high, 2 = medium, 1 = low]

	<b>“Grassroots” Community Connections</b>	<b>Funder Connections</b>	<b>Business / Corporate Connections</b>
Atlanta	2	2	3
Chicago	1	1	2
Detroit	1	2	2
DMV (Washington DC, Baltimore, Virginia)	1	1	1
Los Angeles	2	2	3

*NOTE: This analysis was completed in October 2018*

## Appendix 6. Revenue Risk Management

### Sustainable Revenue Growth Strategy:

Seek to “achieve” sustainability over time, rather than pursue a fixed ideal mix of revenue streams.

#### Proactive Actions/Policies

- Limit any single source to < 75% (2018 Philanthropy was ~ 66%)
- Only launch new sites with 2 - 3 year funding commitments up front
- Build three pools of reserves:
  - Working capital (operations)
  - Emergency reserves (rainy day funding)
  - Growth “seed” capital (to be able to quickly respond to opportunities)
- Diversification can be achieved through multiple revenue streams, as well as diversification within given funding streams (e.g. multiple foundations and corporations, rather than dependence on small number of institutions)
- Developing multi-year budget forecasts (at least 3 years), where projected income can be identified and monitored in an ongoing manner that allows for regular course “correction.”
- Preparation of “contingency plans” for unexpected shortfalls
- Creating a “case statement” for what The Hidden Genius Project “brings to the table” in developing new partnerships - to make clear there is an explicit exchange of value taking place that includes, but is not limited to, funding for programming.
- Development of sound business relationships with partner organizations. (The Hidden Genius Project already has developed formal MOU’s with some partners).

### Risks to monitor that would require Responsive Actions

- Identify risk factors; track and strive to limit exposure and manage potential risks
- Our corporate donors are forced or voluntarily decide to shift their funding priorities/focus resulting in a critical revenue shortfall.
- An economic downturn that impacts foundations ability to support our efforts.
- Not increasing our earned revenue to balance out our funding mix and decrease our dependency on corporate and foundation funding.
- Expanding at a rapid pace without ‘shoring up’ our infrastructure and fund development. Example: A new site may not have the needed infrastructure and funding to function at an acceptable level resulting in a turnover of staff. This could also impact program attendance and ultimately damage our reputation as an organization in new program areas.
- Not building out comprehensive small and major gifts annual campaign to support and sustain the organization. This could be a signal to current and potential funders that we’re not focused on a sustainability plan. Showing major gifts in our funding mix can also be used as leverage point when approaching new funders.
- Growth becomes dependent on one-year (or project) grants, and we do not have the runway to build out the sustained revenue to support the new infrastructure
- Project grant-driven growth only funds program growth, and we are not able to invest in revenue-generating infrastructure (specifically, development/sales staff)
- Project grant-driven growth does not fund the true cost of business (suppressed salaries long-term, doing more with less
- Program/theory of change does not map to revenue potential (e.g. building something with no identified private funders; establishing programs with earned revenue potential without assessing size of earned revenue mark.

## Appendix 7. Organizational Growth 2022 - 2025

ORGANIZATIONAL STRUCTURE & CULTURE	PRIORITY (LEVEL 1) YEAR 1-2	PRIORITY (LEVEL 2) YEAR 2-3	PRIORITY (LEVEL 3)	ESTIMATED COSTS
<b>GOALS</b>	<ul style="list-style-type: none"> <li>• Build organizational structure that can be replicated</li> <li>• Document Immersion storytelling infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Add Development &amp; Communications Director</li> <li>• Build sustainable HR system that supports growth</li> </ul>		
<b>LONG-TERM OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Solid relationships possibly within schools where Geniuses attend (post High School as well)</li> <li>• The organization operationalizes a smooth hiring process</li> <li>• Each staff member has clear goals, benchmarks and training</li> </ul>	<ul style="list-style-type: none"> <li>• Time commitment e.g. for expansion site. Staff members to minimize turnover</li> <li>• 100% of staff utilizing professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Full-time Social Media manager or high-level outsourced solutions?</li> <li>• Build an organizational structure and culture that can be replicated as we expand to other cities, states etc.</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$\$ FTE</li> <li>• \$\$ Outsourced</li> </ul>
<b>WHAT RESOURCES WILL WE NEED? WHAT SIGNIFICANT EXPENDITURES MAY BE NEEDED IN THE NEXT 3-5 YEARS?</b>	<ul style="list-style-type: none"> <li>• Software</li> <li>• Hiring is essential</li> <li>• Search Team to I.D. good candidates e.g. Development/ Communications Director</li> <li>• Making sure we the budget to cover the position.</li> </ul>	<ul style="list-style-type: none"> <li>• Time commitment e.g. for expansion site. Staff members to minimize turnover</li> <li>• 100% of staff utilizing professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Full-time Social Media manager or high-level outsourced solutions?</li> <li>• Build an organizational structure and culture that can be replicated as we expand to other cities, states etc.</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$\$ FTE</li> <li>• \$\$ Outsourced</li> </ul>

FINANCIAL MANAGEMENT	PRIORITY (LEVEL 1) YEAR 1-2	PRIORITY (LEVEL 2) YEAR 2-3	PRIORITY (LEVEL 3)	ESTIMATED COSTS
<b>GOALS</b>	<ul style="list-style-type: none"> <li>• Annual Reports Storytelling w/ numbers.</li> <li>• Centralized controls for expenditures &amp; procurement.</li> <li>• Fundraising Culture</li> <li>• Development financial systems and controls to support future audits and financial needs of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Find ways to illustrate how our organization can impact the site city in a positive way (long term)</li> <li>• Educate staff on how money works and how it relates to the program work.</li> <li>• Increase budget from 1.5M to 2.5M (Est. costs per site 250K)</li> </ul>		
<b>LONG-TERM OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Increased earned revenue- Prog. Sites by 50% (increase).</li> </ul>	<ul style="list-style-type: none"> <li>• Increase longer funding commitments (cushion)</li> <li>• Sustainability and sound fiscal practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Organization has a sustainable funding mix that supports current &amp; new program sites.</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$\$ FTE</li> <li>• \$\$ Outsourced</li> </ul>
<b>WHAT RESOURCES WILL WE NEED? WHAT SIGNIFICANT EXPENDITURES MAY BE NEEDED IN THE NEXT 3-5 YEARS?</b>	<ul style="list-style-type: none"> <li>• Partner with experts in finance for best practices (Catch-A-Fire).</li> <li>• Increase earned revenue. Look for program resources</li> </ul>	<ul style="list-style-type: none"> <li>• Digital infrastructure - Resource Scan</li> <li>• Time tracking &amp; expenses. (Automate this process)</li> </ul>	<ul style="list-style-type: none"> <li>• Centralized vs Non-Centralized systems ( MIS Software)</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$ MIS Software</li> <li>• \$\$ Time Tracking digital</li> <li>• infrastructure</li> </ul>

IMMERSION PROGRAMS - FACILITIES & EQUIPMENT	PRIORITY (LEVEL 1) YEAR 1-2	PRIORITY (LEVEL 2) YEAR 2-3	PRIORITY (LEVEL 3)	ESTIMATED COSTS
<b>GOALS</b>	<ul style="list-style-type: none"> <li>• Story extraction- build student reflections into the market protocols.</li> <li>• Sourcing out location(s) that are willing to lend itself in addition to other components within the space.</li> <li>• Satisfy central facility needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable and affordable program spaces.</li> <li>• Site expansion 2019- Add 1 Site. 2020- Add 1 Site.</li> <li>• Media outreach in expansion needs</li> </ul>		<ul style="list-style-type: none"> <li>• \$\$ Prog Space???</li> <li>• \$\$ Media Outreach</li> </ul>
<b>LONG-TERM OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Tap into existing program tech related....</li> <li>• Keeping quality programming as we continue to grow and expand.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to increase # of youth served. Maintain or increase retention rate of Immersion students &amp; Alumni.</li> <li>• Hold space to facilitate central operation &amp; youth support</li> </ul>	<ul style="list-style-type: none"> <li>• Create long lasting relationship within community members who can be of use/ resourceful.</li> </ul>	
<b>WHAT RESOURCES WILL WE NEED? WHAT SIGNIFICANT EXPENDITURES MAY BE NEEDED IN THE NEXT 3-5 YEARS?</b>	<ul style="list-style-type: none"> <li>• Partnership Development Costs- How much does it cost to develop partnerships?</li> <li>• Think of ways to lessen our cost i.e. fundraising events that benefit The Hidden Genius.</li> <li>• Project and community.</li> </ul>	<ul style="list-style-type: none"> <li>• Need capital to support larger facility...</li> </ul>	<ul style="list-style-type: none"> <li>• Full-time Social Media manager or high-level outsourced solutions?</li> <li>• Build an organizational structure and culture that can be replicated as we expand to other cities, states etc.</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$ Partnership Dev.</li> </ul>

CATALYST PROGRAMS - FACILITIES & EQUIPMENT	PRIORITY (LEVEL 1) YEAR 1-2	PRIORITY (LEVEL 2) YEAR 2-3	PRIORITY (LEVEL 3)	ESTIMATED COSTS
<b>GOALS</b>	<ul style="list-style-type: none"> <li>• Seek new catalyst program opportunities.</li> <li>• Tap into existing programs within new sites for larger catalyst events.</li> <li>• Strong PR &amp; Comms around events.</li> <li>• Increase number of youth served in catalyst programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Create an intentional pathway for catalyst students to enter Immersion programs.</li> </ul>		
<b>LONG-TERM OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Build PR protocols and kits.</li> </ul>	<ul style="list-style-type: none"> <li>• Steady relationships with storytellers</li> <li>• Catalyst to Immersion program pathways are established in all program locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase number of youth served by 70%</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$ Protocols and kit development</li> </ul>
<b>WHAT RESOURCES WILL WE NEED? WHAT SIGNIFICANT EXPENDITURES MAY BE NEEDED IN THE NEXT 3-5 YEARS?</b>	<ul style="list-style-type: none"> <li>• Tech support to build out catalyst program pathways.</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging partnerships to tap expertise (in PR &amp; COMMS)</li> </ul>		



EXTERNAL COMMUNICATIONS	PRIORITY (LEVEL 1) YEAR 1-2	PRIORITY (LEVEL 2) YEAR 2-3	PRIORITY (LEVEL 3)	ESTIMATED COSTS
<b>GOALS</b>	<ul style="list-style-type: none"> <li>• Clear articulation of voice in our communications.</li> <li>• Plan that aligns with organizations goals.</li> <li>• Earned vs Unearned Comms (nice balance).</li> <li>• Audience priorities</li> <li>• Being very clear on our audience.</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify our communication paths but not to overwhelm.</li> <li>• Influence &amp; impact to programs as related to communications.</li> </ul>		
<b>LONG-TERM OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• To Whom?</li> <li>• For what purpose?</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate partners- PR Leverage.</li> <li>•</li> <li>• Localized comms strategy</li> </ul>		
<b>WHAT RESOURCES WILL WE NEED? WHAT SIGNIFICANT EXPENDITURES MAY BE NEEDED IN THE NEXT 3-5 YEARS?</b>	<ul style="list-style-type: none"> <li>• Support staff needed.</li> <li>• Pro-Bono firms who have alliances etc. with people of color.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued investment in comms support (internally &amp; externally).</li> <li>•</li> <li>• Resources for: Staff Training, Experts...</li> </ul>		<ul style="list-style-type: none"> <li>• \$\$ Support Staff</li> <li>• \$\$ Comms support</li> <li>• \$\$\$ Training Costs</li> </ul>

PLANNING & EVALUATION	PRIORITY (LEVEL 1) YEAT 1-2	PRIORITY (LEVEL 2) YEAR 2-3	PRIORITY (LEVEL 3)	ESTIMATED COSTS
<b>GOALS</b>	<ul style="list-style-type: none"> <li>• Standardized evaluation calendar</li> <li>• User friendly evaluation tool to collect data</li> <li>• Communicate impact results from evaluations</li> <li>• Plan for report out during collection</li> <li>• Benchmarks that are conducive to the overall goal(s)</li> <li>• Try to find a third party to assess evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Have proper tools to lead meaningful evaluations..</li> </ul>	<ul style="list-style-type: none"> <li>• Standardized key data dashboards for data sharing</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$\$Data dashboard development</li> </ul>
<b>LONG-TERM OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Automate as much as possible</li> <li>• Evaluation tools that can be replicated across program sites</li> </ul>	<ul style="list-style-type: none"> <li>• Unify across expansion</li> <li>• Integrate common practice of accessing key data for learning and planning internally and for marketing externally.</li> </ul>		<ul style="list-style-type: none"> <li>• \$\$\$ Tools and automation</li> </ul>
<b>WHAT RESOURCES WILL WE NEED? WHAT SIGNIFICANT EXPENDITURES MAY BE NEEDED IN THE NEXT 3-5 YEARS?</b>	<ul style="list-style-type: none"> <li>• Need to complete/ launch Salesforce platform</li> <li>• Funds for eval consultancy</li> </ul>	<ul style="list-style-type: none"> <li>• Funding for evaluation tool</li> <li>• Need crew of volunteers who can support data analysis in long term</li> </ul>		<ul style="list-style-type: none"> <li>• \$\$\$ salesforce &amp; consultancy</li> </ul>

HUMAN RESOURCES	PRIORITY (LEVEL 1) YEAR 1-2	PRIORITY (LEVEL 2) YEAR 2-3	PRIORITY (LEVEL 3)	ESTIMATED COSTS
<b>GOALS</b>	<ul style="list-style-type: none"> <li>• Build on successes in identifying and developing good people to do the work.</li> <li>• Lean on systems to ID as many capable people as possible.</li> <li>• Expansion plan for onboarding</li> <li>• HR tools in place for expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Think of partners as an HR component</li> <li>• Find someone who has the sole job of HR*</li> <li>• HR Expertise</li> </ul>		<ul style="list-style-type: none"> <li>• \$\$\$</li> </ul>
<b>LONG-TERM OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Create guidelines that are applicable across all sites.</li> </ul>	<ul style="list-style-type: none"> <li>• HR tools in place for expansion.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased legal support</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$\$</li> </ul>
<b>WHAT RESOURCES WILL WE NEED? WHAT SIGNIFICANT EXPENDITURES MAY BE NEEDED IN THE NEXT 3-5 YEARS?</b>	<ul style="list-style-type: none"> <li>• Money to incentivize the the qualified individual</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in HR tools, training, etc.</li> </ul>		<ul style="list-style-type: none"> <li>• \$\$\$</li> <li>• \$\$\$</li> </ul>

