

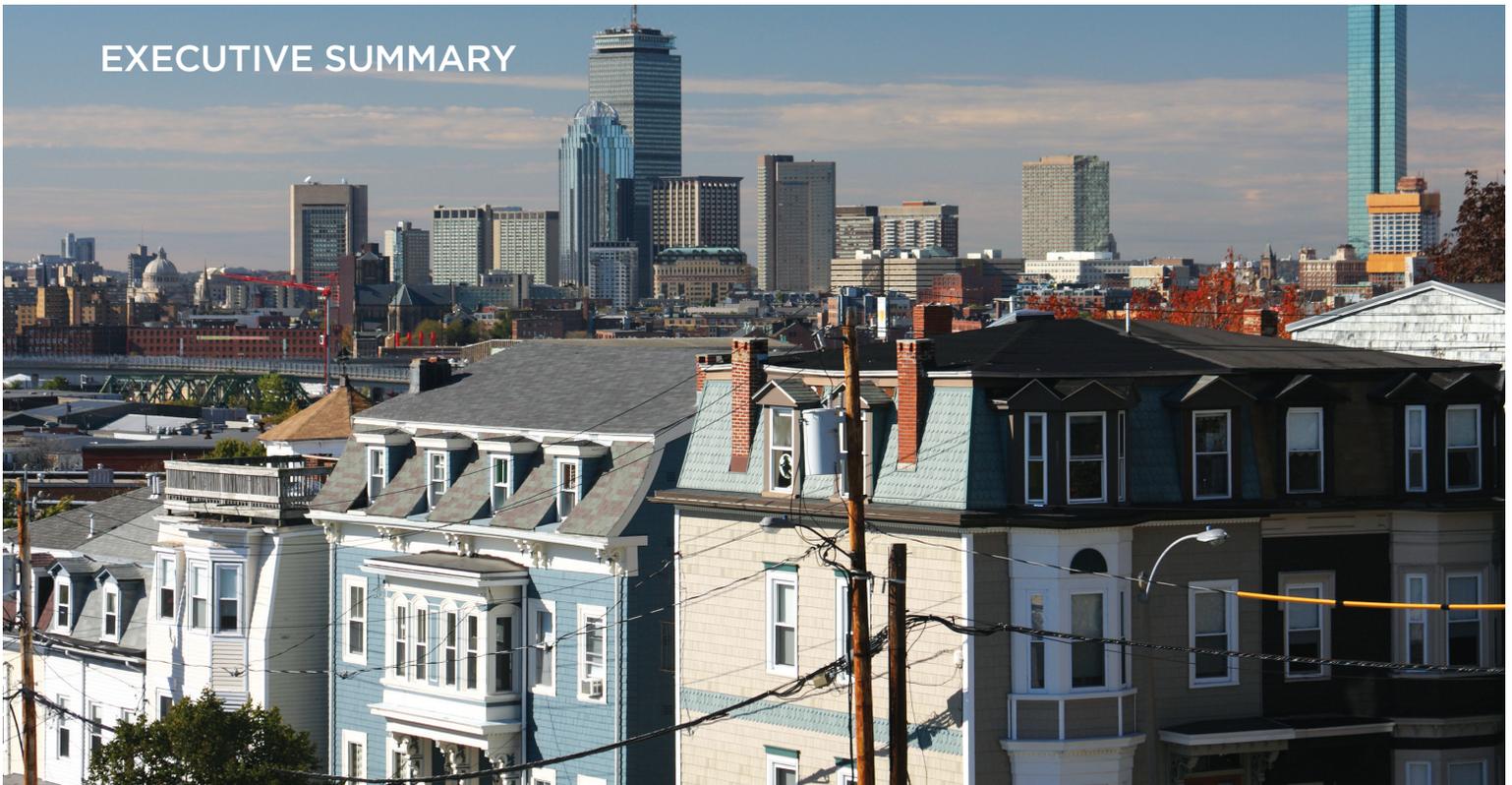
# MAPPING MOMENTUM FOR BOSTON'S YOUTH

## PROGRAMS & OPPORTUNITIES FOR BLACK AND LATINO YOUNG MEN

Andrew Wolk, *Founder and CEO, Root Cause*

James Jennings, *Professor Emeritus, Tufts University*

### EXECUTIVE SUMMARY



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CITY OF BOSTON • MASSACHUSETTS  
OFFICE OF THE MAYOR  
MARTIN J. WALSH

June 2016

Dear Bostonians,

When I came into office in 2014, I was dedicated to making Boston a city where everyone has a fair chance to reach their full potential. Boston had made some progress, but people of color, especially, still face steep gaps in opportunity and in outcome. I knew we had to close those gaps if we were to thrive as a city in which two-thirds of our young men are Black or Latino. I wanted to take Boston's work on equity to a new level, and I wanted to rally the entire community behind this work.

In a case of perfect timing, in February of 2014 President Barack Obama launched the My Brother's Keeper (MBK) initiative to address these same issues on a national level. Moreover, the President challenged cities to take the lead. In Boston, we stepped forward and took action.

Following a series of community engagements, in May of 2015 we released the MBK Boston Recommendations for Action, a plan for fostering a citywide culture of service and support for Black and Latino men. The plan's 18 recommendations are aimed at securing three milestones in the lives of our young people: 1) *Graduating from high school ready for college and career*; 2) *Successfully entering the workforce*; and 3) *Reducing youth violence and providing a second chance*. We are implementing the plan through continued community engagement efforts.

The enclosed report, ***Mapping Momentum for Boston's Youth: Programs and Opportunities for Black and Latino Young Men*** presents a roadmap for charting and advancing our community-wide progress tackling the barriers facing young men of color in our city. It maps the landscape of programs and organizations serving Black and Latino youth, assessing both strengths and opportunities for improvement that we hope to achieve with the community. And it establishes new strategic priorities that focus our work more decisively on the people and places where the needs are greatest.

Building on the foundation set by President Obama, and driven forward by the commitment in Boston's community, this report will continue to shape My Brother's Keeper in Boston and move us toward a more just and equitable future for all our residents.

Sincerely,

Martin J. Walsh  
Mayor of Boston

## ABOUT THE AUTHORS

### ROOT CAUSE

Root Cause is a pragmatic partner to non-profits, foundations, and governments. For over a decade, Root Cause has pioneered an efficient approach to services in strategic business planning, financial sustainability, performance measurement, and assessments and evaluation. Our team of consultants work with clients across the social sector, with particular expertise in education, employment and health. Together with leaders, we solve complex challenges, build capable organizations, assess impact, and implement what's needed to turn strategies into action.

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### ANDREW WOLK

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Andrew Wolk is the founder and CEO of Root Cause. Widely recognized as a leading social innovator and a pioneering teacher of social entrepreneurship, Andrew is passionate about the use of data and evidence in education, employment and health to improve people's lives. Andrew designed and taught one of the nation's first courses on social entrepreneurship and holds an MBA in Entrepreneurship and Nonprofit Management from Boston University and a BA from Lehigh University.

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James Jennings, Professor Emeritus of urban and environmental policy and planning at Tufts University, received both an M.A. and Ph.D. from Columbia University in American Government, and a B.A. from Hunter College. His research covers urban and neighborhood politics, social welfare, and community development. The author of dozens of books and journal articles, he has also provided technical assistance and conducted research evaluations for foundations and government bodies. His report *Social, Demographic, and Economic Profile of Young Black and Latino Males Boston, Massachusetts 2010-2018* formed the basis of this report.

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# OVERVIEW

The 142 organizations mapped for this report collectively served an estimated **40,000** Black and Latino boys and young men in the past year via direct service and advocacy, and are on track to serve more than **44,000** in 2016.

**BOSTON'S ABILITY TO BE A TRULY GREAT CITY** depends on *all of our youth* having the opportunity to succeed and achieve their full potential. This is not only a moral imperative for a just society, but is also a strategic imperative for Boston's economy.

In the effort to ensure success for all youth, it is essential to note that Black and Latino boys and young men are a constituency of growing significance in Boston, representing more than half (52 percent) of all of Boston's males age 24 and under—a little more than 55,000 people—and more than two-thirds (67 percent) of all males age 17 and under.<sup>2</sup>

Today, these young men in Boston and across the country face unique structural challenges and unequal opportunity throughout their lives. Based on census estimates, the number of Black and Latino young men is projected to grow significantly, so the need to address educational and economic inequities and ensure opportunity for all will become even more urgent.

It is thus not surprising that momentum to improve the life outcomes of Black and Latino boys and young men is steadily growing across the country. Issues around education, employment, criminal justice reform, immigration, and other areas that significantly and disproportionately impact this demographic are consistently in the news and discussed around kitchen tables. While there remain multiple perspectives around this focus, what is clear is that the constituency of Black and Latino male residents in the United States is increasingly recognized and supported toward success, and is critical to the success of our country as a whole.

Leading this national momentum is the White House's My Brother's Keeper (MBK), a national initiative to expand opportunities for boys and men of color. Soon after the launch of MBK, the MBK Alliance was launched to continue this work on the ground in cities across the country and work collectively and collaboratively to address many challenges facing boys and young men of color.

**Within this national landscape, Boston is a particularly strong hub of activity. Boston's level of momentum around this work is captured** by the city's high performance in the *Promise of Place: Cities Advancing Black Male Achievement* report and *2015 Black Male Achievement* (BMA) City Index released by the Campaign for Black Male Achievement (CBMA). The report and index use a telescopic lens and publicly available data to score cities based on their level of engagement and committed action to improve life outcomes for Black men and boys. **Boston received the sixth highest score of the 50 cities scored in the index, scoring 77 out of 100 possible points.**

MBK Boston has been helping to drive local momentum since its launch in 2014 when the office of Mayor Walsh accepted the MBK Community Challenge. In May 2015, MBK Boston released its landmark report, *Opportunity, Access, Equity—Recommendations for Action*, which was submitted to the White House. The report outlines 18 recommendations across three MBK milestones: 1) Graduating from high school ready for college and career; 2) Successfully entering the workforce; and 3) Reducing youth violence and providing a second chance. These milestones reflect what a significant body of research cites as critical to long-term mobility.

The work of MBK Boston represents city-led commitment, which is an essential anchor to help centrally coordinate and drive momentum. At the same time, it is also essential to recognize that MBK Boston is one entity within a landscape that includes hundreds of dedicated organizations and thousands of leaders whose work impacts the life outcomes of Black and Latino boys and young men every day.

## THE KEY TAKEAWAY

The Mapping Momentum report revealed that there are hundreds of organizations and programs collectively serving tens of thousands of Black and Latino boys across Boston, including nearly 100 organizations that work just in the eight neighborhoods where nearly three-quarters of this demographic lives. Yet despite this significant level of activity, the life outcomes of this demographic and the disparity relative to their White and Asian peers remain relatively stagnant.

This lack of results reflects an urgent need and opportunity to strategically coordinate these programs, working side by side with government and philanthropy to build off the tremendous assets Boston has in place. MBK Boston's explicit focus on Black and Latino young men is well positioned to provide a central anchor point around its three target milestones—1) Graduating from high school ready for college and career; 2) Successfully entering the workforce; and 3) Reducing youth violence and providing a second chance—can serve to set a baseline and targets for results.

In April 2014, Dr. James Jennings released *Social, Demographic, and Economic Profile of Young Black and Latino Males: Boston, Massachusetts 2010–2018*. The *Boston Globe*, at the time of the report's release, cited in an article<sup>3</sup> that “Blacks and Latinos make up almost two-thirds of Boston's young men 19 and under, a population that is often impoverished and faces numerous disparities, according to a new report that says the city's success hinges on expanding opportunities for people of color.”

*Mapping Momentum for Boston's Youth: Programs and Opportunities for Black and Latino Young Men* builds upon the knowledge gained through Dr. Jennings's 2014 report and takes a deeper look at the work happening on the ground in Boston to improve the life outcomes of Black and Latino boys and young men.

This report a) maps 142 organizations out of a landscape of more than 300 local organizations identified in an initial landscape scan as working in Boston communities to improve life outcomes of Black and Latino young men; b) gauges the internal capacity of these organizations to do their work effectively; and c) sets forth concrete strategic priorities and action steps for the public, private, philanthropic, and nonprofit sectors to embrace and help advance.

The 142 organizations mapped for this report collectively served an estimated 40,000 Black and Latino boys and young men in the past year via direct service and advocacy, and are on track to serve more than 44,000 in 2016.

The report is both a tool and also a point of departure to strengthen, connect, and accelerate the work on the ground to improve education, employment, and other key outcomes for Black and Latino boys and young men, a critical asset to Boston's future. Given its tremendous assets as a city on the national and global stage, Boston has an opportunity to fully leverage the potential of this constituency to not only strengthen the city, but also position it as a model for other major urban centers.



PHOTO: BOSTON PARTNERS IN EDUCATION

# BOSTON'S BLACK AND LATINO BOYS AND YOUNG MEN

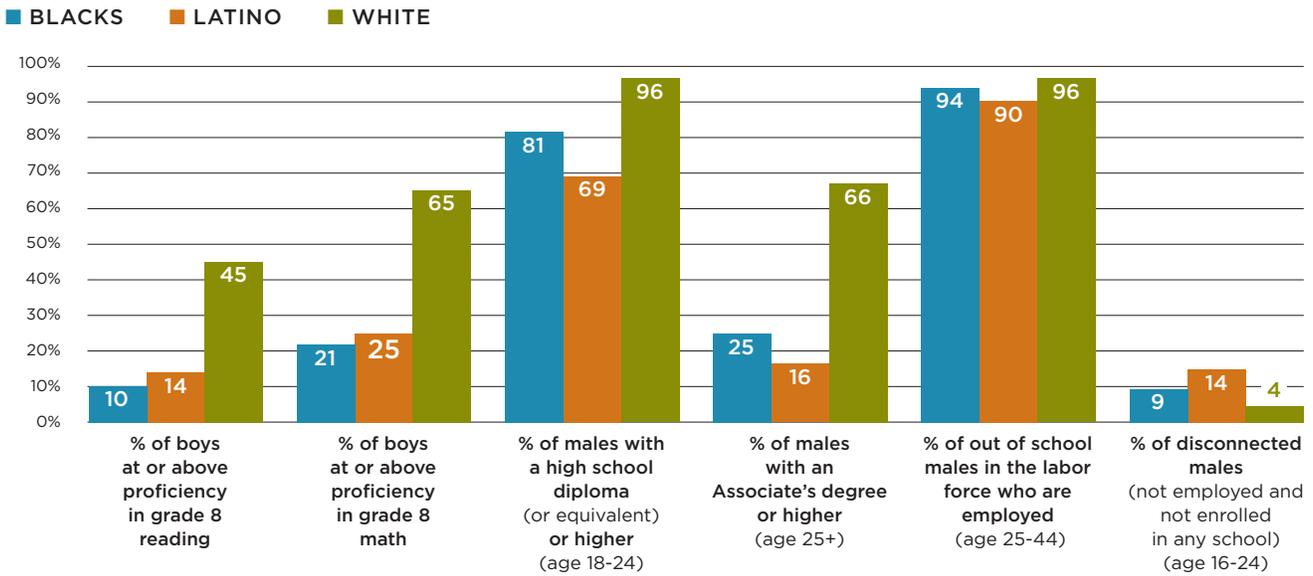
Boston's ability to be a truly great city depends on the ability of all of its citizens to succeed, and this ability will thus increasingly depend on Black and Latino boys and young men having access to opportunities and supports to succeed.

BY NEARLY ANY MEASURE, Black and Latino boys and young men are a population of large and growing significance in Boston.<sup>4</sup> What makes Black and Latino boys and young men significant is not just their number and status as proud Bostonians, but their importance to Boston's current and future social, economic, and cultural growth.

Boston's ability to be a truly great city depends on the ability of all of its citizens to succeed, and this ability will thus increasingly depend on Black and Latino boys and young men having access to opportunities and supports to succeed.

Today, however, Black and Latino boys and young men in Boston and across the country face unique structural challenges and unequal access to opportunity that in turn lead to their **experiencing far lower levels of success in every major life area** relative to their White and Asian peers. This gap is particularly troublesome to observe in the areas of education and employment (shown in the chart below), which a significant body of research cites as critical to long-term mobility.

## EDUCATION AND EMPLOYMENT LIFE OUTCOMES FOR BOSTON MALES<sup>5</sup>



Adding concern to the disparities in the graph above, is that these life outcomes have remained stagnant or even worsened over time, as illustrated in the chart on the next page. This is despite the public sector and philanthropy investing an estimated more than \$14 billion over the past decade in areas that directly or indirectly impact the lives of Black and Latino boys and young men in Boston, including economic development, education, health, human services, and housing.<sup>6</sup>

## PERCENTAGE OF BOSTON MALES WITH ASSOCIATE'S DEGREE OR HIGHER, AGE 25 AND ABOVE<sup>7</sup>



**Even with identical credentials, White job applicants are 50 percent more likely to receive a callback from prospective employers than Black applicants and 19 percent more likely than Latino applicants with “ethnic-sounding” names.**

**While the above statistics are commonly known and cited often, it is critical to also recognize the data describing the unique structural challenges and limitations on opportunity that contribute to the above disparities in life outcomes.** The following statistics remain relatively under the radar and are not cited often, but must be recognized to fully understand the life circumstances of Black and Latino boys and young men.

- **For the same offense**, Black students are three and a half times more likely to be suspended or expelled than their White peers. Black students as young as five are routinely suspended and expelled from schools for minor infractions like talking back to teachers or writing on their desks.<sup>8</sup>
- **Even with identical credentials**, White job applicants are 50 percent more likely to receive a callback from prospective employers than Black applicants and 19 percent more likely than Latino applicants with “ethnic-sounding” names.<sup>9</sup>

## THE NEED TO RECOGNIZE AND SUPPORT BLACK AND LATINO BOYS AND YOUNG MEN AS DISTINCT GROUPS

It should be noted that applying a race and gender explicit lens to focus on Black and Latino boys and young men inherently includes considering each of these as individual groups with unique needs among themselves. While at times labeled as one demographic, and while they do share many commonalities, Black and Latino residents in Boston are unique constituencies with differing needs and life outcomes.

When working to support this demographic, it is thus essential to ask a few key questions:

- Is data being collected and disaggregated on the race and gender of the individuals served?

- Is there explicit consideration of the unique barriers facing Black and/or Latino male youth, and appropriate targeting of an approach, in the planning and implementation of programmatic activities?
- Are outcomes assessed specifically for Black and Latino male youth?

Additionally, while this report focuses on males, it does not intend to minimize or ignore gender; adequate responses require that the attention to Black and Latino boys and young men not be planned and implemented in ways that injure the social, economic, and educational well-being of girls and young women.

# THE CURRENT SUPPORT LANDSCAPE: BOSTON ORGANIZATIONS AND PROGRAMS SERVING BLACK AND LATINO BOYS AND YOUNG MEN

**TOGETHER, THE 142 ORGANIZATIONS MAPPED FOR THIS REPORT served an estimated 40,000 Black and Latino boys and young men in the past year, and project to serve more than 44,000 in the next year.** This number of youth does not account for likely overlap in whom these organizations are serving, thus reducing the total number of unique individuals served. However, it does represent the total capacity to serve a number that is approaching the total population of a little more than 55,000 individuals in this constituency.<sup>10</sup>

The following table provides a high-level snapshot of what these organizations look like.

ATTRIBUTE	DESCRIPTION
SECTOR	<ul style="list-style-type: none"> <li>• 77.7%: Nonprofit organizations</li> <li>• 10.1%: Boston city government agencies or departments</li> <li>• 3.4%: Faith-based institutions</li> <li>• 3.4%: Massachusetts state government agencies or departments, academia, business, philanthropy, local community groups</li> <li>• 3.4%: Other</li> <li>• 2.0%: Schools</li> </ul>
PROGRAM ACTIVITIES	<ul style="list-style-type: none"> <li>• Direct Service: 91.9%</li> <li>• Advocacy: 53.4%</li> <li>• Combination of Both Direct Service + Advocacy: 48.0%</li> </ul>
SIZE	<ul style="list-style-type: none"> <li>• Annual Budget: Range \$0 to \$150M; Median \$1,000,000</li> <li>• Full-Time Employees: Range 0 to 1,752; Median 9</li> </ul>
NUMBER OF BLACK AND LATINO BOYS AND YOUNG MEN SERVED PER YEAR	<ul style="list-style-type: none"> <li>• Range 12 to 10,000+ individuals</li> <li>• Median 150 individuals; Average 561 individuals</li> </ul>

Based on the mapping process results and analysis, the report examines the following four aspects of the support landscape more deeply:

- A. Focus on Black and Latino boys and young men
- B. The concentrations of Black and Latino boys and young men in Boston neighborhoods
- C. The social issues that impact life outcomes
- D. The presence and reach of direct services and advocacy

Nearly 90 percent of organizations know that their work impacts the lives of Black and Latino boys and young men either directly or indirectly, while approximately half focus on and consider the unique needs of this demographic.

### A. FOCUS ON BLACK AND LATINO BOYS AND YOUNG MEN

Nearly 90 percent of organizations know that their work impacts the lives of Black and Latino boys and young men either directly or indirectly, while approximately half focus on and consider the unique needs of this demographic.

This can be seen as both a strong positive sign, and also as an improvement opportunity for more organizations serving this demographic to employ this explicit focus.

STRENGTHS	AREAS FOR IMPROVEMENT
<ul style="list-style-type: none"> <li>• <b>85.8%</b> of organizations serve Black and Latino boys and young men either directly or indirectly.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>51.4%</b> of organizations focus on Black and Latino boys and young men, and 55.4% explicitly consider their unique needs, reflecting an improvement opportunity considering how many more organizations impact this demographic through their work.</li> <li>• The support landscape needs to more specifically consider the differences between serving Black and Latino males.</li> </ul>

72 percent of Black and Latino young men ages 0-24 currently live in eight of Boston's 23 neighborhoods.

### B. THE CONCENTRATIONS OF BLACK AND LATINO BOYS AND YOUNG MEN IN BOSTON NEIGHBORHOODS

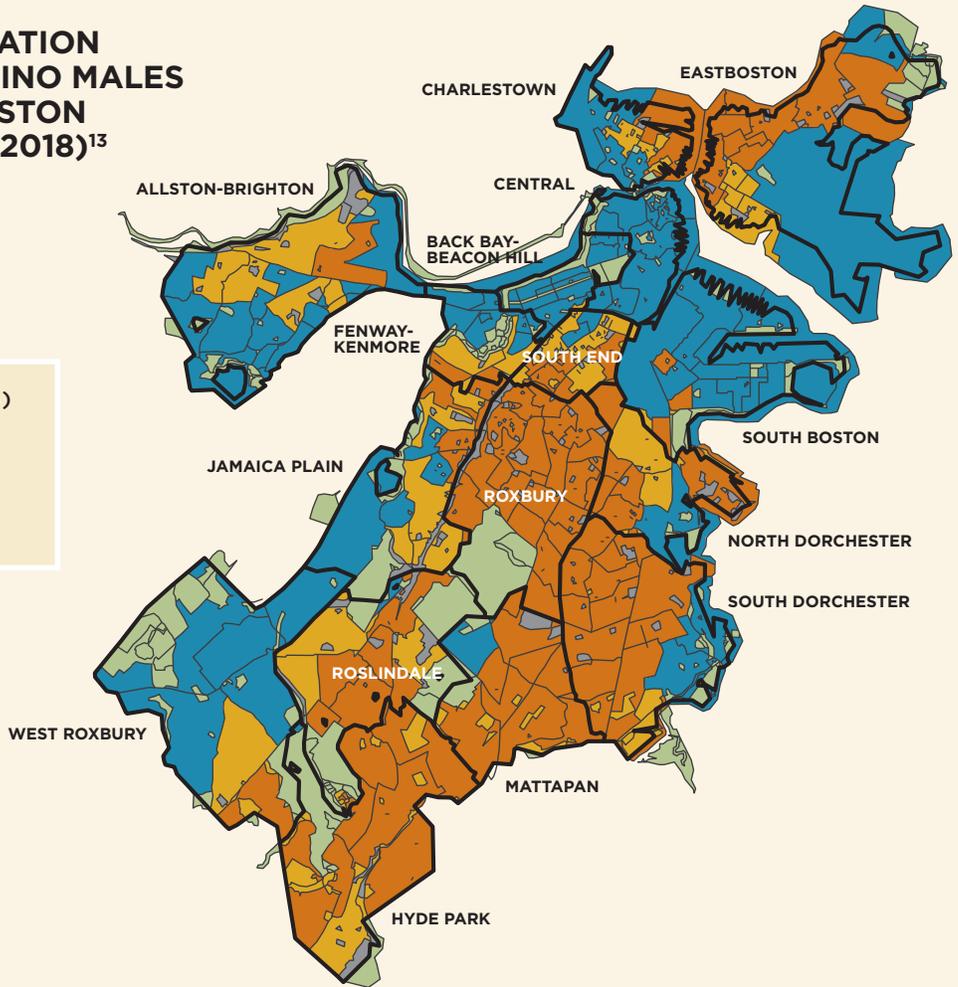
72 percent of Black and Latino young men ages 0-24 currently live in eight of Boston's 23 neighborhoods—Dorchester, East Boston, Mattapan, Roxbury, Jamaica Plain, South End, Brighton, and Allston—as illustrated in the table below and map that follows.

#### POPULATION OF BLACK AND LATINO MALES AGE 0 TO 24 BY BOSTON NEIGHBORHOODS (2010-2014)<sup>11</sup>

NEIGHBORHOOD	# BLACK AND LATINO YOUNG MEN AGE 0-24 LIVING IN NEIGHBORHOOD (% of all Black and Latino Males Age 0-24 in Boston)	% BLACK AND LATINO YOUNG MEN REPRESENT OF ALL MALES AGE 0-24 IN NEIGHBORHOOD	NUMBER OF ORGANIZATIONS SERVING NEIGHBORHOOD <sup>12</sup>	AVERAGE # BLACK AND LATINO YOUNG MEN SERVED PER ORGANIZATION
Dorchester	18,951 (34%)	73.7%	66	287
East Boston	5,744 (10.3%)	77.2%	26	221
Mattapan	4,697 (8.4%)	100%	49	96
Roxbury	4,351 (7.8%)	87.2%	63	69
Jamaica Plain	2,631 (4.7%)	55.0%	44	60
South End	2,038 (3.7%)	48.7%	33	62
Brighton	790 (1.4%)	19.1%	22	36
Allston	781 (1.4%)	25.9%	20	39
<b>TOTAL</b>	<b>39,600 (72%)</b>	<b>N/A</b>	<b>84 Unique Organizations</b>	<b>N/A</b>

### PROJECTED POPULATION OF BLACK AND LATINO MALES AGE 0 TO 24 BY BOSTON NEIGHBORHOODS (2018)<sup>13</sup>

2018 Projections by BRA Planning Districts and Census Tracts



Focusing efforts and coordination in these eight neighborhoods can reach the most youth most efficiently. Neighborhoods with fewer Black and Latino young men may share their own challenges; by learning together, they could strengthen their results.

STRENGTHS	AREAS FOR IMPROVEMENT
<ul style="list-style-type: none"> <li>• There is a large number of organizations serving each of the eight key neighborhoods for Black and Latino boys and young men (20 to 66 organizations per neighborhood).</li> <li>• These organizations have the collective service capacity to serve tens of thousands of individuals per year.</li> </ul>	<ul style="list-style-type: none"> <li>• The number of organizations and the large number of Black and Latino boys and young men they serve within a relatively small number of high-concentration neighborhoods offers a prime opportunity for increased coordination.</li> <li>• A relatively low proportion of the organizations serving these neighborhoods (55% to 62%) focus on Black and Latino boys and young men, considering the high concentration of this demographic in these neighborhoods.</li> <li>• These organizations each work in 9 to 17 neighborhoods in Boston, possibly spreading them too thin to focus their work more within the high-concentration neighborhoods</li> </ul>

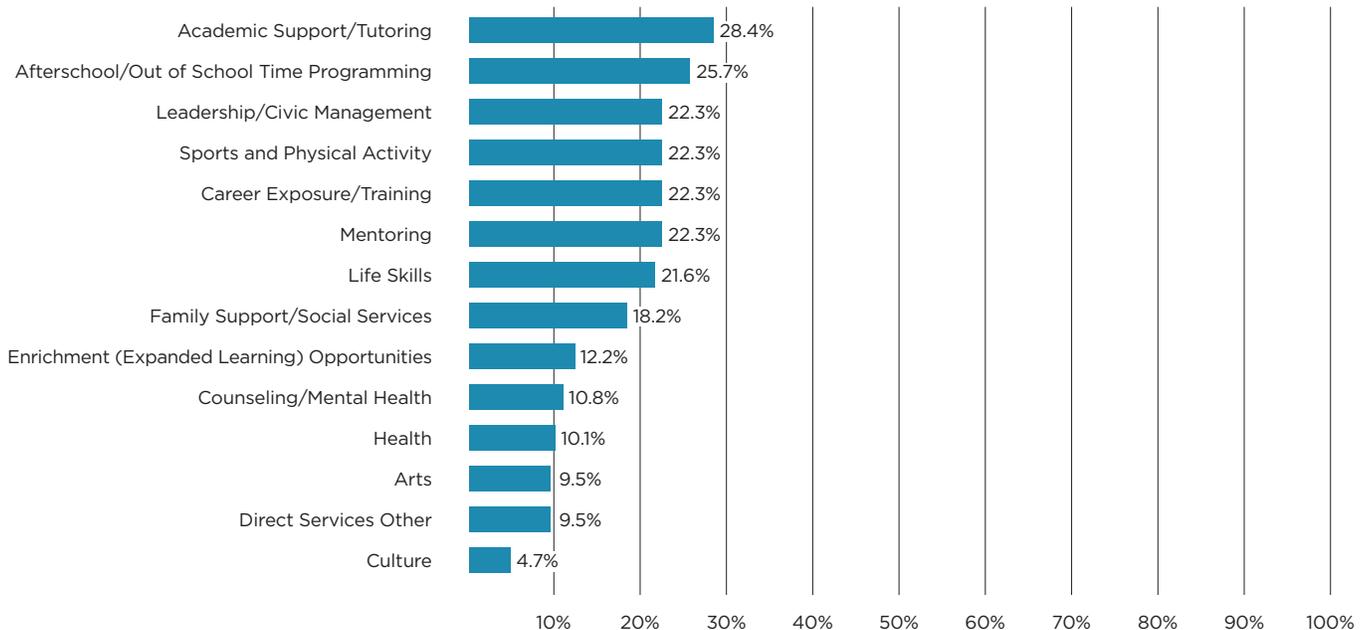
### C. THE SOCIAL ISSUES THAT IMPACT LIFE OUTCOMES

The mapping results show that more than half of organizations have an organizational focus on the critical issues of education and employment, while relatively fewer have a deliberate focus on other issues and several particular challenges that disproportionately impact Black and Latino boys and young men and their ability to succeed.

STRENGTHS	AREAS FOR IMPROVEMENT
<ul style="list-style-type: none"> <li>A majority of organizations focus on education (58.1%) and employment (53.4%) as well as other broader issues such as health and safety that impact the life outcomes of Black and Latino boys and young men.</li> </ul>	<ul style="list-style-type: none"> <li>A relatively small share of organizations focus on specific challenges that disproportionately impact Black and Latino boys and young men, including disability status (6.1%), English language learning (15.5%), and abuse/neglect and the foster care system (7.4%).</li> <li>The support landscape has limited focus on addressing trauma as part of its work.<sup>14</sup></li> </ul>

### D. THE PRESENCE AND REACH OF DIRECT SERVICES AND ADVOCACY

There exists a wide range of activities to directly and indirectly improve the life outcomes of Black and Latino boys and young men. The mapping survey examined the support activities conducted by organizations based on two categories, direct service and advocacy. More than 90 percent of organizations provide a wide range of **direct services** as illustrated in the chart below (many organizations reported conducting multiple services).



53.4 percent of organizations engage in a range of **advocacy** activities, including community engagement and education, to drive the adoption of supportive policies and practices by major public systems at the local, state, and national levels.

STRENGTHS	AREAS FOR IMPROVEMENT
<ul style="list-style-type: none"> <li>• There is high engagement in key direct service activities, including <i>academic support/tutoring</i> (28.4%), <i>afterschool programming</i> (25.7%), and <i>mentoring</i> (22.3%).</li> <li>• There is high engagement in key advocacy activities, including <i>community engagement</i> (36.5%), <i>social advocacy</i> (27.7%), and <i>community education</i> (25.7%).</li> <li>• A large share of organizations (48%) engaged in a combination of both direct service and advocacy activities, representing a potentially powerful joint approach to improving life outcomes by directly supporting individuals while also addressing broader structural challenges and limits on opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>• Direct service activities that are currently provided at relatively high levels, but are also emphasized by practitioners as needing greater focus to meet significant need, include career exposure/training (22.3%), mentoring (22.3%), and culture activities (4.7%).</li> <li>• There is low engagement in activities that advocate on behalf of individual Black and Latino boys and young men, including <i>legal advocacy</i> (4.1%) and <i>educational advocacy</i> (12.2%).</li> <li>• A small share of organizations (16.7%) engages solely in advocacy activities, thus representing a limited group that is able to focus and specialize in what is a sophisticated and complex area of activity and impact.</li> </ul>

# THE CAPACITY OF ORGANIZATIONS SUPPORTING BLACK AND LATINO BOYS AND YOUNG MEN

**THE EFFECTIVENESS OF BOSTON'S SUPPORT LANDSCAPE** serving Black and Latino boys and young men is essential and is anchored in the continuously strengthened performance and capacity of these organizations to deliver results.

To assess the capacity of the support landscape, organizations completed an Organizational and Leadership Capacity Assessment (the "Assessment"), an online self-assessment tool.<sup>15</sup> Originally developed by Root Cause, the Assessment has been completed by more than 350 organizations across the country, including those that have completed it via Root Cause's relationships with strategic partners such as the Campaign for Black Male Achievement (CBMA).

In Boston, 18 organizations completed the Assessment for this report. While this represents a relatively small number of organizations within the Boston landscape, it was large enough to generate a number of insights which serve as the basis for this section, and sets up an opportunity to examine the capacity of the landscape in greater detail by assessing far more organizations.

The Assessment gauges organizations' capacity based on the **Organizational Performance Framework** (see next page) that defines high organizational performance based on two equally essential facets—Capable Organization and Clear Impact, which set the foundation for high performance to improve life outcomes.

## ORGANIZATIONAL PERFORMANCE FRAMEWORK



## IMPROVED LIFE OUTCOMES

Based on the Assessment results, Boston organizations demonstrate an overall solid level of capacity to build upon, which is mostly in line with that of their peer organizations across the country. Organizations would benefit from developing measurement systems that can help improve the results of their work by measuring, reporting on, and learning from their performance data to support continuous improvement.

TOP CAPACITY STRENGTHS*	TOP CAPACITY AREAS FOR IMPROVEMENT*
<p><b>1. Leadership, Team, and Governance—<i>Team, Process, and Culture:</i></b> Organization's capacity to maintain a collaborative team working environment and processes, and to foster strong professional and personal relationships that help maximize team effectiveness. (avg. score 4.2)</p>	<p><b>1. Measurement of Internal Benchmarks—<i>Measurement System:</i></b> Organization's capacity to prioritize and maintain a process and tools to measure, report on, learn from, and continuously improve its performance. (avg. score 3.4)</p>

\*The Assessment scores each capacity area on a 0-5 point scale, with 3 reflecting solid capacity and 5 reflecting best practice.

## PROGRAM DECISIONS BASED ON DATA AND EVIDENCE

*The use of data and evidence to inform programmatic and strategy decisions with a focus on continuous improvement* lies at the core of an organization's ability to deliver results. While not explicitly examined in the process that produced this report, in Boston it is critical to strengthen the capacity of organizations supporting Black and Latino young men to capture and use data and evidence about what works or does not work and why, and to summarize and interpret the body of evidence that already exists about promising/proven interventions. It is also critical to examine the growing body of data and evidence about harmful practices and structural factors that may directly worsen the life outcomes of Black and Latino young men.

## FOCUS GROUP VOICES

As part of the process that developed this report, focus groups were conducted with a representative set of participating organizations in order to incorporate key voices working directly with Black and Latino boys and young men. The group conversations led to a rich collection of insights about race and systemic racism, addressing the unique challenges faced by this demographic, and key direct service and advocacy activities to expand. A few highlights of these focus groups are included below, and complete notes from the focus groups and the participant list are included in the full report appendices available at: [rootcause.org/mapping-boston-momentum](http://rootcause.org/mapping-boston-momentum).

### RACE

*“Issues of race get handcuffed when we try to talk about it, or not talk about it. It goes underground.”*

Focus group participants who have worked extensively with Black and Latino boys and young men over the years reinforced the importance of an explicit focus on this demographic for organizations and programs whose work impacts these individuals. They felt that many times the nuanced reality of Black and Latino lives is completely overlooked in both policies and strategies aimed at assisting Black and Latino youth, and also in germane public discourses.

### UNIQUE CHALLENGES

*“Dealing with trauma in programs is (sometimes) shaped by funding, but is something that all programs serving kids of color must deal with. We must focus on the organization of the mind, not just organization of the program”*

In considering the key social issues and specific challenges to focus on for Black and Latino boys and young men, focus group participants highlighted the importance of addressing trauma, which is linked to structural and racialized inequalities. Whether recognized or not, or treated or not, the living situation of many Black and Latino youth and males—where they experience poverty, violence, economic distress, and/or racism—generates trauma. This is a reality that should not be overlooked in the design and implementation of strategies.

### KEY DIRECT SERVICE AND ADVOCACY ACTIVITIES

*“Create a clear path to decent jobs regardless of schooling”*

*“Entrepreneurship is based on passion...This is what will lead to economic development for communities”*

*“We are at the bottom of every list that is good and at the top of every list that is bad...good things are happening—who says there are not mentors and leaders being developed”*

- **JOBS, JOBS, JOBS:** The availability of meaningful jobs throughout the year, with decent wages and career paths, is central to any successful strategy. Available jobs should not all be based on schooling levels, and should not be constrained because of involvement with the justice system, lest many individuals are screened out of opportunities.
- **ENTREPRENEURSHIP:** Most strategies and programs overlook the need to encourage and support entrepreneurship opportunities for youth, which go beyond financial literacy and are a good way to build and sustain leadership.
- **MENTORING:** Mentoring has the ability to enhance leadership opportunities for young Black and Latino males, and females.
- **CHANGING THE NARRATIVE:** The prevailing negative narrative around Black and Latino boys and young men limits the impact and sustainability of strategies and initiatives, and needs to be challenged. This can be done by calling for data and information that is accurate and based on the experiences and voices of Black and Latino youth, by supporting Black and Latino youth to address negative narratives about their lives, and by providing opportunities for and highlighting their contributions and leadership.

# IMPROVING LIFE OUTCOMES FOR BOSTON'S BLACK AND LATINO BOYS AND YOUNG MEN: STRATEGIC PRIORITIES AND ACTION STEPS

**THE ABOVE SECTIONS OF THIS REPORT** systematically examine the landscape of organizations working on the ground to improve the life outcomes of Boston's Black and Latino boys and young men, and the capacity of these organizations.

Based on the findings in the report, this section outlines recommended strategic priorities and life outcome indicators to help drive and track progress on the MBK Boston milestones: Graduating from high school ready for college and career; Successfully entering the workforce; and Reducing youth violence and providing a second chance. The table below summarizes the recommended life outcome indicators for each milestone.

MBK BOSTON MILESTONE	1. GRADUATING FROM HIGH SCHOOL READY FOR COLLEGE AND CAREER	2. SUCCESSFULLY ENTERING THE WORKFORCE	3. REDUCING YOUTH VIOLENCE AND PROVIDING A SECOND CHANCE
LIFE OUTCOME INDICATORS	<ul style="list-style-type: none"> <li>• % of males with a high school diploma (or equivalent) or higher (age 18-24)</li> <li>• % of males meeting state standards for college/career readiness</li> </ul>	<ul style="list-style-type: none"> <li>• % of males with an Associate's degree or higher (age 25+)</li> <li>• % of out-of-school males in the labor force who are employed (age 25-44)</li> </ul>	<ul style="list-style-type: none"> <li>• Homicide rate per 100,000 for males</li> <li>• % of disconnected males (not employed and not enrolled in school) (age 16-24)</li> </ul>

Based on the common target outcomes above, on the next page are recommendations for three interconnected strategic priorities to strengthen the landscape of support.

## STRATEGIC PRIORITIES

### **1. ENSURE A DELIBERATE, SHARED FOCUS ON BLACK AND LATINO BOYS AND YOUNG MEN.**

Ensuring a deliberate, explicit focus across the Boston support landscape can function as a central lever to drive organizations to improve life outcomes for this constituency. Perhaps most importantly, this focus can drive organizations to better consider and address the unique structural challenges, limits on opportunity, and life circumstances faced by Black and Latino boys and young men, and how these and other impacts of race and gender influence the outcomes they aim to achieve.

### **2. INVEST IN AND STRENGTHEN THE CAPACITY OF EXISTING ORGANIZATIONS TO DELIVER RESULTS.**

Helping organizations supporting Boston's Black and Latino boys and young men to strengthen their Measurement System capacity to use data and evidence is essential to improve the results of the hundreds of programs, services, and activities they deliver, and of the significant resources being invested in these activities.

### **3. OPTIMIZE THE PROGRAM MIX AND STRATEGIC COORDINATION AROUND COMMON TARGET LIFE OUTCOMES IN THE NEIGHBORHOODS HOME TO MOST OF BOSTON'S BLACK AND LATINO BOYS AND YOUNG MEN.**

Given the large number of organizations conducting numerous, wide-ranging activities to support Black and Latino boys and young men within a relatively small number of high-concentration neighborhoods, an essential priority to ensure their effectiveness is to deliberately coordinate the activities between them. This includes ensuring that the most effective mix of direct service and advocacy activities is present at sufficient scale in each neighborhood, and that these activities are coordinated around the individuals the organizations are serving and the life outcomes they aim to improve.

*Detailed descriptions and concrete action steps are outlined for each strategic priority in the full report, available at [rootcause.org/mapping-boston-momentum](http://rootcause.org/mapping-boston-momentum), in addition to distinct roles for nonprofit organizations, City of Boston agencies, and philanthropy.*

# MOVING FORWARD

**The publication of the report is not an endpoint but rather the springboard for a dedicated, ongoing process that will be required to help focus, strengthen, and coordinate the hundreds of organizations engaged in this work and the support landscape as a whole.**

**THE DEVELOPMENT OF THIS REPORT** is an exciting and major step forward in understanding the breadth and depth of the landscape of organizations working on the ground to improve the life outcomes of Boston's Black and Latino boys and young men, and in identifying targeted, concrete ways to strengthen this landscape.

The publication of the report is not an endpoint but rather the springboard for a dedicated, ongoing process that will be required to help focus, strengthen, and coordinate the hundreds of organizations engaged in this work and the support landscape as a whole.

This ongoing process will require a commitment by key Boston stakeholders to move forward with the strategic priorities and action steps, and a commitment to also build on the steps that developed this report, including further research, analysis, and conversations.

Boston is rich in resources, and with MBK Boston and the hundreds of organizations on the ground, there is great promise to further improve the life outcomes of the city's Black and Latino boys and young men, for their future and for the future of Boston.



PHOTO: MATHPOWER

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# ENDNOTES

1. The Black and Latino Collaborative continues to pursue its mission as represented by the various organizations, institutions, and individuals of which it is comprised and will reconvene as necessary into the future.
2. U.S. Census Bureau; American Community Survey 5-Year Estimates (2010-2014), Tables B01001, B01001I, B01001B; generated January 2016.
3. Johnson, Akilah. (2014, May 12). Report urges help for Boston's young black, Latino men. *The Boston Globe*. Retrieved March 2016 from <https://www.bostonglobe.com/metro/2014/05/11/boston-gets-call-close-racial-gap/fxhwQP4N3ZaJ4xSWDAYmEK/story.html>
4. The terms *Hispanic* and *Latino* are sometimes considered to be interchangeable; we *prefer* Latino as more encompassing of demographic realities within this group; for instance, some Latinos who may also describe themselves as *Afro-Latino* or *Afro-Latina* may feel uncomfortable with Hispanic.
5. U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, National Assessment of Educational Progress (NAEP), 2013 Reading Assessments; U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, National Assessment of Educational Progress (NAEP), 2013 Mathematics Assessments; American Community Survey 1-Year Estimates 2013.
6. City of Boston Office of Budget Management. (2014). City of Boston FY 15 Adopted Budget. Retrieved March 2016 from [http://www.cityofboston.gov/images\\_documents/02%20Summary%20Budget\\_tcm3-44073.pdf](http://www.cityofboston.gov/images_documents/02%20Summary%20Budget_tcm3-44073.pdf); [BMAfunders.org](http://BMAfunders.org).
7. American Community Survey 1-Year Estimates (2005); American Community Survey 1-Year Estimates (2006); American Community Survey 1-Year Estimates (2007); American Community Survey 1-Year Estimates (2008); American Community Survey 1-Year Estimates (2009); American Community Survey 1-Year Estimates (2010); American Community Survey 1-Year Estimates (2011); American Community Survey 1-Year Estimates (2012).
8. Kirwan Institute for the Study of Race and Ethnicity, The Ohio State University. (2014). *Racial Disproportionality in School Discipline*. Retrieved March 2016 from <http://kirwaninstitute.osu.edu/wp-content/uploads/2014/02/racial-disproportionality-schools-02.pdf>.
9. Pager, D., Western, B., & Bonikowski, B. (2009). Discrimination in a Low-Wage Labor Market: A Field Experiment. *American Sociological Review*, 74(5), 777-799; Bertrand, Marianne and Mullainathan, Sendhil. (2004). "Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination," *The American Economic Review* 94(4), 991-1013.
10. U.S. Census Bureau; American Community Survey 5-Year Estimates (2010-2014), Tables B01001, B01001I, B01001B; generated January 2016.
11. U.S. Census Bureau; American Community Survey 5-Year Estimates (2010-2014), Tables B01001, B01001I, B01001B; generated January 2016.
12. Organizations can report serving multiple neighborhoods.
13. Population projections are based on census estimates and projections, and extrapolated to census tract levels; the neighborhood boundaries presented in this report represent the BRA's planning districts; there are other sub-neighborhoods within these neighborhood planning districts not shown in the maps.
14. Based on focus group takeaways.
15. Developed by Root Cause. The Assessment tool and its underlying Organizational Performance Framework are described in the full report appendices, available at [rootcause.org/mapping-boston-momentum](http://rootcause.org/mapping-boston-momentum).
16. For this report, this component was customized as a Young Black and Latino Male Lens.
17. *Program Decisions Based on Data/Evidence* is a core capacity area of Clear Impact, and describes the level of available evidence to support that an organization's program activities are effective and will lead to improved life outcomes. This area of capacity can be assessed via other tools and would be an ideal next step, but has not yet been incorporated into the Assessment and is thus not reflected in this report.

## THE MAPPING PROCESS

A four-step process was used to identify, survey, map, and assess organizations across the support landscape in order to determine a) how they are working to improve the life outcomes of Boston's Black and Latino boys and young men, and b) strengths and areas for improvement.

- 1. IDENTIFY ORGANIZATIONS:** Identified and mapped organizations in Boston that are serving Black and Latino boys and young men via direct service and/or advocacy.
- 2. DEVELOP PROFILE OF ORGANIZATIONS:** Conducted an Organizational and Program Survey to understand key attributes of the organizations' work.
- 3. CONDUCT FOCUS GROUPS WITH ORGANIZATIONAL LEADERS:** Conducted focus groups with organization leaders in order to incorporate key voices working directly with Black and Latino boys and young men.
- 4. CONDUCT ORGANIZATIONAL AND LEADERSHIP CAPACITY ASSESSMENT:** Organizations completed an online self-assessment that gauges their strength and areas for improvement in the following capacity areas: Leadership/Team/Governance, Strategy/Practices/Planning, Financial Sustainability, Black & Latino Male Lens, and Performance Measurement.

## GET THE FULL REPORT

Please refer to the full report, downloadable at [rootcause.org/mapping-boston-momentum](http://rootcause.org/mapping-boston-momentum), to access the following data, insights, and more:

- Current and historical life outcomes data for Boston's Black and Latino young men
- Detailed profile and full list of the mapped organizations
- Deep neighborhood-level analysis of demographics and organizations
- In-depth charts illustrating the work of organizations and their capacity, with outlined strengths and areas for improvement
- Focus group insights from leaders working on the ground
- Description of the Organizational Performance Framework used to assess organizations' capacity
- Concrete action steps for each of the three strategic priorities
- Matrix showing customized action steps for the following stakeholder groups: nonprofit organizations, City of Boston agencies, and philanthropy

## ABOUT THE PARTNERS

### CBMA

The Campaign for Black Male Achievement (CBMA) is a national membership network that seeks to ensure the growth, sustainability, and impact of leaders and organizations committed to improving the life outcomes of Black men and boys. CBMA is a growing network that currently includes more than 4,700 leaders representing nearly 2,600 organizations and programs across the country. For six years, Root Cause has been a strategic partner of the Campaign for Black Male Achievement. [www.blackmaleachievement.org](http://www.blackmaleachievement.org)

### MBK BOSTON

My Brother's Keeper (MBK) is a White House Initiative launched by President Obama in 2014 to address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential. Cities and towns across the U.S. can sign up for the MBK Community Challenge which encourages communities to convene leaders, identify effective strategies, and work together toward achieving six key milestones related to education, employment and violence prevention. In September 2014, The City of Boston accepted the MBK Community Challenge and formed the MBK Boston Advisory Committee, overseen by Mayor Walsh. In 2015 the committee released My Brother's Keeper: Recommendations for Action which provides an overview of existing policies, programs, and practices in the City of Boston as well as ongoing efforts to engage youth and the MBK Boston community. <http://www.cityofboston.gov/mayor/mybrotherskeeper/>

### BLACK AND LATINO COLLABORATIVE

The Black + Latino Collaborative represents philanthropic, public, private and faith-based organizations that have listened, documented, gathered data and come to consensus that Boston has the opportunity and obligation to be a City that supports its Black and Latino youth toward success and full enfranchisement. Currently, the collaborative continues its work through each member's involvement in individual organizations.

**MAPPING MOMENTUM FOR BOSTON'S YOUTH: PROGRAMS & OPPORTUNITIES FOR BLACK AND LATINO YOUNG MEN** takes a deep look at the work happening on the ground in Boston to improve the life outcomes of Black and Latino boys and young men.

The report is both a tool and point of departure for strengthening, connecting, and accelerating this work in order to improve education, employment and other key outcomes for a critical asset to Boston's future, focusing on **three Strategic Priorities:**

- 1 Ensure** a deliberate, shared focus on Black and Latino boys and young men.
- 2 Invest** in and **strengthen** the capacity of existing organizations to deliver results.
- 3 Optimize** the program mix and strategic coordination around common target life outcomes in the neighborhoods home to most of Boston's Black and Latino boys and young men.

