

Feasibility Study and Research Findings

APRIL 2018 - MARCH 2019

BOSTON COLLABORATIVE
Connecting on Purpose



31 March 2019

Dear Friends of the Boston Collaborative,

We are pleased to present this Feasibility Study and Research Findings report from our first year of activities as the Boston Collaborative. The greatest joy in the last year has been seeing what God is up to in our City. We've seen that personally in our relationships with one another and with our closest advisors. We've seen it in the amazing work that so many of you are doing to "love God and love your neighbors" here in Boston. It has been a blessing simply to witness all of this.

We have had the honor of engaging with a variety of faith-based and other community leaders over this past year and have seen the incredible range of individuals and organizations across our city who are committed to put others ahead of self. We've had the pleasure of connecting with the full spectrum of Christian churches, non-profits and business leaders. We've talked with the Mayor's Office, Chamber of Commerce, learned about Social Venture Partners and Combined Jewish Philanthropies, among many others. It is inspiring to see so many committed to addressing societal concerns in Boston.

The purpose of this report is to testify to some of what we've seen and draw some conclusions about what God might be saying regarding the need for Christians in Boston to Connect on Purpose. We hope you will be encouraged by what you read here and inspired to continue in the work God is already doing in and around you.

Yours sincerely,



Jua Robinson
Managing Partner



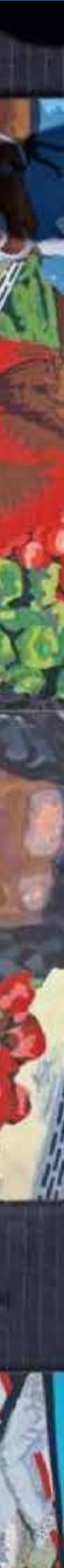
Dano Jukanovich
Partner



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Executive Summary





We estimate there are over 100,000 followers of Jesus in Boston who are committed to loving their neighbors. Annually, those people donate over 100 million dollars for the common good and support thousands of churches, programs and social service organizations working throughout Boston.¹

Imagine the potential collective impact of Christians in Boston working together and with other people of goodwill to better love our neighbors.

The Boston Collaborative aspires to see Christians known as redemptive change agents in Boston. We influence this by connecting, informing and engaging Christians to impact Unacceptable Realities. Our approach is to listen, innovate and build on what God is already doing.

¹ Boston Collaborative analysis of church demographics (see Appendix 10 for more details).



Connecting On Purpose

Our Client, “Jane,” is representative of the Christian in the workplace who is longing to feel connected and engaged. Various organizations invest a lot in reaching Jane through her pastor, but Jane spends very little of her waking hours in church. Many other nonprofits seem to want Jane’s help and certainly need her charitable contributions, but it’s hard for Jane to find a good way to engage them. The Boston Collaborative is addressing this opportunity by fulfilling an intermediary role for Christians in the workplace in Boston.

We are connecting Jane with her colleagues who have similar interests and introducing her to high Social Return on Investment (SROI) Opportunities that will enable her to be involved and have the greatest impact. There are two components to this.

1. **Connect Christians in the workplace to each other.** We do this by:
 - a. Engaging city networks
 - b. Informing workplace Christians about events, organizations and other stakeholders.
 - c. Facilitating affinity groups
2. **Connect Christians in the workplace to opportunities.** We do this by:
 - a. Identifying opportunities for innovation
 - b. Inviting Christians in the workplace to listen, learn, and engage

The Boston Collaborative is not a “volunteer matching” tool, but it is taking a disciplined and strategic approach to seeking the right opportunities and the right people to engage those opportunities.

Connecting people resembles a developing brain where new linkages lead to previously unimaginable outcomes.



The First Three Years

Long-term success will look like 100,000 Christians informed, 10,000 connected and 1,000 actively engaged. Table A outlines progress we are grateful for in this first year and expected outcomes over the next two years.

Example Focus Areas	Year 1 Outputs	Year 3 Expected Outcomes
Networking Networks of Christians in the Workplace— <i>Christians informed about what God is doing around them</i>	<ul style="list-style-type: none"> » Began working with network leaders to streamline data (events, people, institutions) for greater accuracy and accessibility » Added social network research director to the team » Developed pro-bono \$25K MVP networking App 	<ul style="list-style-type: none"> » 3,000+ Christians in the workplace informed, 500+ connected and 200+ actively engaged » Robust IT solutions in place to facilitate Christian networks sharing information and collaborating
Cory Johnson Post-trauma Healing Program Replication	<ul style="list-style-type: none"> » Part of core team—strategic voice guiding replication strategy » In-process for \$50K grant with The Boston Foundation 	<ul style="list-style-type: none"> » 5 new Cory Johnson Program (CJP) post-trauma healing sites thriving; benefiting 7,500 Bostonians » engaging 50 Christians in the workplace achieving CJP's outcomes
Government Leaders Collaborating for the Common Good	<ul style="list-style-type: none"> » New relationships built across diverse political lines » Feasibility of building coalition around Faith & Politics » Hosted multiple gatherings 	<ul style="list-style-type: none"> » 60+ Christians in government consistently engaging with one another leading to synergies and impact on Unacceptable Realities
Church-School Partnership (CSP) Backbone Organization—Boston Education Collaborative (BEC)	<ul style="list-style-type: none"> » Soft commitment from potential \$50K+ funding partner » Supporting \$75K grant application » Helped convene 40+ CSPs » Developed strategic plan » Recruiting partner-level leader 	<ul style="list-style-type: none"> » 20 new church school partnerships launched » 25 existing partnerships going deeper » engaging 100 Christians in the workplace achieving BEC's outcomes
Real Estate Professionals Developing Communities	<ul style="list-style-type: none"> » Medical Clinic expansion project in process » 2 churches evaluating Affordable Housing development opportunities » Convened 25 Christian Real Estate professionals » Multiple smaller working groups in process 	<ul style="list-style-type: none"> » 5 working groups of Christian Real Estate professionals engaged in support of community development projects » 3 new development projects in the pipeline

Table A: Year 1 Outputs and Year 3 Expected Outcomes

In addition, thus far we have advised on Emmanuel Gospel Center commercialization strategy; advised Park Street Church on urban ministries; built relationship with Catholic Archdiocese, African American, Chinese Evangelical, and Latino church leaders; presented vision to 1000+ Christian and secular leaders - Grace Chapel; Bethel AME; Boston Q Conference; Gordon-Conwell Mockler Center; Chamber of Commerce, Mayor's Office; QuickBase App-a-thon; Made to Flourish network, Boston Trinity Academy (June '19).

Enabling Functions

- » Raised cash and commitments of \$180K, equivalent to 80% of 1st two years' baseline
- » Operational infrastructure in place (501c3, administrative staff, etc)

The next two years will be building on this foundation by continuing to develop an ecosystem of staff, advisors, funders, clients and other stakeholders. We have a strong and committed core team led by Jua Robinson and Dano Jukanovich. We have broad endorsement and support from diverse and influential Christian leaders in Boston.

Budget

Leaders of similar movements in other cities from New York to San Francisco to Pittsburgh to Charlotte have encouraged the Boston Collaborative to plan for the long-haul. This work needs three to five years of investment to see tangible outcomes. This is not transactional. It's deeply relational.

This intermediary role can be performed at a relatively low cost with significant leverage such that the long-term budget will likely stay within a range of \$300K to \$500K per year.

- » Baseline (current) budget: ~\$120K/year for combined full-time Partner-level leader plus administrative Support and other expenses (events, travel, printing, etc).
- » Year 2 represents a growth scenario that includes an incremental \$55K/year for both staff and subcontracted Communications and Connections Coordination (database, events, social media, etc).
- » Year 3 represents further growth where we add \$30K/yr for a mix of paid and pro-bono

	Year 1 Actuals	Year 2 Budget	Year 3 Budget
Cash In	143,106	175,723	205,723
Expenses	117,501	175,723	205,723
Surplus (Deficit)	25,605	-	-
Committed Funds		70,600	33,600
Year 1 Surplus		25,605	
Remaining Need		79,518	172,123

Table B: Actuals/Budget First 3 Years

Consulting Management to help facilitate ongoing engagements.

Investment

The Boston Collaborative is raising \$80K to expand our impact in Year 2. We have received a \$25K matching grant for "new money" committed by September 30th (new donors or past donors who give more than they did previously). We are simultaneously beginning to develop Year 3 funding.

This investment will facilitate redemptive change in our City as Christians are connected, informed and engaged in impacting Boston's Unacceptable Realities.



Overview



The first section of this Feasibility Study provides an introduction to where the idea of the Boston Collaborative came from and how it has developed over the last year of research and testing.

Opportunity

We estimate there are over 100,000 followers of Jesus in Boston who are committed to loving their neighbors. Annually, those people donate over 100 million dollars for the common good and support thousands of Christian churches, programs and social service organizations working throughout Boston.¹

Imagine the potential collective impact of Christians in Boston working together and with other people of goodwill to better love our neighbors.

Our hypothesis is that facilitating collective impact will require a focused effort by a capable and dedicated team; and that there is “demand” for this coordination function, particularly from Christians in the workplace (the office or the home).

Background

Christian leaders in Boston have been pursuing collaborative efforts since the founding of the Commonwealth and they will continue to do so far into the future.

The 1857-1858 Prayer Revival spread to Boston when the “Businessmen’s Noon Prayer Meeting” started on March 8, 1858, at Old South Church (downtown). When Dwight L. Moody came to Boston in 1877, he led a cooperative evangelism effort among many churches. This three-month effort drew up to 7,000 people at a time to the South End auditorium for three services a day, five days a week.² In more recent past, the Tom Phillips 1st Tuesday Breakfast started in 1974 bringing together CEOs around societal concerns; the 10-point Coalition and the Boston Miracle around youth violence evolved in the 1990s and today there are annual city-wide prayer and worship gatherings in and around Boston.

Pastor Ray Hammond of Bethel AME said recently,

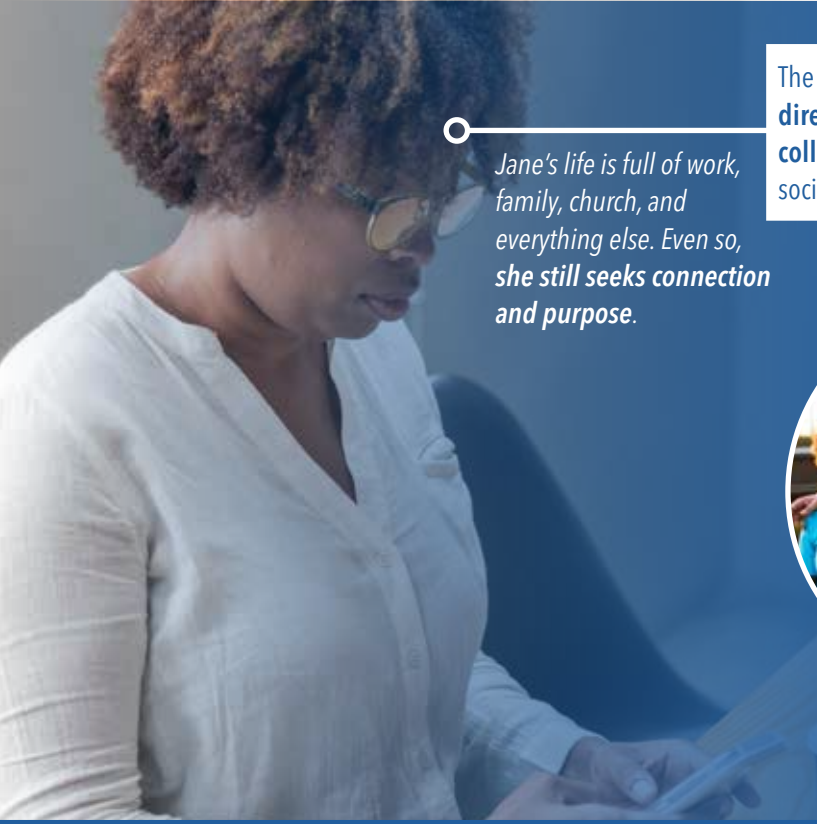
“Boston is resource rich but coordination poor—the Boston Collaborative is an answer to prayer.”

The Boston Collaborative hopes to add a verse or two to this rich history of collaboration in Boston.

1 Boston Collaborative analysis of church demographics (see Appendix 8 for more details)

2 History of Revivalism in Boston by Rudy Mitchell, egc.org/blog





Jane's life is full of work, family, church, and everything else. Even so, she still seeks connection and purpose.

The Boston Collaborative **engages directly** with Jane and her colleagues, **collaborating together** for positive social impact in her community.



Clients

We've considered whether to engage Pastors or Non-profit Leaders or Christians in the workplace directly. There are a multitude of organizations working to connect and train Pastors in Boston. There are 100s of consultants working to build capacity of Nonprofit leaders. And there are a number of networks of Christians in the workplace, but these networks are limited and disparate in spite of this demographic representing 99% of the Christians in Boston. The Boston Collaborative sees the opportunity in helping to fill this gap.

Christians in the workplace include doctors, construction workers, stay-at-home-parents, entrepreneurs, lawyers, bankers—the people in the pews on a Sunday morning. Church and nonprofit leaders will certainly be partners and beneficiaries of the work of the Boston Collaborative, but they are not the primary clients.

Our representative client, "Jane," is seeking connection and purpose. She struggles to find either of these in her work. She hopes to be better understood by the leaders and attendees at her church. The Boston Collaborative will address Jane's needs by facilitating opportunities for Jane to a) engage with other Christians in the workplace and b) collaborate with them for positive social impact in her community.

3 https://ssir.org/articles/entry/collective_impact

Model

The Boston Collaborative started with a simple question—how can Christians better love our neighbors in Boston? We stumbled onto theory around Collective Impact.

*The Stanford Social Innovation Review describes Collective Impact as "the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem."*³

They emphasize that "collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants."³

This is not a new concept. Jesus was talking about collective impact over 2,000 years ago when he prayed that his followers would be unified and through that unity, they would better advance their mission—to love the world. The idea of collective impact is at the foundation of any institution—business, government, church, non-profit, civic organization, community, and family—the idea that somehow we are better together than we are apart.

The Boston Collaborative sees a particular path forward to structure this backbone support function necessary for Collective Impact.

The Connector model resembles a connective fabric facilitating a distributed network in order to devolve power to individual network members. This model serves in the background and allows relationships to develop organically. It starts with introducing people, then continues, where helpful, to enable those relationships to grow.

The Boston Collaborative is being developed based on this theory of the Connector model.

Learning

The work of the Boston Collaborative has been informed by a “great cloud of witnesses” over the last thirty years. A small group of very active advisors have been critical in shaping this vision over the last year in particular. Those include the following leaders in the Church, Non-profit and Workplace in Boston.

- » Jeff Bass, Executive Director, Emmanuel Gospel Center
- » Sheila Hubbard, Attorney
- » Omar Simmons, Managing Director, Exaltare Capital Partners
- » Mark Snyder, Former Executive Vice President, State Street
- » Jose Jimenez, Capital Project Manager, Gillette Corporation
- » Jamie Bush, Managing Partner, Bush and Co.

In addition to these more active advisors, the Boston Collaborative has also benefited from wisdom and experience of a much broader circle of workplace, non-profit and church leaders throughout Boston and across the US (see Appendix 2 for additional detail).

Some of what we’ve learned is summarized below:

1. There are a lot of Christians in Boston who are loving their neighbors well, whether one-on-one or through their involvement in institutions like churches, nonprofits or other civic organizations.
2. A lot of organizations and individuals are investing in networking and building capacity for Pastors and Nonprofit leaders in Boston.
3. Christians in the workplace represent a huge and largely untapped opportunity to help address

some of the most significant societal issues in Boston.

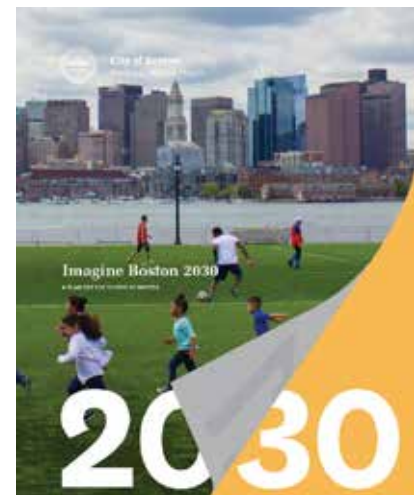
4. Christian institutions and leaders in Boston don’t want or need a power-broker entity controlling access to human and financial resources.
5. Facilitating collective impact requires a concerted effort by a dedicated team.
6. Workplace leaders want to Connect on Purpose—to learn or to advance their careers or to collaborate on issues of concern to them.
7. People want to connect in ways that are native for them - for some that means smaller face-to-face meetings and for others it means through more anonymous networks.

Neighbors

Collective impact might imply building a city-wide youth outreach movement or prayer movement. It could entail evangelization or scripture reading. In interviews with our “neighbors” in the Mayor’s Office, Chamber of Commerce, leadership of influential churches, and various nonprofits and workplace leaders, we learned their felt need was to address the Unacceptable Realities in our city.

Unacceptable Realities are the myriad injustices that our neighbors suffer every day. The Neighbors in the work of the Boston Collaborative are those communities that are facing Unacceptable Realities. The Mayor’s Imagine Boston 2030 plan identified three highest priorities for: “Housing that is affordable. Education that expands opportunity. Reliable, efficient transportation.” If these priorities are addressed, it will go a long way toward impacting some of the Unacceptable Realities faced by vulnerable communities in Boston.

The Boston Indicators report from The Boston Foundation outlines racial and income inequality as two of the broader Unacceptable Realities that manifest when these priorities are ignored. Boston ranks in the top 10 nationwide for highest income





inequality, according to an analysis by the Brookings Institution and one in 10 of our households still live in poverty, despite the fact that Massachusetts is one of the wealthiest states in the United States.⁴

Over 20,000 people experienced homelessness in Boston in 2018.⁵ There are nearly 10,000 children in Foster Care in Massachusetts.⁶ Boston only stopped prosecuting child prostitutes in 2011 when they became the 48th state to pass legislation relating to human trafficking.⁷ In 2015, 22% of Boston adult residents reported feeling persistent anxiety (feeling worried, tense, or anxious for more than 15 days within the past 30 days).⁸

These are just snapshots of our Neighbors and the Unacceptable Realities they face that the Boston Collaborative aims to engage.

Geography

Geography is an underlying variable for every individual and institution. People live, work, play and worship in particular locations. Businesses operate in certain locations. Churches exist in certain locations. Nonprofits serve in certain locations. Geography is not one of many variables around which collaboration can be built, it is a common variable that underlies all collaborative activities—how they exist vis-a-vis their locations.

The geographic area of focus for this work is the City of Boston. That is the geography of both our clients and

our neighbors. The City of Boston is big enough and sufficiently complex and with a broad array of societal issues that it presents no shortage of opportunities. However, this is not a strict limitation—we are also engaging clients and Unacceptable Realities in geographies surrounding the City of Boston.

Prayer

Prayer deserves its own highlight. Any meaningful work of cooperation among Christians has historically been built on a foundation of prayer. There are various prayer networks throughout Boston today, prayer gatherings of people from different walks of life—pastors, business people, medical professionals, attendees at different churches—orthodox, catholic and across the whole spectrum. The Boston Collaborative will play some role connecting and informing these networks of each other's focus and activities, particularly as it relates to prayer gatherings of Christians in the workplace.

The learning reflected above has led us to some conclusions about the future of the Boston Collaborative.

4 <https://www.bostonindicators.org/?q&sortBy=date&sortOrder=desc&page=1>

5 <https://www.bostonglobe.com/metro/2018/12/17/number-homeless-rises-mass/OAGUA8qjiWmgoaMPsvPQzN/story.html>

6 <https://www.adoptuskids.org/adoption-and-foster-care/how-to-adopt-and-foster/state-information/massachusetts>

7 <https://danvers.wickedlocal.com/news/20170823/reach-of-human-trafficking-in-massachusetts-danvers>

8 http://www.bphc.org/healthdata/health-of-boston-report/Documents/16_C13_Mental%20health_16-17_HOB_final-17.pdf

Year One—Gratitude





But before we come to the future of the Boston Collaborative, we need to share some of what we've seen happen in these first twelve months, through the Grace of God and the generosity of many of you reading this.

Here are summaries of a few case studies where the Boston Collaborative has engaged over the last year (See Appendix 5 for more detail).

Government

Christians in Government in Boston often feel marginalized and they don't have a well-defined, consistent means of connecting with one another around their faith and vocation.

We recruited a small group of diverse Christians for a small initial dinner to discuss the need and value of Connecting on Purpose as believers in Government in Boston.

This has led to them mutually encouraging one another, inviting others to a subsequent gathering and dialoguing with a national organization about engaging Christians in Boston around the intersection of Faith and Politics.

Post-trauma Spiritual and Emotional Healing—The Cory Johnson Program

The Cory Johnson Program (CJP) has reached over 1,300 people in the last four years with support for post-traumatic stress. CJP is an initiative of Roxbury Presbyterian Church. It has received nationwide attention and more than 10 churches are interested in replicating the model.

Out of long-term relationship with Reverend Liz Walker of Roxbury Presbyterian Church, the Boston Collaborative was invited to be part of the CJP team in an advisory capacity, specifically focused on developing the replication model. We have engaged intensively with CJP staff and other volunteer team members to understand CJP's distinctives and overall model that would facilitate replication to other churches in and around Boston.

We currently have a \$50K grant application into The Boston Foundation that would help fund this engagement for the coming year.

The work of CJP will draw hundreds of Christians in the workplace to very tangible roles in the lives of some of their most vulnerable neighbors.

Access to Education—Boston Education Collaborative (BEC)

There are over 50 Church School Partnerships (CSPs) in Boston and surrounding areas that have been supported by the BEC. These partnerships have helped close the achievement gap for underprivileged students by improving their social-emotional health and well-being.

Other cities like Baltimore and Tennessee have helped prove the value of CSPs being coordinated by a “Backbone Organization” like the BEC. We have partnered extensively with Ruth Wong of Emmanuel Gospel Center’s BEC over the last year to build on the foundation she has laid for creating that Backbone Organization.

We’ve begun the search for potential key senior partner-level team members for Ruth. We’ve engaged donors who have expressed serious interest in funding an expanded vision for the BEC. We supported Ruth as she convened over 40 people involved in CSPs from Pastors to Boston Public School administrators to discuss the potential for this type of Backbone Organization. We are working with Ruth to secure grant funding for expanding CSPs.



Housing

There are thousands of Christians in the real estate industry in Boston who care deeply about the needs of the City. The City of Boston faces a daunting challenge to create sufficient stock of affordable housing that aligns with the goals of Imagine Boston 2030.

The Boston Collaborative quickly built a database of over 50 Christian real estate professionals who expressed interest in collaborating on concerns around affordable housing. We gathered 25 of these professionals to a) get to know each other and b) consider ways they might collaborate. We facilitated multiple follow-up “working group” meetings to discuss practical opportunities to collaborate.

Organic connections came out of that initial meeting that have generated real impact.

One of those connections between a developer and a civil servant led to follow-up discussions and prayer with a local health care service business owner who is now moving forward with a multi-million dollar property development in partnership with these individuals that will directly benefit the community.

In addition, two churches in underserved areas of the City who have substantial underdeveloped property are in discussions with participants from these working groups to assess feasibility of affordable housing projects.

More Thanks

What follows are some additional highlights from the Boston Collaborative’s first year for which we are incredibly grateful.

■ Convened Workplace Christians

- » Faith-and-Work ministry networks collaboration session—Made to Flourish, SEND Boston, Theology of Work Project, Vere Institute.

- » Direct ministry to over 100 workplace leaders with a consistent message that 1) you are not alone and 2) what you do during your 9-5 matters to God and matters to Boston.
- » Hosted 1st dinner dialogue among Christians in Government in Boston; follow-up discussions with the “& Campaign” about engaging Christians in Boston around the intersection of Faith & Politics.
- » Co-hosted community development gathering for 50+ workplace Christians with the Boston Fellows.
- » Developed database of over 300 Christians in the workplace in Boston.

■ Facilitated Strategic Engagements

- » Economic development support for Roxbury-based business to expand market.
- » Emmanuel Gospel Center Applied Research and Consulting commercialization strategy.
- » Strategic Plan outline for Boston Christian Entrepreneurial Gathering that provided some additional impetus for them to initiate their own internal strategic planning process.
- » Advised Park Street Church on hiring of Urban Minister.
- » Built relationship with senior leaders within Catholic Archdiocese, African American and Latino Churches.
- » Invested deeply in developing the replication model for the Cory Johnson Program.

■ Presented the Vision

- » Sunday service at Grace Chapel for missions Sunday.

- » Bethel AME men’s Breakfast.
- » Boston Q Conference.
- » Gordon-Conwell Mockler Center.
- » Boston Made to Flourish network.
- » Boston Trinity Academy on social justice (scheduled for June 2019).
- » Presented vision to over 100 employees at QuickBase software company in Cambridge.
- » 1-on-1 meetings with over 100 Christian workplace leaders.

■ Built Organizational Infrastructure

- » Submitted \$50,000 grant to The Boston Foundation (pending notification).
- » Received 501c3 designation.
- » Raised over \$180K (80% of first two years’ budget) from over 25 donors, including churches, businesses and foundations.
- » Added two additional staff members to our team - experienced research and analysis lead with background in consulting Fortune 500 on social networks; and administrative and communications lead who was formerly the executive assistant to a college president.
- » Developed Minimum Viable Product digital portal due to \$25K gift-in-kind from QuickBase (database company in Cambridge) and Tatum Associates.

Again, we want to thank those of you reading this for the support you have provided to the Boston Collaborative over the last year for us to be able to realize this actual progress and impact in a short amount of time with relatively limited resources.



The Next Two Years





Component 1: Connect Christians in the Workplace to Each Other

■ Informing

Simply informing Christians in the workplace about what is going on in Boston that might be of interest to them will lead to increased Connecting on Purpose. This will likely increase their participation as they become more informed. This might mean participating in prayer gatherings or industry-specific fellowship gatherings or cause-specific informational meetings.

■ Geography

Geographic proximity is not one of many variables around which people connect. It is the consistent variable. Every individual and institution operates in one or across many places. We will leverage geographic proximity where meaningful, but geography is not the primary driver of these connections.

■ Network the Networks

We will leverage existing networks where possible. Some of those (among many others) existing networks include:

- » Christian fellowship groups within companies (State Street, Gillette, Wayfair, etc);
- » Christian professional associations where they exist (finance professionals, lawyers, educators, medical professionals, etc);
- » Thursday morning breakfast group, 1st Tuesday breakfast group, CBMC, CRU young professionals, Navigators young professionals;
- » Church networks - High Rock Means Business, Bethel AME business breakfast, Park Street Young Professionals.

As we've already begun, the Boston Collaborative will continue to connect leaders of networks to each other through in-person and digital means. This will build the database of Christians in the workplace and will serve as a catalyst for change within these organizations themselves as they learn from each other about what it looks like to engage Boston's Unacceptable Realities. We will

Going forward, the Boston Collaborative will connect, inform and engage Christians to impact Unacceptable Realities in Boston.

At the very highest level, there are two components to this plan:

Component 1: *Connect Christians in the workplace to each other*

Component 2: *Connect Christians in the workplace to opportunities*

In each of these, the focus is on the Client as the Christian in the workplace—not at the exclusion of the Pastor or the Nonprofit leader, but focusing on the desire of the average Christian in the workplace for connection and purpose.

Each one of these components represents a complex endeavor. And each of these will take significant human and financial resources to develop. We have made great progress and already have substantial wins, but this work needs three to five years of investment to really see traction. It's not a transactional activity, but a deeply relational activity. That said, the following sections outline some tangible outcomes we expect to achieve in the coming two years.

also continue to build on existing relationships with church leaders and partner with them and those in their congregations.

■ Connect Directly

Every Christian is connected to at least a handful (probably dozens) of other Christians in the workplace in Boston, whether that be through their own church, their workplace, or their friends and family and neighbors. A fundamental part of the Boston Collaborative strategy is to be continuously building the database through group and one-on-one interactions and the associated referrals.

■ Small Affinity Groups

With their value for Connecting on Purpose, Christians in the workplace are interested in meetings that lead to 1) learning and 2) impact. Smaller gatherings of affinity groups, around a cause or a geography or an industry, afford this opportunity for learning from each other and for potential collaborative action. The Boston Collaborative will facilitate these gatherings on a regular basis. To date, we have convened small affinity groups around Education, Government, and Real Estate which have led to ongoing smaller group collaborative action. These are only a few of the many affinity groups around which Christians in the workplace will want to Connect on Purpose.

These gatherings of affinity groups will be facilitated initially by the Boston Collaborative, but will transition over time to be facilitated by the affinity group itself. Each group will start to develop core team members who are interested in carrying forward the vision of workplace Christians in Boston Connecting on Purpose. The Bos-



ton Collaborative will remain involved but in a less and less direct role over time.

The format of these smaller affinity group gatherings will depend on the interests of the group. Some will be a simple dinner for a handful and some will be a gathering of 40 professionals in a particular industry. Some will happen ad hoc around a particular opportunity and others will happen as regular ongoing “meet-ups” at a certain frequency and consistent location.

■ Larger Marquis Gatherings

Large events can be of great value but they have to be organized with strict attention to the target demographic. Christians in the workplace desire to Connect on Purpose, even in larger gatherings. To pull off such gatherings, every detail matters—the venue, guest speaker(s), invite list, timing, sponsorships, and most importantly the theme or purpose of the gathering. These larger marquis gatherings will be part of the Boston Collaborative strategy in the medium term, but not likely in the next two years.

■ Digital as Source and Tool

We will facilitate digital connections through native tools (see Appendix 10 for further analysis) ranging from social media to custom applications. Based on substantial research, we have concluded that we have to meet people where they are. There are already existing tools that are very effective for their respective demographic (Facebook, Instagram, email, text messaging, etc.) of users so we will leverage those tools where appropriate. There will be cases where custom software tools may be necessary. This is particularly likely as it comes to capturing various attributes and interests and social graphics in order to best connect Christians to one another and to their best-fit Unacceptable Realities.





Component 2: Connect Christians in the Workplace to Opportunities

This will require substantial investment in understanding peoples' affinities and various other attributes. The Boston Collaborative will fill the "Connector" role in encouraging this through periodic touch-points that will range from very low intensity connections such as a newsletter or event updates to higher intensity connections such as facilitating working groups.

Because of the breadth of these connections, their sustainability will be based on a model whereby different sub-groups take the primary initiative to build and maintain relationships. People invest in relationships where they see value. Christians in the workplace are interested to gather primarily for three reasons:

1. **To learn**—various areas from spiritual to leadership to career to cause and others;
2. **To advance**—create business opportunities, connect with industry peers, gain insights;
3. **To do**—planning and taking action.

The strategies for connecting Christians to Unacceptable Realities must address at least one of these interests, but in many cases, it will address all three. For example, gathering Christian Real Estate professionals to connect and learn from one another while developing practical plans to address affordable housing checks all three boxes. Gathering Christians working in government to think about how Christians might engage the political process in more productive ways also addresses all three.

■ Ongoing Research

To connect Christians to Unacceptable Realities requires understanding something about the Unacceptable Realities themselves. This will require ongoing research into what God is doing in Boston and how and where Christians might be able to better collaborate and engage. This is an iterative and relational process, but it can also be systematic. The Boston Collaborative has been compiling data since its inception - scanning the universe of organizations addressing Unacceptable Realities in Boston; engaging deeply with certain projects to understand their gaps and opportunities; testing different levels of engagement to understand what does and doesn't work.

We have also embarked on a more systematic research project to better outline the range of Unacceptable Realities in Boston and the ways Christian organizations and other people of goodwill are engaging them. This ongoing and project-based research serves a few purposes:

1. Increases Social Return on Investment (SROI) by focusing efforts where they are most likely to succeed;
2. Builds capacity of nonprofit or missional entities by helping them better understand the broader context in which they are operating;
3. Tells a compelling story about the good things that are happening in Boston which will lead to more productive engagement of Christians and other people of goodwill.

■ Power of Invitation

Relationships are healthier and more productive when they are built on mutual invitation - where each is inviting the other into the relationships at whatever level works for each party. The more intimate the invitation, the more likely it is to generate a genuine and positive response. The more detached or distant the invitation, the less likely it is to generate a thoughtful or positive response.

The Boston Collaborative does not intend to be a volunteer matching agency or a crisis intervention tool. There are existing and effective means of doing this kind of work in Boston.

Instead, the Boston Collaborative aims to more directly invite Christians to engage with particular Unacceptable Realities based on an understanding of their potential mutual fit. This may happen on a smaller one-to-one scale, but it can also be on a broader one-to-many scale. For example, through understanding the particular strengths and weaknesses of a certain nonprofit and the interests and skills and life circumstances of a particular individual, we may invite the two parties to connect and consider partnering. As in the references above to affordable housing or civic engagement, the Boston Collaborative may invite a group of Christians in the workplace to connect with a particular entity or individual in order to provide professional expertise or financial support.

The work of the Boston Collaborative doesn't stop with making the invitation.

■ Ongoing Support

The invitation is powerful and valuable in and of itself. But our purpose and vision is to actually help Christians in Boston better love their neighbors. We aren't able to do that if we don't know whether these invitations are leading to real, practical fruit in the form of moving the needle on some of these Unacceptable Realities.

Connecting Christians in the workplace to Unacceptable Realities is analogous to building an entrepreneurial venture. Each engagement has its own risks and opportunities, its potential return on investment, its purpose and goals. As the investor or entrepreneur, we want to "fail quickly." We want to invest enough to prove the level of success that will justify the next tranche of investment in growth, or not. And if not, we want to quickly

move to the next opportunity that is more likely to generate high impact.

This model of building the entrepreneurial venture is in part systematic evaluation and in part "gut" and "pattern recognition" that helps predict success at each stage of development. Over the last year, the Boston Collaborative has developed criteria by which to evaluate the likelihood of successful engagements. These will continue to be augmented and refined over time:

1. Humility—all parties to the engagement come with a posture of learning equally from one another - not one as "donor" and the other as "beneficiary."
2. Relational—this is a relational engagement, not a transactional engagement. Relationships take time.
3. Outcome-oriented - all parties to the relationship have a common set of outcomes they are aiming to achieve.
4. Long-view—Unacceptable Realities have existed in Boston since before it was first colonized in the early 1600s. They stem from core human inclinations to put the self ahead of the other. This won't be "fixed" in the short-term. We certainly can influence humans and institutions in ways that will make a difference, but it will take time and likely happen in increments.
5. Missional alignment—The Boston Collaborative aims to help Christians better love their neighbors by facilitating collective impact. Complex missional questions will be a part of every engagement. The Boston Collaborative is not proposing a political or spiritual or socio-economic or any other litmus test for Christians in the workplace or the organizations they might engage. However, it will be important for the particular parties to each engagement to come to their own resolution about alignment of vision and values.



Every engagement will take a unique form that will be developed by the participants. We will be aiming to optimize equations around “Independence” and “Impact” to assess opportunities for the greatest SROI.

Independence: *The Boston Collaborative aspires to maintain a lean staff of consulting engagement managers.*

As a result, the ideal engagement will either be facilitated by motivated members of a particular affinity group or it will be based on a very effective match between a Christian in the workplace and a particular organization where they are able to operate independently with high impact.

Impact: *The Boston Collaborative aspires to generate significant impact on Unacceptable Realities in Boston.*

We won't be able to achieve this with a completely hands off approach to engagements. We will be attentive to those engagements that have high potential SROI, but may require higher touch from the Boston Collaborative—either directly, or to facilitate effective engagement by other Christians in the workplace. With limited management consulting bench strength, the Boston Collaborative will be very selective in choosing where to directly invest its resources. The criteria for determining this will be the components of the SROI equation: Social Return divided by Investment Required.

Providing Capacity

Boston has myriad consultancies that sell or donate “Capacity Building” consulting services to nonprofits. The Boston Collaborative is not a Capacity Building nonprofit consultancy. We aim to actually “Provide Capacity.” This doesn't mean we won't also work to transfer knowledge and build the capacity of the existing team as a core part of any engagement. But our goal in connecting Christians to Unacceptable Realities in Boston is to actually make a dent in that Unacceptable Reality by adding the right human and financial and social capital to augment what is already happening.

The Boston Collaborative is coming alongside existing missional endeavors that are succeeding in addressing Unacceptable Realities in Boston. This doesn't mean some new venture won't be birthed out of relationships between Christians in the workplace, but we believe a lower risk strategy is to find the existing and successful enterprises and find ways to help them grow their impact. The approach of the Boston Collaborative is more akin to a Private Equity approach—investing in existing enterprises with opportunity for growth, as opposed to an earlier stage and higher risk Seed or Angel Capital strategy.

The Boston Collaborative's approach to engaging these Unacceptable Realities is “People First,” “Mission Always” and “Organization as Support.”

- 1. People First**—any endeavor depends on the people behind it. We are not just looking for an organization or cause to support, but we are looking for the right person or group of people behind that endeavor around whom we can help build greater impact.
- 2. Mission Always**—we won't lose site of the Mission of the people or organization addressing the particular Unacceptable Reality—this will remain paramount throughout any engagement or the life of any endeavor. But the People involved have to be the first lens by which we assess and build an engagement model—an inspiring Mission without the right People behind it won't go anywhere. But the right People will be creative and committed and make something great out of whatever challenges and opportunities come their way.
- 3. Organization as Support**—the organization that may be engaged with a particular Unacceptable Reality represents a system that facilitates the People to ac-



compish the Mission. The Boston Collaborative will support the organization in effectively supporting the People to accomplish the Mission.

Measures of Success

There are a few measures of success for the Boston Collaborative, but the primary measure will be the tangible impact experienced by our respective partners. That will include metrics such as

- » # of people experiencing post-trauma healing;
- » # of additional units of affordable housing in the pipeline;
- » # of underserved students experiencing increased social-emotional well-being and resulting academic success in school.

We believe their outcomes are our outcomes. We aspire to help other organizations succeed. If they succeed, then we have succeeded. Where the Cory Johnson Program measures success as the number of clients experiencing relief from post-traumatic stress, we count those as our outcomes. Where the Boston Education Collaborative of the Emmanuel Gospel Center measures success as the number and quality of student relationships (peer-to-peer, student-to-teacher, student-to-parent, student-to-mentor, etc), we count those as our outcomes.

The Boston Collaborative customizes its engagement around each of the Unacceptable Realities and the related missional organization through which we engage. Each of those engagements will have objectives and deliverables agreed upon with the respective organizations. Those objectives and deliverables will be developed collaboratively so we are proceeding with confidence that our investment will actually help achieve the organization's or the working group's expected outcomes.

We also track three other metrics:

1. **The number of Christians "informed"** about the good work that is being done in Boston and presented with opportunities to engage. We aspire to have all of the estimated 100,000 followers of Jesus in Boston better informed through the work of the Boston Collaborative.
2. **The number of Christians included** in the Boston Collaborative network. Working off the tipping point theory that 10% of a population becomes a



tipping point for change within the greater population, we are aiming to connect 10,000 Christians to one another.

3. **The number of Christians participating** or engaged with opportunities to address Unacceptable Realities in Boston. This is not intended to be a massive number of people. If we are able to actively engage 10% of the 10,000 or 1,000 with opportunities, we believe it would have an enormous impact on Unacceptable Realities in Boston.

The Boston Collaborative is not aiming to develop a large-scale network with limited density. Instead, we are aiming to engage Christians in the workplace in very targeted ways, both with each other and with Unacceptable Realities. We will measure the quality of that network based on the number and depth and length of relationships that develop as a result of our efforts.

The Boston Collaborative is not a "volunteer matching" organization but is taking a disciplined and strategic approach to seeking the right opportunities and the right workplace Christians to engage those opportunities.

Team

As noted, the Boston Collaborative has benefited greatly from a core and extended group of advisors over the last year who have been instrumental in developing this work. One of the priorities over the coming year will be to build out and formalize the Board of Directors of the Boston Collaborative.

Jua Robinson and Dano Jukanovich currently serve as the executive leadership team, with Jua as Managing Director and Dano as Partner. The team also includes Claire Campbell as Administrative and Communications Specialist and Deb Zehner as Director of Research.

Jua Robinson (B.A., M.A., M. Div.) is a church planting catalyst for the SEND Boston Network, was formerly the Founder/Lead Pastor of Heart Change Fellowship, a multiethnic church in Boston.



A native of Cleveland, he is a graduate of Bowling Green State University. Prior to pastoring, Jua served as campus minister and marketing specialist with Athletes in Action where he also helped plant River of Life Church in urban Cincinnati.

After meeting and marrying his wife, Regina, Jua attended Liberty Theological Seminary in Lynchburg, VA. While in Virginia, Jua was the director of discipleship for Dominion Sports, and Life Skills Coach/Family Mediation specialist for Anderson Mediation. Upon graduation from Liberty, Jua participated in a one-year church-planting residency through Fellowship Bible Church in Little Rock, AR before moving to Boston in 2006 to plant Heart Change Fellowship (HCF). In September of 2007, a team of kingdom-minded young adults launched HCF. Located in Jamaica Plain, the church has grown to represent many different countries including Kenya, Singapore, Canada, Cape Verde and several states across the United States.

Jua's heart is seeing people live passionately for Jesus. He's had the privilege of speaking in many churches, with business leaders, and on college campuses including the University of Kentucky, University of Virginia, University of Southern California, NC State, Harvard, MIT, and the University de Cocody (Cote D'Ivoire), West Africa. Jua is also an active part of the Boston community as he served as City Coordinator for the Devos Urban Leadership Initiative, the Jamaica Plain Mentoring Initiative Advisory Board, Greater Things for Greater Boston Steering Team, Little Voice Early Learning Center Advisory Board, and was formerly on the steering team for the Boston Prayer Summit. Nationally, he is a part of a church planting and missional network called the Ten24 Network. He and Regina are parents to four energetic children.

Over a diverse career, Dano has held responsibility for business development and finance for start-ups and established companies including AT&T Wireless and Philips Healthcare. He served five years as CEO of a Seattle-based Real Estate Development and Construction Firm. In 2008, Dano co-founded East Africa-based

Strategy Consulting and Private Equity Firm, Karisimbi Partners. After living in East Africa for a four years, Dano continues today as Executive Chairman for the firm. He also co-founded the Boston Collaborative and fulfills a Director of Operations role at Christ the Redeemer Anglican Church in Danvers, MA. His background includes five years of service as an Airborne Ranger and Senior Intelligence Officer for the United States Army.



Dano received his B.S. Degree in Economics from the United States Military Academy at West Point in 1993. As part of his military service, Dano lived in Seoul, Korea and learned Mandarin Chinese while studying in Beijing, China.

He also earned his M.B.A. Degree with a specialty in Finance at Wharton. That same year, Dano earned an M.A. in International Economics and China Studies at the Johns Hopkins Nitze School of Advanced International Studies. He and his wife, Jennifer, live on Boston's North Shore with their three children.

■ Organizational Design—Connector

Because the Christian community in Boston has a variety of existing strong institutions that play critical roles in their areas, we believe the mission of the Boston Collaborative can be accomplished with an organization that includes the functions outlined on the following page.

To date, all of these roles have been filled by one Senior-level full-time-equivalent (FTE) employee, in the work of Jua and Dano combined, plus part-time administrative support, subcontractors, and ad hoc volunteer support across all these functions. In our next phase, we anticipate the following expansion. ►

Economics

The Boston Collaborative is a 501c3 organization. It is providing a public service and as such will not provide returns to any private shareholders. This does not mean the Boston Collaborative will not sometimes be in a position to charge fees to clients or to otherwise earn income for services provided. However, the Boston Collaborative is fundamentally operating as a missional organization, focused on providing a public service, and as such, the bulk of its funding will come from philanthropic capital, whether institutional or individual.

General Leadership & Partnership Development (Paid 100% time; shared between Jua Robinson, Managing Partner and Dano Jukanovich, Partner)

This covers everything from fundraising to strategic church, nonprofit, civic and workplace partnerships. The current model with Jua and Dano combined in this role is an effective model for myriad reasons—their diverse backgrounds and complimentary skills, their shared vision, mutual respect, and common calling. They, together in this role, keep the organization from being too top-heavy, yet allow for all the benefit of having both Jua and Dano fully emotionally invested in its growth and success.

Data Management (Volunteers, administrative staff, and subcontractors)

This function has been developed and will be maintained by a consortium of technology professionals who are volunteering their support. This group will be augmented by staff and subcontractors. It will expand on existing research and development, to test and develop digital tools for collecting and maintaining data to achieve the organization's mission.

Research (Volunteer 20% time; Deb Zehner, Research Director)

Understanding the landscape of what Christians are doing in Boston is core to our mission. This understanding comes through experience and relationships, as well as systematic research. This role is filled by a part-time volunteer with deep research and analysis experience. It will be augmented by interns and administrative staff.

Administration and Finance (Paid 20% time; Claire Campbell, Executive Administrator)

This is a paid part-time position that performs a wide variety of administrative tasks from bookkeeping to correspondence and scheduling, to support for proposal development, editing, general research, and various other tasks.

Consulting (Paid 50% time; TBD, Consulting Manager)

While working through the funnel of engagement opportunities around Unacceptable Realities in Boston, we will be fulfilling a consultative role to a variety of organizations. This will be at a cursory level for those at the widest entry point to the funnel and at a much deeper level for those where we have decided to leverage resources for heavier investment. This role needs to be filled by someone with business consulting experience, but with insight into the cultural context in which we operate.

Event Management (Volunteers and existing staff)

This is an administrative function that will continue to be filled by collaborator, volunteers and existing staff.

Marketing & Communications (Paid 50% time; TBD, Communications Coordinator)

This is an internal administrative function that will be managed by administrative staff and leadership and will leverage contract graphic design and other professionals as appropriate. We expect to be hiring to fill this role in the next six months.



■ Cash Flow

The benchmarks for organizations like the Boston Collaborative in other cities have annual budgets that range from \$100K to \$5M. Based on the plan outlined above, the Boston Collaborative expects to maintain a budget somewhere below the \$500K level.

Growth will not so much be recognized in the size of the budget, but more in the breadth of connections developed and in the depth of impact facilitated and resulting SROI. Table C reflects the actual first year financials and budgets for years two and three.

Years two and three represent an 18% annual growth in Revenue. Most of this will come from a growing base of individual donors, with a small amount from Foundations and Service Fees. The Boston Collaborative is fortunate to have a strong base of supporters, some of whom have already committed to long-term ongoing support and others who have indicated their intent to re-invest in the coming year(s). The Partners will continue to be primarily responsible for fundraising, but we will also benefit from the support of our active and fully invested advisors.

The Boston Collaborative has been fortunate to have already recognized over \$40K in In-kind charitable contri-

	Year 1	Year 2	Year 3
Cash In	Actual	Budget	Budget
Individuals	119,246	91,140	137,782
Long-term Committed	-	45,600	33,600
Foundations	17,500	17,500	17,500
Businesses	-	-	-
Service Fees	6,360	6,360	6,360
Other	-	-	-
Total Cash In	143,106	160,600	195,242
Cash Out			
Staff	111,500	157,500	187,500
Other Operating Expenses	6,001	18,223	18,223
Total Cash Out	117,501	175,723	205,723
Cumulative Cash			
Net Cash	25,605	(15,123)	(10,481)
Cumulative Cash	25,605	10,482	0
In-Kind			
Research Director	2,500	30,000	30,000
Software Development	25,000	-	-
Other Operating Expenses	15,510	15,510	15,510
Total In-Kind	43,010	45,510	45,510

Table C: Cash Flow Summary

Contributions in our first year. We are budgeting for a similar level in subsequent years, but expect that this will also grow as more people are inspired to participate in the vision of the Boston Collaborative.

Staff costs will always represent the bulk of the Boston Collaborative's costs as we build out the organization structure described above. Other operating expenses will remain at a minimum with people working remotely, part-time or on-contract. We will also invest in event coordination, graphic design and IT solutions.

■ Investment in Growth

Below are highlights of some of these projected investments:

1. **Research Director**—this is a part-time pro-bono addition to the team effective March of 2019.
2. **Communications & Database Coordination**—this is our "next hire" and will fill a critical role with facilitating the connecting between Christians in the

workplace. It will be a part-time paid position that we are projecting to fill in late 2019.

3. **Information Technology Development and Support**—although convening people in-person is core to the strategy of the Boston Collaborative, digital tools will be a critical enabler - facilitating each of the Components of the plan outlined herein. This will require some investment in software development, potentially licensing software, and database administration. Initial investment in IT is represented in these projections.

We believe this projected growth is very attainable. If anything, we may want to be more aggressive and build on the momentum we've experienced in this first year.

Risks and Limitations

1. **Team:** Long-term sustainability depends on a team that will have longevity and a means of replacing itself as people transition. This is very difficult to predict. It will be largely dependent on the Founders and on the Board.
2. **Impact:** Impact is dependent on complex systems of variables that are largely outside the control of the Boston Collaborative.
3. **Funding:** As the economic model of the Boston Collaborative is built on philanthropic capital, changes in the interests or appetites of those donors could put the Boston Collaborative at significant risk.
4. **Technology:** Building broad networks in this modern context is highly supported by digital interfaces. Technology and peoples' engagement with it is rapidly and continuously changing. Any lack of flexibility in the area of technology or inability to adapt to unanticipated technological disruption will have detrimental consequences.
5. **Relational Capital:** The work of the Boston Collaborative is relational, at the surface level in the case of broad scale networks of relationships and at the very deep scale in the case of one-to-one or one-to-a-few relationships. Any significant missteps or offense by Boston Collaborative associates or affiliates could tarnish these relationships to the point of substantially inhibiting the mission of the Boston Collaborative.

Join the Collaborative

- ➔ **Matching Grant**—The Boston Collaborative is seeking \$80K to expand our impact in Year 2. We have received a \$25K matching grant for “new money” committed by September 30th (new donors or past donors who give more than they did previously).

This investment will facilitate Christians in the workplace Connecting On Purpose to drastically impact Unacceptable Realities in Greater Boston. **You will be playing a critical part in Christians becoming known as redemptive change agents in Boston.** We believe this investment will be seen in retrospect as having been crucial to Greater Boston’s spiritual renewal.

- ➔ **Unceasing Prayers**—We continually come before the Lord to ask for wisdom and grace. Please join us in asking God for His will to be done in the city.
- ➔ **Additional Partners**—We have connected with hundreds of Christian leaders in the workplace, in the nonprofit community, and in church leadership throughout Greater Boston, often initiated by our partners. Please continue to connect us with potential partners.

**The Boston Collaborative is a charitable 501c3 and all donations are tax deductible.*

GIVE NOW

BOSTON COLLABORATIVE

Connecting on Purpose

Appendices



1—Advisors

Our core team of advisors has encouraged us throughout this last year in various ways, but with some consistent guidance to:

1. Focus on practical
2. Secure key infrastructure support - funding, etc.
3. Think big - a compelling vision
4. Demonstrate value/success

Here are their brief bios.

Jeff Bass

EXECUTIVE DIRECTOR, EMMANUEL GOSPEL CENTER

Jeff Bass joined the staff of EGC in 1991, and was named Executive Director in 1999. A graduate of Princeton University, Jeff first worked as a consultant for Arthur D. Little, Inc., but left in 1987 to become the business manager of a local church, where he learned first-hand about the inner workings of an urban congregation. In 2014, Jeff was granted an honorary Doctor of Divinity degree from Gordon College.

Sheila Hubbard

ATTORNEY

Sheila is an experienced public and nonprofit sector attorney. She has held the position of Executive Director of the Volunteer Lawyers Project in Boston. Hubbard also was Associate Director of the Bernard Koteen Office of Public Interest Advising at her alma mater of Harvard Law School, and Senior Program Director of the Equal Justice Initiative in Montgomery, Alabama. After serving under Boston Mayor Raymond Flynn as an attorney, policy analyst and director of the Minority and Women Business Office, Hubbard joined the Weld administration as deputy legal counsel, and later was appointed chair of the Massachusetts Parole Board. A member of the Massachusetts Bar, she graduated from Yale with a B.S. in sociology and political science before attending Harvard Law School.

Omar Simmons

MANAGING DIRECTOR, EXALTARE CAPITAL PARTNERS

Mr. Simmons is a seasoned private equity professional who has closed over 18 principal transactions exceeding \$2.6B in aggregate transaction value over a 20-year private equity career. Omar ran ECP Planet Fitness as CEO from 2012-2015 and is currently executive chairman of the Company. Prior to co-founding Exaltare, Omar was a Director at Windjammer Capital Investors, a leading middle-market private investment firm with over \$2B under management. Prior to Windjammer Capital Investors, he was a co-founder and Managing Director at Reliant Equity Investors, a \$120mm private equity firm based in Chicago. Omar also worked at leading private equity firms such as Summit Partners and McCown DeLeeuw. He started his career helping Fortune 500 businesses as a management consultant at Marakon Associates. Omar graduated from Harvard Business School with honors, after graduating from Princeton University.

Mark Snyder

FORMER EXECUTIVE VICE PRESIDENT, STATE STREET

Until his retirement in 2016, Mark Snyder was an Executive Vice President of State Street and head of State Street Global Markets' Sales, Trading and Research division. In this role, he led State Street's principal market-making activities in foreign exchange, rates, and multi-asset class strategy research services. Mr. Snyder joined State Street in 1983 in the Capital Markets Group. In 1989, he and his family relocated to Hong Kong and he served as General Manager of State Street's branch there. He and his family moved to Sydney in 1993 to open the first US bank branch in Australia. In 1999, Mr. Snyder was appointed Global Head of Foreign Exchange Trading and Sales. Mr. Snyder holds a Bachelor of Arts degree in political science from Wheaton College (Illinois). He is the former Chairman of the New York Federal Reserve Bank's Foreign Exchange Committee.

Jose Jimenez

GLOBAL PROGRAM & PROJECT MANAGER, PROCTER & GAMBLE / GILLETTE

Jose Jimenez is a Global Technical Program & Project Manager at Procter & Gamble (P&G), Gillette, based in Boston, MA. Jose has 13 years of experience in Engineering. He graduated from Northeastern University,

in 2006, with a B.S. in Civil Engineering, and a Minor in Business Administration. He started his career at Vanasse Hangen Brustlin (VHB), an engineering consulting firm in Watertown MA, where he supported commercial and residential land development projects. After three years at VHB, Jose moved to Pennsylvania where he started working at P&G as a manufacturing engineer and project manager. Jose spent six years in Pennsylvania with various roles, including technical engineering, project management, facilities management, purchasing, and department management. In 2015 Jose moved back to Boston transitioning to the P&G Gillette manufacturing plant, where he had various roles including capital systems and initiative leadership. In 2018, he transitioned to his current role. Jose, his wife Anabell, and their two year old daughter, Joanna, live in Cambridge, MA.

Jamie Bush

MANAGING PARTNER, BUSH AND CO

Jamie Bush has been advising clients on complex financial, business and life matters for over 35 years. He is a skilled counselor and connector of parties for their mutual benefit, often for the greater good and often for the good of the city as a whole. His clients have benefited not only from his own counsel but also his intrinsic ability to introduce them to just the right advisor for a particular challenge. He has been privileged to serve in board positions for multiple nonprofits in the areas of healthcare, elderly housing as well as urban and suburban education and professional associations.

Jamie's unique privilege as a member of one of America's preeminent political families, together with his business expertise and many years of direct experience with Boston's poor and the many institutions which reach them, have enabled him to play a role in elevating the needs of the underprivileged, the unseen and the underrepresented.

He has earned the designations of Chartered Life Underwriter, Chartered Special Needs Consultant, Family Business Specialist, and Retired Income Certified Professional from The American College. He also holds FINRA Series 6, 63 and 65 licenses. Jamie graduated from Boston College in 1978 with a BA in History. He and his wife, Sue, live in Hingham, MA and are parents to two adult children: Sarah, married to Drake, and Sam, married to Maddy. They also have four grandchildren, Draper, George, Beatrice, and Auden.

2–Learning from Clients

We have interviewed over 100 workplace, nonprofit and church leaders in the last year. These leaders have shared some consistent messages about their challenges and aspirations. Table 2-1 specifically considers the workplace Christian’s prioritization of particular concerns on a scale of high to medium to low importance. This is based on anecdotal, qualitative, estimates.

Concern	Importance
Relational connection with colleagues	
Relational connection with beneficiaries	
Practical versus theoretical	
A specific cause	
Impact	
Efficiency	
Political implications	

Table 2-1: Workplace Christian’s Prioritization of Concerns

A few of the key takeaways from this analysis is that Christians in the workplace:

1. Feel a strong sense of having limited time.
2. Are interested in generating high Social Return on Investment (SROI).
3. Although they have concern for particular causes, the general impact is more important than engaging a particular cause.
4. Relationships matter, but they tend toward valuing impact most highly.
5. Theology and politics also matter, but again impact is more highly valued.

The Client of the Boston Collaborative is not every single Christian in Greater Boston. It is those who are ready and willing to engage with the Unacceptable Realities. The funnel in Figure 2-1 describes the ideal Client as that workplace Christian who is aware and cares and is able to invest and is connected to the city in some way. This doesn’t mean we will exclude others, but this helps us better understand our ideal target client.



Figure 2-1: Ideal Client

List of Interviews

This is not intended to be an exhaustive list, but a representative sample.

■ Workplace leaders

- » Alice Connors-Kellgren, *Therapist*, The Trauma Center
- » Alexander Lowry, *Executive Director of Masters of Science in Finance Program*, Gordon College
- » Andre P. Kamili, *Principal, AIA, LEED AP*, Shepley Bulfinch
- » Andrew Clark, *Principal*, Wherewithal
- » Andy Mills, *Executive Chairman & President*, Archegos Capital Management, LP
- » Barnabas Lee, *Director*, Oasis Group US
- » Dan Berglund, *Investment Banker*, Goldman Sachs
- » Betsy Cowan, *Chief of Economic Development*, Metropolitan Area Planning Council
- » Blake Kristine Michelle Sims, *Program Director*, Social Innovation, Boston University
- » Bob Doll, *Senior Portfolio Manager and Chief Equity Strategist*, Nuveen Asset Management

- » Brian E. Lacey Esq., *Partner*, Walters & Lacey
- » Brian McElligott, *CEO*, Ascon Construction
- » Caleb Loring, *Trustee*, 1911 Trust
- » Camille Humphries (Lee), *Investment Officer & Portfolio Manager*, MFS Investment Management
- » Carl B. Chudnofsky, *President and CEO*, CB Ventures
- » Chanel Prunier, *Executive Director*, Renew Massachusetts Coalition
- » Charles Senatore, *Compliance*, Fidelity
- » Tom Colatosti, *CEO*, Oasis Systems
- » Joel Collins, *SVP of Business Development and General Counsel*, QuickBase
- » Cullen Schwarz, *Co-Founder*, DoneGood
- » Dan Frasier, *Principal*, Cornerstone CX
- » Darby Hobbs, *Advisory Council Member*, Conscious Capitalism
- » Dave Cameron, *Investor*, Family Office
- » David Crabbe, *Principal*, Bain
- » David Walker, *Financial Advisor*, Morgan Stanley
- » Deb Zehner, *Consultant*, Creative Commons
- » Deborah Frieze, *Co-Founder*, Boston Impact Initiative
- » Dolores Bamford, *Managing Director (Retired)*, Goldman Sachs
- » Frank Koudelka, *Senior Vice President, ETF Product Specialist*, State Street
- » Galina Lafffer, *Owner*, Rosie's Bakery
- » Glenn Knowles, *Architect*, Glen Knowles & Associates
- » Gunish Chugani, *Real Estate Developer*, Self-employed
- » Heather Shipp, *Logistics*, Partners in Health
- » Jamie Bush, *Principal*, Bush & Co
- » Jason Adams, *Real Estate Broker*, William Ravies Real Estate
- » Jerome Garciano, *Director*, Christian Community Deveopment Association
- » Jessie Saintcyr, Esq., *Principal*, Saintcyr Talent Strategies
- » Jim Beville, *Financial Advisor*, Main Street Financial Solutions
- » Joe Christo, *City of Boston*
- » Joe Finn, *President & Executive Director*, Massachusetts Housing & Shelter Alliance (MHSA)
- » John Cissel, *Partner*, Core Investments
- » Jordan Rasmusson, *Consultant*, Bain Capital Private Equity
- » Josh Archambault, *Senior Fellow*, Foundation for Government Accountability
- » Justin Kang, *Vice President of Economic Growth*, Chamber of Commerce
- » Karen Bunch, *CEO*, KLB Builders
- » Keiko Orrall, *Executive Director*
- » Kent Forkner, *Chief Investment Officer & Partner*, Daintree Advisors
- » Kerry Bowie, *Principal*, Massada Partners



- » Horace Ling, *Program Director*, Harvard Kennedy School Executive Education Senior Executive Fellows
- » Mark MacDonald, *CEO*, BeAble
- » Mark Mason, *CEO*, Affirma Consulting
- » Mark Snyder, *Executive Vice President*, Retired State Street
- » Mark Wambolt, *VP of Institutional Services*, Natixis Investment Managers
- » Michael Chetelat, *Founder*, Christian Business Network
- » Michael Evans, City of Boston
- » Michael Silvestri, *MBA Student*, Harvard Business School
- » Michael Washington, *Architect*, Michael Washington Architects
- » Mindelynn Young, *Consultant*, SCR and Associates
- » Nancy Jeannite, *Officer*, Global Credit Finance State Street
- » Nika Elugardo, *State Representative*, Commonwealth of Massachusetts
- » Nivia, *Owner*, Merengue
- » Omar Simmons, *Managing Partner*, Exaltre Capital
- » Pete Daniels, *Program Manager*, Savior Labs
- » Philip Hou, *Broker*, Philip Hou Real Estate
- » Raynya Simmons, *Community Development*, Self-employed
- » Rob Nentwig, *Executive Vice President*, Boston Private
- » Ron Baker, *Partner*, Cambridge Seven Associates
- » Russ Tuck, *Professor*, Computer Science, Gordon College
- » Ryan Dings, *Director of Business Development*, Sun Wealth
- » Sam Cole, *Senior Vice President*, McCall / Almy
- » Samuel Afari-Aikins, *CFP*, Client Advisor, Daintree Advisors LLC
- » Scott Kargman, *Principal*, Portfolio Media Group
- » Sheila Hubbard, *Attorney*
- » Steve Nelson, *Senior Director of External Relations*, Harvard Business School
- » Steve Taylor, *Managing Partner*, Askari Safaris LLC
- » Taylor Robinson, *CEO*, PLG Consulting
- » Ted Wheatley, *Executive Vice President*, Jones Lang LaSalle
- » Tom Breuer, *Owner*, Breuer & Co.
- » Tom Shields, *Investor*, Self-employed
- » Tomas Gonzalez, *Deputy Director*, Mayor's Office of Neighborhood Services
- » Travis Lee, *Principal*, TLEE Development
- » Troy Depeiza, *Architect*, Dream Collaborative
- » Walter B. Prince, *Partner*, Prince Lobel
- » William (Bill) S. Patzer, *CFA Partner*, Portfolio Manager, Daintree Advisors LLC
- » Yissel Guerrero
- » Zebulun D. Egbert, *Managing Partner*, Tatum
- » Navid Mahooti, *Doctor*, North Shore Physicians Group
- » Robert Riviello, *Doctor*, Brigham and Women's
- » Paul Parsi, *President and Founder*, Savior Labs

■ Church Leaders

- » Bob Sawyer, *Director*, Church Planting Center Christ the King Presbyterian Church
- » Chris Gleason, *Pastor*
- » Dana Baker, *Pastor*, Grace Chapel
- » Dave Hill, *Pastor*, Abundant Grace Church
- » Kathleen Driscoll, *Director of Development*, Catholic Archdiocese of Boston
- » Florence Huffman, *Church Administrator*, Roxbury Presbyterian Church



- » James Collins, *Pastor*, Eagle Heights Church
- » Jason Hodges, *Pastor*, Encounter Church
- » Julian Linnell, *Missions Pastor*, Park Street Church
- » Nathan Barczi, *Associate Pastor*, Christ the King Presbyterian Church
- » Rev. Paul Atwater, *Senior Pastor*, North River Community Church
- » Rev. Annette H. Cutino, *Director of Advance*, LEAD. NYC
- » Rev. Katie Cole, *Pastor*, Fourth Presbyterian Church
- » Rev. Liz Walker, *Pastor*, Roxbury Presbyterian Church
- » Rev. Mark Booker, *Pastor*, Church of the Cross
- » Scott Buckhout, *MDiv Student*, Gordon Conwell Theological Seminary
- » Paul O'Brien, *Pastor*, Saint Patrick Parish
- » Rev. Barry Kang, *Lead Pastor*, Symphony Church
- » Rev. Brian Wilkerson, *Senior Pastor*, Grace Chapel
- » Rev. Matthew Thompson, *Senior Pastor*, Jubilee Christian Church
- » Rev. Tim Clayton, *Rector*, Christ the Redeemer Anglican Church
- » Rev. Ray Hammond, *Pastor*, Bethel AME
- » Andrew James, *Head Pastor*, First Church Congregational Boxford
- » Brice Williams, *City Co-Director*, Made to Flourish, Boston
- » David Wright, *Executive Director*, Black Ministerial Alliance
- » Chip Weiant, *Fellow*, Sagamore Institute
- » Chris Lake, *Executive Director*, Vere Institute
- » Colleen Sharka, *Executive Director*, Social Impact Center
- » Craig Parker, *City Lead*, Navigators
- » Dave Hillis, *President*, Leadership Foundations
- » Debra Johnson, *Companion*, Cory Johnson Program
- » Donna Owens, *Grant Writer*, Cory Johnson Program
- » Douglas Lomax, *Men's Program Leader*, Cory Johnson Program
- » Ebony Small, *Director*, Movement Day Expressions
- » Ed Gaskin, *Executive Director*, Grove Hall Main Streets
- » Elijah Mickelson, *Director of Communications*, Emmanuel Gospel Center
- » Erin Diaz, *Director of Operations*, Boston HERC
- » Florence Furaha, *Co-Founder & CEO*, Meetcaregivers
- » Holden Pierre, *Associate, Programs & Partnerships*, Interise
- » Jason Webb, *Executive Director*, Grounded Solutions
- » Jeff Bass, *Executive Director*, Emmanuel Gospel Center
- » Jim Pocock, *President*, Elevate New England
- » Joe Reed, *Executive Director*, The Exponent Group
- » Judelle Cummins, *Program Support*, Cory Johnson Program
- » Kelly Fassett, *Executive Director*, Unite Boston
- » Kelly Madden, *Executive Director*, Boston Fellows
- » Kenneth Barnes, *Director*, Gordon Conwell Mockler Center
- » Kent Kusel, *Boston Metro Director*, CBMC
- » Lisa Slayton, *Executive Director*, Pittsburgh Leadership Foundation
- » Mac Pier, *Co-Founder*, Movement.org
- » Martin Sinozich, *Executive Director*, Startup Secrets
- » Marcus O'Malley, *Partner*, Marketplace & Development Enterprises

■ Non-profit Leaders

- » Addis Woldegiorguis, *Companion*, Cory Johnson Program
- » Andrew L. Ward, *CFO*, Jubilee Christian Church
- » Becky Turner, *Director of Development*, The Barnabas Group
- » Bjorn Anderson, *Area Director*, Young Life New England
- » Bob Durfey, *Coach*, Halftime
- » Carolina DeJesus, *Passport Program Director*, Boston Higher Education Resource Center (HERC)

- » Patty MacDonald, *Director of Development*, World Relief
- » Ruth Wong Director, *Boston Education Collaborative*, Emmanuel Gospel Center
- » Sam Acevedo, *Executive Director*, Boston HERC
- » Scott Larson, *Executive Director*, Straight Ahead Ministries
- » Stacie Mickelson, *Director, Applied Research and Consulting*, Emmanuel Gospel Center
- » Timothy Brown, *Director of Innovation & Strategy*, Northeast Arc
- » Willard Cook, *Executive Director*, Alpha New England
- » Jess Leffner, *Sole Train Director*, Trinity Boston Foundation
- » Orlando Watkins, *Vice President of Programs*, The Boston Foundation

3—Learning from Related Contexts

Dave Hillis is the President of Leadership Foundations. Leadership Foundations' vision is that cities across the world will be transformed into places of shalom, fulfilling Zechariah's vision where "Men and women of ripe old age will sit in the streets...each with cane in hand" and where "city streets will be filled with boys and girls playing there." (Zechariah 8.4-5) They achieve this vision by developing and empowering Christian leaders in those cities to drive positive change. They have over 12 local Leadership Foundations around the country.

Dave describes each city as having its own assets and its own needs. The Dallas Leadership Foundation is a larger umbrella organization because that's what Dallas needs. Whereas the Memphis Leadership Foundation is more of a Hub or Connector model because that's what Memphis needs. Unrelated to Leadership Foundations, San Francisco TBC (Transforming the Bay Area with Christ) is "catalyzing a holistic gospel movement in the Bay Area" through building and connecting networks of Pastors. Tim Keller, Mac Pier and Bob Doll have partnered in New York City over the last 10 years to build Movement.org which aims "to catalyze leaders to spiritually & socially impact their cities through rigorous research, uniting prayer, unified local leadership, and powerful collaboration between diverse sectors." They do this predominantly through large city gatherings called Movement Day which bring together primarily Church and Non-profit leaders, but also include Business and Civic and other city leaders, to consider ways to collaborate.

What we've learned from others is that there are different models that work in different cities and there's no one-size-fits-all cookie cutter scenario that applies to Boston. This learning has also been informed by civic organizations in Boston that aren't necessarily expressly Christian, but have valuable experience to lend to our endeavors. These three models are the Umbrella, Hub, and the Connector.

Umbrella: an umbrella organization is the owner with authority to take decisions and drive activities. In this case of facilitating collaboration among Christians and other people of goodwill in Boston to address societal problems, the ownership approach could look like creating an umbrella organization that actually takes

responsibility for leadership in particular areas, whether that be homelessness or human trafficking or myriad others. It would entail building an infrastructure to support very active involvement in particular areas of concern. It would include even taking some oversight role with other organizations that are already engaged in these areas.

Hub: an intermediary facilitates mutually beneficial relationships between various parties with shared interests. A Hub entity implies a centralization of some level of control. That control comes from knowledge, and therefore significant influence over the relationships between the different parties. A Hub organization generates real value for the different parties in the relationship by understanding the value each of the parties brings to the relationship and effectively bridging those relationships. The individual parties will benefit greatly from the relationships that are facilitated by the Hub organization.

Connector: this model is also an intermediary model, but it more resembles a connective fabric facilitating a distributed network in order to devolve power to individual network members. This model serves in the background and allows relationships to develop organically. It starts with introducing people, then continues, where helpful, to enable those relationships to grow.

What follows are details on each of the entities that are summarized in Table 3-1. Most of this data is pulled from publicly available information but some of it is based on primary research with the specific organizations.

Other Geographies

■ [Movement.org](#)

Background

Started with charismatic leader in Mac Pier and grass roots prayer ministry work with local pastors. Key to success has been strong leadership in nonprofit, church and business world by Mac Pier, Tim Keller and Bob Doll. Focus to date has been Movement Day bringing diverse Christians together. Has expanded internationally. Is more of a church-based movement than a workplace-based movement.

"Vision is to catalyze leaders to spiritually and socially impact their cities through rigorous research, uniting

Organization	Type	Scale	Method(s)	Mission/Focus
Transforming the Bay Area with Christ (TBC)	Umbrella	Large	Training Advising Networking Funding	Developing pastors and unifying the Church
Social Venture Partners	Hub	Medium	Training Advising Networking Funding	Workplace leaders supporting Social Ventures
Barnabas Group	Hub	Large	Advising Networking Funding	Workplace leaders supporting Social Ventures
Dallas Leadership Foundation	Umbrella	Large	Training Advising Networking Funding	Developing pastors and nonprofit leaders
Movement.org	Connect	Large	Training Advising Networking Funding	Developing pastors and nonprofit leaders
For Charlotte	Umbrella	Large	Training Advising Networking	To Unite the Church to Transform our City.
Pittsburgh Leadership Foundation	Hub	Large	Training Advising	Be transformed. Catalyze change. Be connected.
Atlanta Resource Center	Connect	Medium	Networking	Strengthening the fabric of Atlanta to better our city
Memphis Leadership Foundation	Umbrella	Medium	Training Advising	Training and equipping ministry leaders
Boston Chamber of Commerce	Hub	Large	Training Advising Networking	Help, inform, shape public policy, and develop leaders
Greater Boston Interfaith Organization	Hub	Medium	Training Advising Networking	Develop local leadership and organized power to fight for social justice
Mayor's Office of New Urban Mechanics	Umbrella	Large	Funding Advising	Work across departments and communities to explore, experiment, and evaluate new approaches to government and civic life
Boston Impact Initiative	Hub	Large	Funding	Impact investing for economic justice
Ujima Fund	Hub	Medium	Funding	Organize neighbors, workers, business owners, and investors to create a community-controlled economy
National Christian Foundation	Hub	Large	Funding	Mobilize resources by inspiring generosity
Combined Jewish Philanthropies	Hub	Large	Funding	Inspire and mobilize the diverse Greater Boston Jewish community to engage in building communities of learning and action

Table 3-1: Learnings from Related Contexts

prayer, unified local leadership, and powerful collaboration between diverse sectors.”

Method

- » Facilitating Movement Days around the world
- » Lead NYC - leadership development capacity building

Organizational Scale

- » Founded: late 1990s/early 2000s began with prayer and pastor gatherings; formally founded in 2008
- » Staff: 5 to 10
- » Budget: vicinity of \$5M with a large percentage to organizing large events.

■ For Charlotte

Background

“To Unite the Church to Transform our City. Our story was birthed out of a shared burden of many pastors in our city. Tired of the deep division, competition and territorialism we saw in Charlotte’s church culture, we began to pray about what God might do if we reframed the way the church in our city approached missional engagement. Instead of competing with each other for people and resources, we asked the question; What if we worked together to seek the good of our city?”

Method

“As the For Charlotte Mission Network grew, we have become a decentralized, gospel-centered, church-driven network of networks in Greater Charlotte, seeking the peace of the Queen City together. The primary purpose of our network is to connect and equip the church for mission in Charlotte.”

“We believe the following 5 focus areas are the primary gospel needs of our city. For that reason, these are the areas, the For Charlotte Mission Network will focus on as we carry out our mission to connect and equip the church for mission in Charlotte.”

- » Low Economic Mobility / Generational Poverty
- » Racial Division
- » Lack of Social Capital (Trust)
- » Education Inequality
- » Family Structure Divisions

Organization Scale

- » Founded: 2017
- » Staff: 5-10
- » Budget: \$700K+

■ Pittsburgh Leadership Foundation

Background

Over the years has shifted through various models from incubation to fiscal agent to prayer gatherings - initially largely funded by single major donor. Currently primarily doing leadership development and coaching consulting for individuals and organizations. Bulk of the engagements are with corporate clients, but also work with nonprofits and churches.

Method

Be Transformed: You bring unique value to those around you, and yet you have potential that can’t be uncovered alone. Let’s redefine what’s possible on the road ahead.

Catalyze Change: Your organization has a culture that will determine long-term performance and short-term agility. Let’s purpose that culture to embrace change and engage your people.

Get Connected: Your journey as a leader is bigger than yourself. Gain perspective by engaging leaders who are outside your sphere, but who share the challenge of shaping the city you love.

Organizational Scale

- » Founded: 1990s
- » Staff: 5 to 10
- » Budget: \$900K with 60% coming through fees for coaching/consulting; 30% donors; 10% event registration

■ Atlanta Resource Center (or Foundation)

Background

“Strengthening the fabric of Atlanta to better our city. Atlanta is filled with intriguing people like you who work to improve our city. Having witnessed the power of listening, observing, and encouraging, we created the Atlanta Resource Foundation to organically connect people’s time, expertise, energy, facilities, capital, and other resources with those who require assistance to make

positive changes in our communities. Our founder, Tom Roddy, had a vision for the people of Atlanta where individuals of lesser and greater means worked together to grow and strengthen our city. He was a minister, community ministries connector, writer, and Atlanta local.”

Method

“We seek to quietly and naturally connect small groups of Atlantans through encouraging, networking, empowering, and giving to each other.”

Organizational Scale

Small and informal

■ [The Barnabas Group](#)

Background

“Since 2000, God has been using The Barnabas Group (TBG) to make a powerful impact on ministries around the corner and around the globe. Too many great individuals and organizations support ministries primarily with their checkbook. TBG realized ministry-minded people could provide so much more if given an opportunity to use their network, time, unique abilities, gifts or resources to help ministries that reflect their true passions. The result is a truly dynamic organization that stays fresh, exciting, and highly relevant to its members, ministries and communities it serves.”

Method

Gather a network of dues-paying business leaders for a quarterly review of nonprofit opportunities. Opportunities have been vetted and TBG facilitates ongoing engagement.

Organizational Scale

- » Founded: 2000
- » Staff: 11 Chapters, each with a managing partner, 3,000 members as of 2013
- » Budget: each member pays \$1,500 per month so across the whole system, budget is approximately \$5M

■ [Dallas Leadership Foundation](#)

Background

“Dallas Leadership Foundation was founded in 1995 to glorify Christ by addressing the root issue facing chal-

lenged communities—the lack of leadership. By focusing on systematic leadership development built on a foundation of genuine love and respect for people, our deepening relationships within Dallas’ neighborhoods turned our hope for sustainable change from a mere dream into a reality. Today we serve as a bedrock for collaborative community transformation.”

Method

Focus on Neighborhoods, Prisons, and Schools. “We train and equip leaders with biblical principles that create the strongest of foundations. DLF’s extensive network helps neighborhoods initiate spiritual and social change. We help community leaders develop their youth, provide meaningful support for the previously incarcerated, improve the physical conditions of neighborhoods, and generate funding for community projects.”

Organizational Scale

- » Founded: 1995
- » Staff: 30+
- » Budget: relatively large

■ [Memphis Leadership Foundation](#)

Background

“As an intermediary that provides back office support, training and capacity building to inner city ministries our overarching goal is to see each ministry under our “umbrella” become sustainable over time, both in fundraising and program impact. We train leaders, we equip leaders and we provide the back office support at a reasonable cost so that the leaders and their ministries can make the most impact in their target area/population. If we do this well, then we will further our overall purpose of making our city a great city. So our target audience are the indigenous leaders and the ministries they execute (with immigrants, refugee, ex-offender, juvenile offenders, inner city kids going to college, Latino kids after school programs, run-a-ways, etc.). The desired social change would be specific to the fourteen programs and the 12 nonprofits that we’ve incubated and spun off and continue to provide back office support for.”

Organizational Scale

- » Founded: Unknown

- » Staff: 13 Programs developed out of MLF; 11 Partners with their own 501(c)3 designation that MLF provides admin support for

Budget

Unknown

Transforming the Bay Area with Christ (TBC)

Background

“The Bay Area comprises of 256 cities and towns in 11 counties with a population of nearly 8 million people. Our desire is to see every person in the Bay Area thrive and flourish—in body, soul, and spirit by living life as God intended it. We are working to catalyze a holistic gospel movement in the Bay Area that results in spiritual and societal transformation. We believe that spiritual transformation is the result of an increasing number of people loving God with all their heart, soul, mind, and strength and societal transformation is the result of an increasing number of people loving their neighbor as themselves.”

Method

Convening, capacity building and church planting support. Building networks of networks of pastors.

Organizational Scale

- » Founded: 2018
- » Staff: 5 to 10
- » Budget: approximately \$1.5M

Secular Efforts

Social Venture Partners (Boston Affiliate)

Background

“There are more than 40 Social Venture Partner (SVP) affiliate organizations in nine countries – and with over 3,400 partners, we are the largest network of engaged donors in the world. Since 1997, SVP has worked with thousands of philanthropists, transforming the way they give and connecting them to organizations that are making our world a better place. Collectively our part-

ners have supported 900 nonprofits, providing more than \$70 million in grants and thousands of skilled volunteer hours.”

Method

“SVP cultivates effective philanthropists, strengthens nonprofits, and invests in collaborative solutions – building powerful relationships to tackle our communities’ social challenges. We aim to build a global movement of partners working in their communities to create a world where all people have the opportunity to lead productive and meaningful lives. SVP Partners pool their funds and invest in vetted nonprofits and social enterprises. They learn from experts and their peers so they can give smarter, and many volunteer their professional skills to transform social change organizations and themselves. And while SVP affiliates strengthen community nonprofits, SVP International (SVPI) is focused on strengthening the affiliates themselves.”

Organizational Scale

- » Founded: 1997
- » Staff: 5 to 10
- » Budget: \$1.5M

Chamber of Commerce

Background

“An independent, nonprofit organization that is the convenor, voice and advocate of the region’s business community. Our Purpose is to make Greater Boston the best place for businesses and people to thrive. Our Vision is that our membership will fully reflect the industries and businesses of our economy and together we will make Greater Boston one of the most prosperous regions in the world with economic opportunity available to all.”

Method

“Helps members and Greater Boston succeed by:

- » Connecting business leaders to build meaningful professional relationships
- » Informing the business community on the most important issues facing our region
- » Shaping public policies that sustain Greater Boston’s competitiveness
- » Providing leadership development programs that foster professional growth”

Organizational Scale

- » Founded: 1909
- » Staff: 31

Greater Boston Interfaith Organization (GBIO)

Background

“The Greater Boston Interfaith Organization (GBIO) is a broad-based organization that works to coalesce, train, and organize the communities of Greater Boston across religious, racial, ethnic, class, and neighborhood lines for the public good. Our primary goal is to develop local leadership and organized power to fight for social justice.”

Method

“We strive to hold both public and private power holders accountable for their public responsibilities via issues campaigns as well as through initiating actions and programs of our own to solve community and economic problems (e.g. GBIO’s work on the Moving from Debt to Assets program).”

Organizational Scale

- » Founded: 1996
- » Staff: < 5
- » Budget: < \$500K

Religious Institutions Represented on the Board

Fourth Church, South Boston, Temple Israel, Newton, Bethel AME Church, Roxbury, Old South Church, Jamaica Plain, Congregation Dorshei Tzedek, Newton, Temple Sinai, Brookline, Temple Israel, Newton, Temple Isaiah, Lexington, Jewish Community Relations Council, Newton, Church of the Covenant, Roslindale, St. Katherine Drexel Catholic Parish, Roxbury, Roxbury Presbyterian Church, Roxbury

Mayor’s Office of New Urban Mechanics

Background

“The Mayor’s Office of New Urban Mechanics (MONUM) was formed in 2010 and serves as the City’s research and design lab. Under the leadership of Mayor Walsh, they have expanded the breadth of our research and design work to cover a vast range of issues and mayor-

al priority areas, including housing, public health, civic engagement, racial equity, city infrastructure, and education. While they work across a variety of topic areas, all of their projects aim to serve the same goal: to improve the quality of life for Bostonians.”

Method

“MONUM exists to take risks that traditional City departments might not be able to take. When a risk works, they partner with departments to make it a permanent service – such as ParkBoston and the Engagement Center. When a risk doesn’t work out, they document what they learned and share their findings with partners and cities around the world. In addition to these experiments, MONUM also acts as a “front door” for start-ups, universities, and residents wanting to experiment with the City.”

Organizational Scale

- » Founded: 2010
- » Staff: 9 “Mechanics”
- » Budget: \$400k

Funding Focused

Boston Impact Initiative

Background

“The Boston Impact Initiative Fund has a unique role in the field of impact investing. Our fund is focused on economic justice, which means that we invest in opportunity for all people—especially those most oppressed or abandoned by our current economic system—to lead a dignified and productive life.”

Method

“Boston Impact Initiative is a principal investment firm specializing in impact investments. It seeks to invest in both for profit and not-for-profit organizations and initiatives. The firm targets companies in agricultural enterprises, social purpose food, manufacturing and renewable energy sectors. It focuses on businesses and organizations within the City of Boston. The firm provides 15 percent equity, 70 percent loans and 15 percent grants. Boston Impact Initiative is based in Jamaica Plain.”

Organizational Scale

- » Staff: 10 to 20
- » Budget: Fund size \$10M

■ Ujima Fund

Background

"The Boston Ujima Project was started in 2015 by community organizers, small business owners and impact investors who all saw the pathologies of unaccountable capital in our communities. Taking its name from the Swahili Kwanzaa principle for "collective work and responsibility," the Boston Ujima Project is working to organize Greater Boston area neighbors, workers, business owners, and investors to create a community-controlled economy."

Method

"Specific strategies it seeks to employ include the creation of a "Good Business and Real Estate" certification, a community controlled investment fund, a worker empowerment network, and an alternative local currency. In the summer of 2016, the group held its first Ujima Solidarity Summit, at which over 175 people pooled over \$20,000 to invest in five black and immigrant-owned local businesses."

Organizational Scale

- » Founded: 2015
- » Staff: 5 to 10 with over 400 members and 60 small businesses engaged
- » Budget: \$5M Fund size target

■ National Christian Foundation

Background

Mission is to mobilize resources by inspiring biblical generosity. Vision is for every person to be reached and restored through the love of Christ.

Method

A donor advised fund focused on Christian investors and Christian causes.

Organization Scale

- » Founded: 1982
- » Staff: Offices around the country
- » Budget: \$3.6 billion under management

■ Combined Jewish Philanthropies (CJP)

Background

Federation of Jewish Charities established in 1895. In 1960 merged with Combined Jewish Appeal into CJP. CJP's mission is to inspire and mobilize the diverse Greater Boston Jewish community to engage in building communities of learning and action that strengthen Jewish life and improve the world.

Method

A donor advised fund focused on Jewish investors and causes including support for Jewish community dealing with low income, homelessness, or other financial/personal problems; mission trips, camps, adult learning, and research for Jews.

Organizational Structure:

- » Founded: 1960
- » Staff: 5 to 10 with 43 on Board of Directors and 150 partners
- » Budget: \$1.5 billion net assets

4–Learning from Those Who Have Gone Before Us

We have also learned from those in the Christian community here in Boston who have been actively involved in collaborative efforts for many years:

Table 4-1 compares and contrasts the areas of focus of these various efforts and organizations. Here are some key conclusions from the analysis in Table 4-1:

1. There is a lot to learn from these organizations.
2. Boston has a culture of innovation and will struggle to accept a copycat model from another city.
3. Boston has a long and unique spiritual, political and cultural history to be taken into account.
4. There are strong institutions in the Christian community in Boston—the Black and Latino Churches and other large city-based churches like Park Street, the Archdiocese of Boston (largest Archdiocese in the US), leading nonprofits like Emmanuel Gospel Center and others who have been demonstrating leadership in Boston for decades.
5. There have been a variety of efforts over decades to coordinate different Christian endeavors in Boston. They have all had different breadth and depth of meaningful positive impact.

Following is a recent history of some (not a comprehensive list) of the work initiated by those organizations and individuals in Boston with a vision related to that of the Boston Collaborative:⁹

- » 1974–Tom Phillips, first Tuesday CEO breakfasts
- » 1976–Gordon-Conwell’s Center for Urban Ministerial Education
- » 1992–Victory Generation Out-of-School Time Program created by Black Ministerial Alliance
- » Mid-1990s–Boston TenPoint Coalition; The Boston Miracle; Youth Violence Systems Project, Boston Capacity Tank
- » Mid-1990s–Youth Ministry Development Project
- » 1995–Marketplace Network
- » 1997–Faith and Action Initiative
- » 1998–Greater Boston Interfaith Organization
- » 2000–Boston Prayer Summit

Organization	Church	Non-profit	Workplace	Unity Building	Training	Funding	Boston Focus
Emmanuel Gospel Center	✓	✓		✓	✓		✓
Unite Boston	✓	✓	✓	✓			✓
Vision New England	✓	✓		✓	✓		
Greater Things for Greater Boston	✓			✓			✓
Theology of Work Project			✓		✓		
Gordon Conwell Mockler Center	✓	✓	✓	✓	✓		
Institute for Christian Unity	✓			✓	✓		
Navigators Boston	✓	✓		✓			✓
CRU Boston		✓		✓			✓
Christian Community Development Association	✓	✓		✓	✓		
Christian Business Men’s Connection (CBMC)	✓		✓		✓		
Boston Healthcare Fellowship		✓	✓	✓	✓		✓
1st Tuesday Morning Breakfast (Tom Phillips)	✓	✓		✓			✓
Made to Flourish Boston	✓	✓		✓	✓		✓
Boston Fellows			✓		✓		✓
Vere Institute		✓			✓		✓
COPAHNI	✓	✓		✓			✓
Boston Christian Entrepreneurs Gathering (BCEG)		✓	✓	✓			✓
Gordon College Faith and Finance Forum		✓	✓		✓		✓

Table 4-1: Comparison of Focus Areas

- » 2002–Institute for Pastoral Excellence (IEP) via Fellowship of Hispanic Pastors of New England (COPAHNI)
- » 2004–Greater Boston Social Justice Network
- » 2007–New England Alliance

⁹ Examples of Collaboration in the Greater Boston Church Community, Compiled by the Emmanuel Gospel Center for Greater Things for Greater Boston Retreat, October 8 - 10, 2017

- » 2010–Boston Public Schools’ Church Partnerships; Greater Things for Greater Boston
- » 2017–Brewery Group and Vermont Gathering

The following section provides greater detail on the organizations summarized in Table 4-1.

Missional Organizations

■ Unite Boston

Background

“As God’s people, we are called to oneness in Christ, which compels us beyond our differences. Yet, most of us, even as servants joined in the calling to the ministry of Jesus Christ, see the world very differently for reasons of life experience, biblical interpretation, and our prevailing human condition. Because of this, we are prone to disagree with and distance ourselves from those who are culturally, denominationally, and ethnically distinct from us. Unite Boston overcomes these obstacles that prevent us from truly knowing one another by nurturing relational connections and agape love throughout the diversity of Boston’s Christian community. Unite Boston nurtures Christian unity through relational connections. We envision Boston’s biggest needs being met by the Church. We envision the transformation of the city of Boston by connecting people to Jesus and His causes.”

Method

“With over 670 Christian churches in the metro Boston area, and an estimated 3,000 in the target area of Greater Boston (Highway 128 Beltway), the Christian community needs a means of connecting together in order to more effectively reach the city with the gospel of Jesus Christ. Unite Boston publishes a newsletter with over 3,000 subscribers; maintains a calendar of events and coordinates events to include neighborhood gatherings and city wide worship services.”

Organization Scale

- » Founded: 2011
- » Staff: 1 part-time paid staff; < 5 volunteer staff; 15+ community representatives
- » Annual budget: unknown

■ COPAHNI

Background

The Hispanic Pastors Association, (COPAHNI), has a regular attendance of over forty at monthly meetings to which over seventy pastors belong, coming together to pray and fellowship and strategize for the whole Spanish arm of the Church in New England.

■ Emmanuel Gospel Center (EGC)

Background

“In the early part of the 20th century, Mr. and Mrs. William and May Morgan used a replica of a church built onto a truck chassis to serve as a prop and a sound stage to bring the Gospel message to Boston Common. In the 1920s and ’30s, thousands gathered to hear preaching on the Common from this Little Church on Wheels. After William passed away, May gathered a board of directors and made plans to move the ministry indoors to serve the residents of Boston’s South End with a consistent Gospel proclamation, practical helps, and a caring community. She named the ministry the Emmanuel Gospel Center and opened the doors on October 4, 1938.”

“EGC believes the Church is God’s chosen instrument to bring His life and presence into our communities. Therefore, our work is designed to support what God is doing through His Church in Greater Boston.”

Method

“We take time to learn how the city, the church, and their related systems are changing; we connect with the people involved to build strong working relationships; and we equip where it is most strategic, providing teaching, training, tools and resources for effective ministry. As we invest in Christian leaders, we strengthen the Church’s ability to leverage healthy change that helps build urban communities that support and care for everyone.”

Organizational Scale

- » Founded: 1938
- » Staff: 32; active umbrella organization and fiscal sponsor for 10+ other entities
- » Budget: \$2M

■ [Salvation Army \(Boston\)](#)

Background

"The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination."

Method

"Assess the needs of each community in which they serve then work to understand the obstacles, hardships, and challenges native to the area's particular population. Build local programs designed to offer immediate relief, short-term care, and long-term growth in the areas that will best benefit the community. Finally, offer the local programs to the local community, working to continually optimize their efficacy via spiritual, physical, and emotional service."

Organizational Scale

- » Founded: 1865
- » Staff: 100+ in Boston
- » Budget: Unknown

■ [Institute for Christian Unity](#)

Background

"There is a great deal of energy, activity and momentum around New England for closer relationships and partnerships across various denominational boundaries - especially among younger leaders. But something seemed to be missing: a "center of gravity"; a place where all the emerging connections could be networked together and where folk who had a heart for reconciliation between Christians could find resources, support and mentoring."

Method

- » "To develop an emerging generation of servant-leaders devoted to Christian unity and rooted in both established and newer denominations, and to shape the future of the Christian unity conversation over the next 50-100 years.
- » To form and train leaders for unity while they take mission service placements to meet needs in the church and world.

- » To serve churches and Christian organizations as catalysts for church unity: developing, executing and co-sponsoring programs that build Christian unity and advance evangelization."

Organizational Scale

- » Founded: 2014
- » Staff: < 5
- » Budget: fiscal sponsorship by EGC - budget unknown

■ [Navigators Boston](#)

Background

"Our team of staff and volunteer leaders are united by a common vision to see the city transformed through life-to-life discipleship."

Method

Ministry to college students - Boston University, Northeastern, Tufts, Worcester Polytechnic Institute, Berklee College of Music, UMASS Boston. Also focusing on engaging 20-somethings in the workplace and facilitating church collaboration.

Organizational Scale

- » Staff: < 5 missionary couples/families
- » Budget: unknown

■ [CRU Boston](#)

Background

"Cru (formerly known as Campus Crusade for Christ) is an interdenominational Christian student movement, active on over 2,000 campuses in 191 countries around the world. Here in Boston, we want to be a multicultural community that follows Jesus Christ and takes the gospel to the world. Our biggest hope is to see students grow spiritually and experience changed lives because of what Christ has done for them. Upon graduation, we desire to send students from Boston throughout the world as Christ-centered leaders for a lifetime. Jesus transforms lives and we hope you encounter Him in a real way while you are passing through Boston during these significant college years."

Method

College campus outreach and life groups. Workplace outreach to CRU alumni who are feeling divided/alone in their respective workplaces.

Organizational Scale

- » Staff: > 30 missionary and paid staff
- » Budget: unknown

■ Vision New England (VNE)

Background

"VNE believes what will change the spiritual landscape of New England is when local churches and individual Christians unite together on mission to reach the lost and hurting in their unique New England contexts. Unity in mission will produce the change we pray and yearn for."

Method

Church and pastor-centric focus - training, conferences, consulting.

Organizational Scale

- » Founded: 1887
- » Staff: < 5
- » Budget: \$2M endowment plus ongoing donations.

■ Christian Community Development Association

Background

"This philosophy is known as Christian Community Development, which is not a concept that was developed in a classroom, nor formulated by people foreign to the poor community. These are Biblical, practical principles evolved from years of living and working among the poor. CCDA pioneer, John Perkins, first developed this philosophy while working among the poor in Mississippi. Over the last forty years, practitioners of Christian Community Development have distilled the philosophy into 8 Key Components. The first three are based on John Perkins' original "three R's" of community development: relocation, reconciliation and redistribution. Other components were later added by Christians discovering ways to rebuild poor neighborhoods. Redistribution;

10 Examples of Collaboration in the Greater Boston Church Community, Compiled by the Emmanuel Gospel Center for Greater Things for Greater Boston Retreat October 8 - 10, 2017

Relocation; Reconciliation; Leadership Development; Empowerment; Holistic Approach; Church-Based; Listening to the Community."

Method

Facilitate a network of similarly-motivated organizations. The Boston Project is a member of CCDA, but otherwise limited presence in Boston.

Organizational Scale

Network of affiliate members.

■ Greater Things for Greater Boston

Background

"Greater Things for Greater Boston grew out of the initial desire of several key urban and suburban pastors to see broader connections between pastors and churches in Greater Boston. Central to developing the vision were biennial "Conversations on the Work of God in New England" which highlighted local and national pastors and networks joining with God to do innovative work to reach their city. The first conversation was held in May 2010. Topics have included "Why Cities Matter?", church/school partnerships, community trauma, and much more. The identity and mission of GTGB is: "We are a diverse network of missional leaders stubbornly committed to one another and to accelerating Christ's work in Greater Boston."¹⁰

Method

Convening church leaders.

Organizational Scale

- » Founded: 2010
- » Staff: Volunteers
- » Budget: Informal

■ CBMC (Christian Business Men's Connection)

Background

"CBMC has been ministering to men in the workplace since 1930. We help connect you with men in and around Boston who are serious about integrating their faith, life and work. CBMC helps you navigate the tough

decisions and complex issues in your everyday business life.

We are here to help you with:

- » Wise counsel from other men,
- » Resources for you to use to deepen your experience with God, and
- » To connect you with a team of local men.”

Method

“At CBMC we strive to encourage men to get connected and stay connected in order to help you grow in your faith and do the journey of life together.”

Organizational Scale

- » Founded: 1938
- » Staff: 1 full-time staff, 10 on leadership team
- » Budget: unknown

■ [Boston Healthcare Fellowship](#)

Background

“We exist to serve those in the healthcare field in Boston in the name of Jesus for the glory of God by providing fellowship, education and mentorship for those training and practicing in diverse fields such as clinical medicine, public health, nursing, research, dentistry, and physical therapy. Our vision is to reunite faith and healthcare, in line with God’s intention of bringing holistic healing to the whole world.”

Method

- » Provides an intentional Christian living community
- » Events
- » Small Groups
- » Dinners to create spaces for healthcare professionals and trainees to (1) create meaningful relationships with others in their field and (2) dialogue about how faith in Jesus relates to the practice of healthcare.
- » International service trips

Organizational Scale

- » Founded: Unknown
- » Staff: Director and volunteer small group leaders
- » Budget: Unknown

■ [1st Tuesday Breakfast](#)

Background

Founded by Tom Phillips in 1978 as a venue for Christian CEOs to gather in fellowship and prayer and to hear from a guest speaker and discuss societal issues facing Boston, New England and beyond.

Method

Gather businessmen in Greater Boston for Fellowship over breakfast once per month to get to know each other and to hear from a guest speaker.

Organizational Scale

- » Founded: 1978
- » Staff: Volunteer coordinator
- » Budget: < \$50K

■ [Thursday Morning Men’s Breakfast](#)

Background

“The Thursday Morning Men’s Breakfast is non-denominational and men of all faiths, traditions, ages, and backgrounds are welcome. For over 30 years, the Thursday Morning Men’s Breakfast has provided refreshment to body, mind, and spirit, and an opportunity to explore traditional Christian teaching.”

Method

“Started as a meeting of just a handful of men, today dozens of men of all ages come each week from throughout the greater Boston area to enjoy great Christian fellowship, a hearty meal, and a spiritually inspiring message with a practical application to everyday life.”

Organizational Scale

- » Founded: 1981
- » Staff: Volunteer-led; over 600 people on weekly mailing list.
- » Budget: Unknown

■ [Made to Flourish](#)

Background

“The Made to Flourish New England City Network meets regularly for meals and training events to learn from each other and some of the country’s leading thinkers on best practices for faith, work, economics, and voca-

tional integration. We generally gather in a monthly to bi-monthly rhythm, and many pastors in the network meet more frequently in their localized contexts.”

Method

Connecting and training pastors.

Organizational Scale

- » Founded: Unknown
- » Staff: Volunteer-led by pastors
- » Budget: Unknown

■ [Boston Fellows](#)

Background

“The Boston Fellows program equips emerging leaders to serve Christ and neighbor in the working world. We are passionate about workplace excellence, the well-being of Greater Boston, and Christ-like living. For the nine months of the program, from September to May, Fellows join a cohort in a local church.

Whether your career is soaring or stuck in traffic, you need to know deep down what your work is about, beyond a paycheck, a good career move, or even that dream job. The Boston Fellows are equipped with the intellectual tools, spiritual habits, character development, community, and network to run the race well. Envision and plan for a career with meaning and purpose for the greater good of our Boston workplaces and culture, for Christ and His Kingdom.”

Method

Jesus-focused 9-month training program for young professionals.

Organizational Scale

- » Founded: Unknown
- » Staff: Executive Director with Board of Advisors
- » Budget: Unknown

■ [Vere Institute](#)

Background

“John Stott, who believed that all of life is a context for worship, mission and ministry, inspired the Vere Institute’s foundation.”

Method

“The Vere Institute exists to envision, equip, encourage and empower Christians to see their lives as meaningful and live as fruitful whole-life disciples on their daily frontlines in the world, wherever they find themselves.”

Organizational Scale

- » Founded: Unknown
- » Staff: Executive Director
- » Budget: Unknown

■ [Gordon Conwell Mockler Center](#)

Background

“The mission of the Mockler Center for Faith & Ethics in the Workplace is to explore and promote biblical Christian ethics, values, and insights for today’s workplaces -- and to bring helpful insights and experiences from workplace laity to the church and its leadership. Through its programs and resources the Mockler Center is a bridge between Sunday and Monday, serving both seminary and university, academy and marketplace, church and workplace. Our programs and resources assist both workplace laity and their pastors.”

Method:

- » “Seminars & Conferences: from two hours to two days in length, bringing expertise and experience together for focused attention on topics such as leadership, health care, the arts, sports, financial management ethics, entrepreneurship, and the like.”
- » Seminary Courses & Programs: semester length or intensive, group or individualized, courses of study in workplace theology, business and professional ethics, workplace leadership, marketing and finance in Christian perspective, technology, entrepreneurship, and the like.”

Organizational Scale

- » Founded: 1994
- » Staff: < 5
- » Budget: < \$500K

■ [Theology of Work Project](#)

Background

“The vision of the Theology of Work Project is that every Christian be equipped and committed for work as God

intends. A Christian approach makes work more meaningful and productive, benefits society and the people we work with and for, gets us through the challenges we face on the job, draws people to Jesus, and brings glory to God.”

Method

“Most of our materials are available free of charge on this website, although we have a few print-only publications available at our online bookstore. Our cornerstone resource, the Theology of Work Bible Commentary, is the only commentary covering what the entire Bible says about work. It is in use by over 60 partner organizations, dozens of seminaries, and hundreds of churches.”

Organizational Scale

- » Staff: Board of Directors, Editorial Board, and Staff, 22 in total

Boston Christian Entrepreneurs Group (BCEG)

Background

“BCEG is a gathering of entrepreneurs to share about challenges and opportunities facing their businesses to give and receive advice. The program includes time for prayer and reflection and sharing in large and small groups. Various forms of partnership form as a result of these gatherings – actual business partnerships, pro-bono business advisory services, long-term leadership development relationships. Fundamentally, participants in BCEG believe business people have a responsibility to serve in the context of community.”

Method

Regular convening and peer-to-peer mentoring.

Organizational Scale

- » Founded: 2016
- » Staff: small volunteer staff
- » Budget: < \$100K

Gordon College Finance and Faith Forum

Background

“The Finance and Faith Forum is a community of finance professionals who gather together to explore the inte-

gration of faith, work and economics. During this time, we encourage each other in friendship and share about the real situations many of us are facing in the marketplace. We encourage transparency and vulnerability, demonstrating to each other that we are not alone in living a life that is not perfect. There are many people who look happy, successful and fulfilled, while in reality, things are not always as they appear. We strive to create an atmosphere where we can make friends, discuss challenges, and encourage each other.”

Method

“Events through Gordon College and fostering meaningful professional and personal relationships among members, strengthening ties between Gordon College and the financial services community, and assisting alumni and students in their professional pursuits.”

Organizational Scale

- » Founded: 2018
- » Staff: 21 in the board of Advisors
- » Budget: Unknown

Churches

The work of the Boston Collaborative will only be effective insofar as it honors and has the support of churches as the local expression of the Christian Community. In that, we have spent a good bit of time over this last year learning how church leaders engage Christians in the workplace. A few highlights from these churches are summarized below.

Grace Chapel

A church consisting of 4,000 people spread over five campuses (Lexington, Wilmington, Watertown, East Lexington, and Foxboro) for their Sunday services and midweek programs. Their senior pastor, Bryan Wilkerson was the initial curator of Greater Things for Greater Boston.

Grace Chapel engages the workplace through ministries such as GC Science, a network of scientists at Grace Chapel dedicated to helping the congregation integrate mainstream science and Christian faith. They minister to the needs of scientists within the Grace Chapel community and serve as a scientific resource to pastoral staff.

■ [Bethel AME Church](#)

Led by Pastors Dr. Ray and Dr. Gloria Hammond. Bethel is known for its commitment to the city of Boston through their support of organizations including the Bethel Institute for Social Justice, My Sister's Keeper, and the Massachusetts Community Outreach Initiative.

■ [Park Street Church](#)

Formed in 1809, Park Street Church engages with many sectors of downtown Boston including feeding the homeless, disability ministry, collegiate ministry, and film ministry. Although they are currently without a pastor, their influence remains solid. Each week over 100 Young Adults in their 20s and 30s attend Young Adults Café to deepen their faith in Christ.

■ [High Rock](#)

Led by Dave Swaim, the church began in 1999 and today has 10 locations in Greater Boston.

Highrock Means Business is a gathering of professionals across the Highrock Network of churches who share a vision and values. They discuss the unique challenges and opportunities as Christian professionals, equipped to be ministers at work.

■ [Lion of Judah](#)

Pastored by the Rev. Dr. Roberto Miranda, Lion of Judah is the largest primarily Latino church in Greater Boston. They are known for their commitment to the community through their homeless and prison ministries. Birthed out of Lion of Judah, the Boston Higher Education Resource Center (HERC) serves under-represented urban students in grades 9-12 and their families. It does so through out-of-school academic enrichment, career advising, and academic support and retention services to help students graduate from high school and college. HERC awakens vision and purpose in the lives of the participants.

■ [Jubilee Christian Church](#)

Pastored by Matthew Thompson, with over 6,000 in weekly attendance spread across two locations, JCC is the largest church in Greater Boston. One of its five

church pillars is economic strength. Yearly, they teach a class on financial literacy and homeownership. Each spring they contribute \$50K towards small business development through hosting their own version of the television show, Shark Tank. Participants apply for the opportunity to be selected as a finalist.

■ [Chinese Evangelical Church](#)

Pastored by Steve Chin, BCEC is the largest primarily Mandarin and Cantonese speaking congregation in Greater Boston. What began in 1961 is now one church with seven congregations ministering in three different languages, over two locations with 1200 adults and children in church attendance.

■ [Catholic Church](#)

The Catholic Archdiocese of Boston has a Catholic Population of 1,944,906, a total of 288 Parishes, 112 Catholic Schools with 34,056 students. 42% of Catholic Parishes are in urban communities. Catholic school students have a 98% graduation rate and 60% of them are from urban communities. Catholic Charities of the Archdiocese of Boston serves more than 185,600 people annually through 70 programs. It supports 600 women and children annually with shelter, clinical educational services, job training, and employment placement. The Archdiocese Planning Office for Urban Affairs has developed more than 3,000 units of affordable housing to date, impacting more than 11,000 people, and channeling \$600M of investment into neighborhoods and towns throughout metropolitan Boston.¹¹

Boston's Cardinal Archbishop, Sean O'Malley, has outlined his commitments and priorities as follows:

- » Financial Transparency
- » Protection of Minors
- » Dignity and Compassion for All

By all measures, the Catholic Church is the largest Christian institution in Boston and as such, would have to be a fundamental part of any significant collaborative effort among Christians in Boston.

■ [Greek Orthodox Church](#)

The Greek Orthodox Church in Boston seeks to keep New England informed of all Metropolis Programs.

11 The Catholic Church in Boston, 2019

They provide encyclicles, messages, and scheduled events and keep up-to-date with news from the Philoxenia House, the Camp and Retreat Center, the Youth and Young Adult Ministries Office and the Metropolis Philoptochos. Their historic Metropolis consists of 63 Parishes in the New England states of Maine, Massachusetts, New Hampshire, Rhode Island, Vermont and four towns in Connecticut (Danielson, Enfield, New London and Norwich).

Prayer Gatherings

Below is not at an exhaustive list, but there are a variety of prayer gatherings that happen throughout Boston on a regular basis that are particularly open to workplace leaders.

- » Jubilee Christian Church
- » Kroc Center
- » Symphony Church gathering in Brighton
- » Dream Center
- » The Wall International in Dorchester
- » Annual Week of Prayer for Christian Unity
- » Eventide–marketplace prayer gathering

There are multiple prayer gatherings outside the City of Boston including Cambridge, Somerville, Wakefield, Brockton, Avon and various other individual Church prayer gatherings happening on a regular basis around Boston.

5–Learning by Doing

The Boston Collaborative helps Christians in the workplace Connect on Purpose. This is both connecting with purpose and connecting for a purpose. Part of the purpose behind connecting entails addressing some of the most significant societal issues faced by the City of Boston. To gain a better understanding of this, we have begun engaging in a few areas in tangible ways to better understand what it would actually take to “move the needle” in one or more areas. We’ve engaged in the following areas as test cases and opportunities to learn by doing.

- » Government–convene workplace leaders in Government to consider opportunities to collaborate.
- » Affordable Housing–convene Real Estate professionals for opportunities to collaborate.
- » Grove Hall Main Streets–opportunity assessment.
- » Access to Education–Boston Education Collaborative–strategic and tactical leadership thought partner.
- » Post-Trauma Emotional and Spiritual Healing (Cory Johnson Program)–develop replication model.
- » Boston Christian Entrepreneurs Gathering–strategic planning.
- » Emmanuel Gospel Center–supported development of market-approach for advisory services.

Some important and consistent themes have emerged through these engagements over the past twelve months.

1. It is very difficult to significantly influence the strategic objectives of a small nonprofit that has achieved some level of consistent funding.
2. “Volunteer” advisory services for small nonprofits are unlikely to gain much traction because the incentives are misaligned. If the advisory services are sufficiently in demand by the organization, then they will merit some compensation.
3. A “volunteer” who is filling a critical staff role for the organization is a very high value opportunity.
4. There is great need for discretion, wisdom and integrity among workplace leaders as to how and to whom they share about their Christian beliefs. Workplace leaders face significant career risks depending on how and with whom they share their faith.
5. There are a lot of Christians and other people of goodwill doing effective and important work to address societal issues in Boston. Many of them don’t know about others who are similarly engaged. There’s a great need to understand and connect these different stakeholders.
6. Just as with any investment, trying to positively impact societal problems requires developing a deep understanding of a particular context - the history, players, motivations, strengths and weaknesses, etc. This requires a long-term trust-based approach.

■ Government

Situation

Christians in Government in Boston feel marginalized and don’t have a consistent means of connecting with one another around their faith and vocation. They feel



disconnected and alone. There have been a variety of efforts in the past to address this, but they have typically been co-opted by political agendas.

Boston Collaborative Approach

First step was to recruit a group of diverse Christians for a small initial dinner to discuss the need and value of Connecting on Purpose as believers in Government in Boston. This was no small task and required engaging with a variety of Christian network hub people in Boston from various ends of the political spectrum. It required extensive one-on-one engagement with the potential attendees to address their questions and concerns. We ended up engaging diverse leaders in extensive dialog—1 from the Mayor’s Office, 1 from the Governor’s Office, 2 from the State House and 1 from a quasi-state agency.

Results

One of the participants followed up with us after traveling out of town to visit relatives and bumping into one of her fellow participants at that dinner. This participant expressed how happy she was to have met her. We were able to introduce people from different sides of the political spectrum and we had a wide-ranging open and honest conversation. The group agreed to meet again and broaden the invite list. The participants expressed willingness to take responsibility for continuing the dialog.

Next Steps

- » Build the database of relationships of those seeking to Connect on Purpose in Government.
- » There is a need for education of Christians around how to engage in a Godly way with political issues and the political process. Talk with the “& Campaign” around potential for a chapter in Boston as part of this solution.

Post-Trauma Spiritual and Emotional Healing—Cory Johnson Program

Situation

The Cory Johnson Program (CJP) has reached over 1,300 people in the last four years with support for post-traumatic stress. CJP is an initiative of Roxbury Presbyterian Church. It has received nationwide attention and more than 10 churches are interested in replicating the model.

Boston Collaborative Approach

Out of long-term relationship with Reverend Liz Walker of Roxbury Presbyterian Church, the Boston Collaborative was invited to be part of the CJP team in an advisory capacity, specifically focused on developing the replication model. The Boston Collaborative supported CJP in this first year with strategic planning and partnership development. We currently have a \$50K grant application into The Boston Foundation that would help fund this engagement for the coming year. We are also engaging intensively with CJP staff and other volunteer team members to understand CJP’s distinctives and overall model that would facilitate replication to other churches in and around Boston.

Results

The most significant result of this first year’s work is having built trust with CJP leadership and the broader CJP team. Our initial strategic planning support helped CJP leadership develop a more comprehensive view of their replication efforts that has informed their approach to their first four replications. We have participated in multiple all-day team building and training sessions where we have had opportunity to share perspective and influence the direction of the replication strategy. We are in process and expect to secure funds that will directly benefit this ongoing work. Through the replication of the Cory Johnson Program for post trauma spiritual and emotional healing, we will be part of engaging hundreds of Christians in the workplace in Boston with this debilitating Unacceptable Reality.

Next Steps

- » Build components of the replication model—manual, key success factors, expectations, economics, non-negotiables, etc.
- » Find and engage other Christians in the workplace who desire to support post trauma spiritual and emotional healing.
- » Advance other strategic partnerships with church and other civic leaders in the City on behalf of CJP.

Access to Education—Boston Education Collaborative

Situation

There are over 50 Church School Partnerships (CSPs) in Boston and surrounding areas that have been support-

ed by the BEC. These partnerships have helped close the achievement gap for underprivileged students by improving their social-emotional health and well-being. These CSPs have been encouraged through the work of the Boston Education Collaborative (BEC) of Emmanuel Gospel Center, led by Ruth Wong for the last 7+ years. The CSPs are loosely connect through the BEC with periodic gatherings and her serving as an advisor and conduit for sharing best practices.

Boston Collaborative Approach

Other cities like Baltimore and Tennessee have helped prove the value of CSPs being coordinated by a “Backbone Organization” like the BEC. We have partnered extensively with Ruth Wong over the last year to build on her existing foundation for that Backbone Organization. We have known Ruth for many years and have built trust with her and her colleagues. We’ve engaged with other stakeholders (Boston Public Schools, Pastors, Black Ministerial Alliance, etc) to understand the landscape of Church School Partnerships. We have supported Ruth in identifying current gaps and opportunities and developing a plan to build the BEC into this Backbone Organization that will be important for CSPs to expand to over 100 schools and go deeper within each school in the coming years.

Results

We have built trust with Ruth and her colleagues. We have started the process of building a plan. We’ve started the search for potential key senior partner-level team members for Ruth. We’ve engaged donors who have expressed serious interest in funding an expanded vision for the BEC. We supported Ruth as she convened over 40 people involved in CSPs from Pastors to Boston Public School administrators to discuss the potential for this type of Backbone Organization. In doing the above, we were part of engaging a significant number of Christians in the workplace with this particular Unacceptable Reality in Boston.

Next Steps

- » Continue to support Ruth in building the plan for the BEC’s growth.
- » Help search for key partner-level team members.
- » Help with fundraising.
- » Serve as an active advisor to the BEC.

■ Housing

Situation

There are 1000s of Christians in the real estate industry in Boston who care deeply about the needs of the City. The City of Boston faces a daunting challenge to create sufficient stock of affordable housing that aligns with the goals of Imagine Boston 2030.

Boston Collaborative Approach

With relatively limited outreach, the Boston Collaborative was able to quickly build a database of over 50 Christian real estate professionals who expressed interest in collaborating on concerns around affordable housing. We gathered 25 of these professionals to a) get to know each other and b) consider ways they might collaborate. We facilitated multiple follow-up “working group” meetings to discuss practical opportunities to collaborate.

Results

Organic connections came out of that initial meeting that we will likely never know the outcome of. But one of those connections between a developer and a civil servant led to follow-up discussions and prayer with a local health care service business owner who is now moving forward with a multi-million dollar property development in partnership with these individuals that will directly benefit the community. In addition, two churches in underserved areas of the City who have substantial underdeveloped property are in discussions with participants from these sub-working groups to assess feasibility of affordable housing projects.

Next Steps

- » Continue to facilitate these sub-working group gatherings.
- » Reconvene and expanded the dialog among this group of real estate professionals.
- » Engage other churches who have underdeveloped land to consider affordable housing opportunities.

■ Emmanuel Gospel Center (EGC)

Situation

Emmanuel Gospel Center’s Applied Research and Consulting group provides a very high quality and respected service to myriad churches, non-profits, businesses and civic organizations around Boston, New England, and

nationally. There appeared to be opportunity to more effectively commercialize these services, thus expanding the impact of EGC's Applied Research and Consulting arm and in so doing, help create a more sustainable financial model for EGC overall.

Boston Collaborative Approach

The Boston Collaborative engaged EGC's leadership to develop a scope of work that would support their needs. This trust building happened over a period of more than six months and was built on even deeper decade-long existing relationships. We collaborated with EGC to assess what might generate the greatest return for EGC from working with the Boston Collaborative.

Results

The work included the following activities, outputs and outcomes:

- » Standardized and professional client proposal templates
- » Description of services for publication in print and online format
- » Pricing analysis tools
- » Target list of potential clients
- » Support and participate in initial "sales" meetings
- » Strategic planning throughout
- » Coaching throughout

Next Steps

- » Go deeper with particular EGC programs to include the Boston Education Collaborative
- » Develop follow-on engagement to help drive business development for the Applied Research and Consulting group
- » Ongoing collaboration with EGC leadership and the Boston Collaborative on a variety of fronts

6—Our Baseline

We are guided by these key definitions, biblical passages, and principles.

Definitions

- » **Workplace:** any non-ministry or non-church context (e.g. government, business, education, medicine, primary caregiver parent).
- » **Client:** Christians in the workplace (in-the-home or out-of-the-home).
- » **Neighbor:** members of underserved communities in the City of Boston.
- » **Greater Boston:** City of Boston and its surrounding cities from Dover to Lincoln to Woburn.
- » **Unacceptable Realities:** scenarios where people experience injustice on a mass or systematic level.

Foundational Scripture

Isaiah 32:17-18

And the effect of righteousness will be peace, and the result of righteousness, quietness and trust forever. My people will abide in a peaceful habitation in secure dwellings, and in quiet resting places.

Proverbs 11:10

When it goes well with the righteous, the city rejoices, and when the wicked perish there are shouts of gladness.

John 17:23

I in them and you in me, that they may become perfectly one, so that the world may know that you sent me and loved them even as you loved me.

Core Principles

Love

We love the Body of Christ and believe it is God's primary vehicle to transform the world. Our posture is to be seen as learners who consistently and humbly demonstrate the hands and feet of Jesus in Boston.

Care

We care deeply about the concerns that impact our communities. The Boston Collaborative supports organizations who address Unacceptable Realities.

Unity

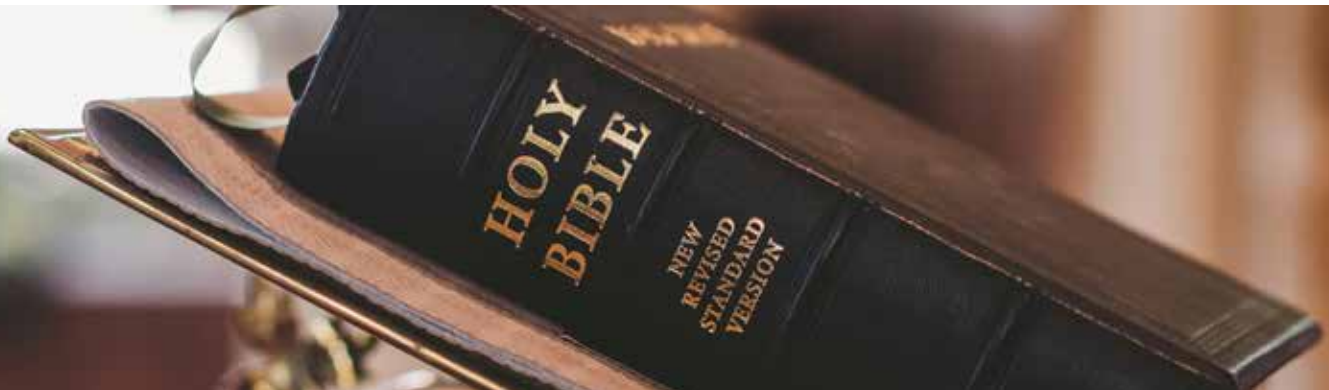
We can accomplish more to transform our city by uniting around a common vision and cause. In order to transform a city, many churches must recognize they are all part of one Church.

Trust

We see trust as a primary building block to loving each other and serving together faithfully. Trust helps us to see the humanity in each other and to push past barriers that typically hinder us from significant transformation.

Testify

We desire to help Christians in the workplace testify to the great things God is doing to bless Boston. What happens in the workplace is often shared and celebrated by a small group of people. We believe if more were informed, shared narratives would encourage others to recognize they are not alone within their respective workplaces.



7–Witness to What God is Doing in Boston

The Boston Collaborative has engaged in a systematic scan of the landscape of organizations engaged in addressing Unacceptable Realities in Boston. This is not a comprehensive research project, but it is intended to be a practical lens focused on where the Boston Collaborative might be able to facilitate partnerships that would have significant Social Return on Investment.

Summary of Research Process

PHASE 1. BROAD SCAN OF UNACCEPTABLE REALITIES FACING VULNERABLE COMMUNITIES WITHIN BOSTON

Begin with a primary focus on Christian churches and organizations and supplement this with the significant non-faith based organizations in each area. Once relevant data is captured, review matrix with subject matter expert (SME) for each respective area to ensure nothing of significance is overlooked (i.e. such as Ruth Wong for Education and Colleen Sharika for Trauma).

Output: Sortable Excel matrix that captures the following information: Unacceptable Reality, sub-type, parent organization, program, overview/mission, services, address, quantifiable information, date founded, leader(s), link/source and important notes.

PHASE 2. SUMMARIZE ECOSYSTEM OF UNACCEPTABLE REALITIES

Produce summary charts to capture diversity of Unacceptable Realities and organizations serving these areas from Phase 1. Identify criteria to filter the broader landscape meaningfully to prioritize areas of focus (i.e. ability to mobilize resources, produce sustainable and scalable solutions, degree of success achieved (or proof of concept), degree of impact, number of people affected, etc.)

Output: Charts which provide a meaningful summary of research and the prioritization of a small number of focus areas.

PHASE 3. CONDUCT A “DEEPER DIVE” INTO FOCUS AREAS

Further analyze the selected focus areas to better understand the current state – challenges, spectrum of organizations involved, leadership, funding, strengths and weaknesses, gaps – and how the Boston Collaborative could strengthen those efforts.

Output: Expand from the spreadsheet to a more detailed report that further describes the opportunity for each focus area.



8—Population Statistics

Approximately 100,000 committed Christians and 100 million dollars in annual giving just in the City of Boston.

Analysis below is not intended to provide statistically significant confidence around these estimates, but it is helpful in rationalizing the order of magnitude. In other words, we're confident the number of committed Christians in Boston is not as little as 50,000 nor as high as 500,000 and we're confident the annual giving is not as little as \$50 million nor is it as high as \$500 million.

■ Catholic Population

- » **Total Archdiocese Population:** 6,566,456 (2017 Official Catholic Directory)
- » **Total City of Boston Population:** 685,094 (US Census)
- » **% City of Boston:** 10.4% (Estimated)
- » **Total Diocese Attend Weekly Mass:** 244,000 (2017 Official Catholic Directory)
- » **Total City of Boston Attend Weekly Mass:** 25,457 (Based on % of City of Boston)

■ Catholic Giving

- » **Parish Collections:** \$149,800,000 (Archdiocese Annual Report 2017)
- » **% City of Boston:** 10.4% (Estimated)
- » **Total City of Boston Catholic Regular Giving:** \$15,628,991 (Based on % of City of Boston)

■ Evangelical Population

- » **Total City of Boston Population:** 685,094 (US Census)
- » **Barna / Gallup / ARDA % Evangelical:** 2.5% (egc.org)
- » **Correct for Church-type:** 2 X (Extrapolated from EGC research)
- » **Correct for Membership Count:** 2 X (Extrapolated from EGC research)
- » **Corrected % Evangelical:** 10%
- » **Total City of Boston Evangelicals:** 68,509

■ Evangelical Giving

- » **Total City of Boston Evangelicals:** 68,509 (US Census)
- » **Giving per Average Sunday Attender:** \$1,289 (50% of avg North Shore Churches)
- » **Total City of Boston Evangelical Regular Giving:** \$88,278,111

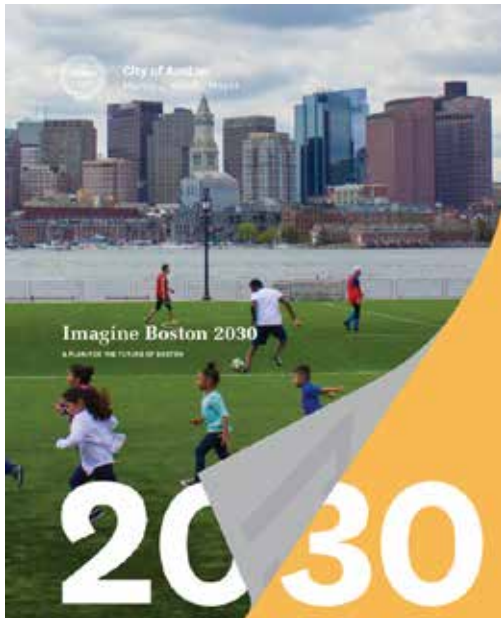
■ Combined

- » **Committed Christians:** 93,967
- » **Regular Giving:** \$103,907,102



9–Unacceptable Realities in Boston

Below we have summarized just a little bit of the eye-opening data about Unacceptable Realities in Boston. This data is pulled from the Mayor’s Imagine Boston 2030 vision and The Boston Foundation’s Boston Indicators study.



■ Imagine Boston 2030¹²

- » Three biggest priorities identified in 2015: Housing that is affordable. Education that expands opportunity. Reliable, efficient transportation.
- » Median household income is the same as the nation, but homes are two-and-a-half times as expensive. Solutions are to...
 - » Enhance neighborhoods: Improvement of the public realm and contextually sensitive development, paired with antidisplacement policies, will improve neighborhood vitality, services, and affordability while affirming each neighborhood’s distinct identity. And expand neighborhoods: Significant new mixed-use housing and job growth in transit-accessible areas at the edges of neighborhoods will reduce housing price pressure, expand access

¹² <https://www.boston.gov/departments/mayors-office/imagine-boston-2030>

¹³ www.bostonindicators.org

to opportunity, and stitch together the physical fabric of the city.

- » Create more than 53,000 housing units by 2030 and mechanisms to achieve higher levels of affordability in new developments.

■ Boston Indicators¹³

- » Boston is the sixth most diverse city in the US
 - » “For Boston in 2017, there was a 70 percent chance that two people chosen at random would be of different races. White people still make up our single largest racial group, at 44 percent, but our higher diversity index reflects the fact that we now have a stronger mix across other races. Driven in part by the arrival of new immigrants, our Latino and Asian populations have grown significantly since 1980—from 6 to 20 percent and from 3 to 10 percent, respectively. People of two or more races (non-Hispanic) are currently 1.9 percent of the city (4.1 percent if including both Hispanic and non-Hispanic). The Census did not allow people to select two or more races prior to 2000. (For detail on adjustments we’ve made in order to account for shifting Census race/ethnicity definitions, see the note in the interactive tool above.) Our Black population has been relatively level, growing modestly from 22 to 23 percent. Our American Indian population has also remained level, at 0.2 percent of the city in 1980 and 2017.”
 - » “Boston ranks in the top 10 nationwide for highest inequality, according to an analysis by the Brookings Institution, which compares incomes at the 20th and 95th percentiles.”
 - » Our State economy has grown faster than the US economy
 - » “Within the city, White household income is roughly two times as high as that for other racial/ethnic groups.”
 - » “This increased demand to live in Boston is generally a very good thing, reflecting the desirability of living in our city. Median home values nationwide have just rebounded to their pre-Great Recession levels, but local home values have risen dramatically since 2010, with

the sharpest increase inside the city of Boston. Specifically, nationwide home values are only 3 percent higher than their previous peak, whereas home values in Boston are now 48 percent higher than their previous peak.”

- » At the median, rent in Boston costs 51% of income.
- » “One in 10 of our households still lives in poverty, despite the fact that Massachusetts is one of the wealthiest states in the United States. Further, the official poverty threshold really is a low bar; poverty for a family of three in 2017 was about \$19,730 per year.”
- » “More than a third of low-income White families are still able to own homes in Greater Boston, much higher than the rates for Black (12 percent), Asian (25 percent) and Hispanic or Latino households (7 percent).”
- » “One way to look at the role that college degrees play in our local economy, however, is simply to analyze the share of our workforce with a college degree or more. This assesses both the availability of workers with college degrees and the supply of higher-skill jobs that require them. And on this measure we lead the nation, at 44.7 percent.”
- » “The concept of social capital refers to the strength of social relations in a given community. When social capital is high, neighbors keep an eye out for one another, friends network and support each other’s career advancement, and older generations help younger people navigate systems that are new to them like college application or financial aid processes. Although social capital is somewhat amorphous it’s closely related to other factors we’ve discussed in this paper. Social capital is higher, for instance, when residential segregation and incarceration rates are low. Labor unions and religious institutions once played a more central role in some Americans’ lives, serving to boost social capital for active members. As some of these institutions have waned in influence, we should look for, and consider developing, other vehicles that support the building of social capital.”

