



**FOUNDED:** 2019  
**CURRENT ORGANIZATION BUDGET:** \$625,000  
**CONTACT:** Jerren Chang, Co-founder & CEO;  
 Gina Morales-Taveras, Program Director  
**PHONE:** 914.714.9711  
**EMAIL:** jerren.chang@genunity.org  
**WEB:** www.GenUnity.org

## Investment Opportunity

GenUnity seeks an investment of \$4M over two years to build a “Beacon of Hope in Boston” – launching up to 5 programs on issues like environmental justice & food security and growing our community to 500+ members and 300+ partner organizations. GenUnity aspires to transform Boston’s civic culture – to one where residents most impacted by issues are seen as experts and co-create solutions alongside institutions; where these relationships are not just transactional, but consistent pillars of solidarity between institutional leaders and residents; where our community is truly by everyone, for everyone.

Boston is a city emblematic of our nation’s ideals, and the inequities yet to be redressed. Despite the affluence and innovation represented by its world-class universities and hospitals, not everyone in Boston is thriving. From housing to health outcomes, inequities persist and have only been exacerbated by the pandemic’s disproportionate impact on Boston’s low-income communities of color.

At the root of these symptoms are systems that exclude and separate residents from decisions about what’s best for them and their communities. There is no infrastructure for bringing all key groups together, integrating our diverse lived experiences, and building solidarity around one another’s common humanity.

GenUnity is tackling our inequities at the roots, bringing together diverse Bostonians around shared local issues, like housing and health care, to build coalitions that drive change in the city. By connecting residents experiencing issues with those working in institutions to address them, GenUnity transforms the relationships, power dynamics, and mindsets that underpin our civic culture and renovates our systems and institutions to foster vibrant, healthier lives for all Bostonians.

## Two-Year Goals

- Expand programming to serve 500 participants a year
- Develop portfolio of 5 program issues, including Housing Security, Health Equity, Environmental Justice, Food Security, and Criminal Justice
- Launch Lifetime Community of Practice to support participants to translate action plans into structural change
- Increase staffing capacity from 7 to 19 FTEs

## Ways to Invest

### FINANCIAL

- \$300,000 to launch a new program for 100 participants in Environmental Justice, Food Security, or Criminal Justice
- \$150,000 to sponsor one cohort in Health Equity or Housing Security
- \$100,000 to fund scholarship stipends for 200 low-income participants
- \$50,000 for honorariums to 200 community partners

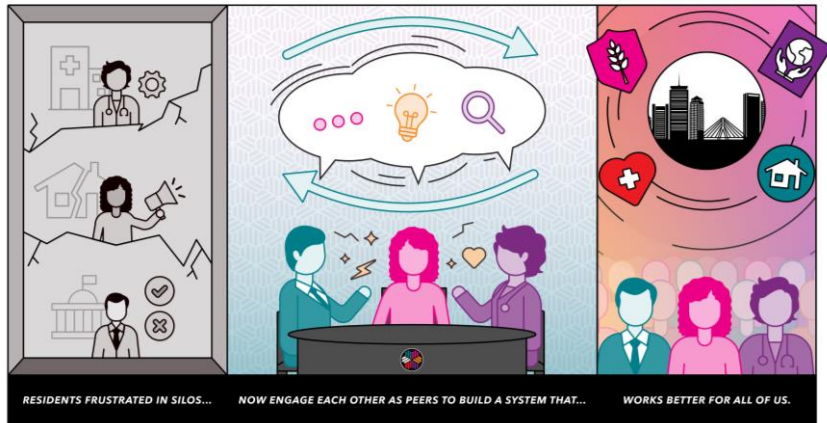
### IN-KIND

- Provide community-oriented spaces to host events
- Connections to employers who want to sponsor programs
- Connections to community partners, particularly those focused on environmental justice, food security, and criminal justice

## Leadership & Governance

GenUnity's leadership team – comprised of Jerren Chang and Gina Morales-Taveras – believes that each of us can contribute to building systems that work for all of us. Shortly after Jerren founded GenUnity in 2019 during graduate school at Harvard, Gina joined as a facilitator for the pilot program, became the team's first full-time hire, and now leads a 3-person program team. They collaborate with a Board and Advisory Council (total of 10 people) that bring deep expertise in civic learning, racial justice, and social entrepreneurship, including Danielle Allen (Harvard Professor) and Scott Warren (co-founder, Generation Citizen).

## GENUNITY'S MODEL



## PROGRAM MODEL

GenUnity brings residents together across difference to build community and drive change on the local issues that matter most to them.

**A Powerful “Civic Bootcamp” – from frustration to intention:** GenUnity's issue-focused community leadership programs (e.g., Health Equity in Boston) bring together 50 participants for 10 weeks, 3 hours per week, to build their capacity to drive change. Facilitated sessions and small-group discussions with local partners help participants learn more about the complexities of the issue, hone their leadership skills, and connect their lived experiences to the systems and power structures that shape them. Participants reflect on their individual and collective capacity and create plans to effect positive change.

**A Diverse, Equitable Cohort of Everyday Leaders:** GenUnity's cohorts are the cornerstone of the program, bringing together everyday residents – from “proximate experts” who have experienced the program issue firsthand to “siloe experts” working in institutions to address them. Through intentional recruitment and generous stipends, GenUnity convenes a diverse cross-section of the community with transformational perspective and positionality.

**A Deep Partner Network:** GenUnity partners with 150+ community partners – from direct service providers to grassroots advocates – bringing them into dialogue with participants. Partners get to engage a cross-section of the community they would otherwise not have the capacity to meet with, and their collaboration means a more cost-effective, comprehensive learning experience than any one entity could do alone.

**An Expert Facilitation Team:** GenUnity's facilitators mirror their values of community, equity, and proximity. All bring deep experience in civic engagement; diversity, equity, and inclusion; and social justice, and half of the facilitators are former members.

**A Lifelong “Civic Gym” – from intention to impact:** After the program, participants stay connected through a hybrid Lifetime Community of Practice (LCOP) where they deepen peer connections through ongoing events and receive targeted support to translate their learnings and plans into structural change – from introducing new policies to innovating on business practices.

“

It has felt like a weight has been lifted off my shoulders, because I know that I can do something that will be impactful.

”

ANDI HOLMES  
Health Equity Participant '22



“

While we may not have fully solved the issue of housing insecurity, we have certainly made a justice deposit, a down payment to improve the society our kids and loved ones will inherit.

”

LASHAUNDA WATSON  
Housing Security Participant '21



### Key Investors

- THE BOSTON FOUNDATION
- CAMELBACK VENTURES
- HARVARD INNOVATION LABS
- ROCKEFELLER BROTHERS FUND
- WAGNER FOUNDATION

### Partners

- ALNYLAM PHARMACEUTICALS
- BLUE CROSS BLUE SHIELD OF MASSACHUSETTS
- BOSTON MEDICAL CENTER
- CITY OF BOSTON
- DOTHOUSE HEALTH

## CREATING SYSTEMS CHANGE

**A Growing Movement of Everyday Leaders:** Since 2020, GenUnity has launched 4 cohorts serving 140 participants across 2 programs on Health Equity and Housing Security. Participants predominantly come from historically marginalized communities, reflected in their demographics: 40% Black, 21% Latine, 13% Asian, 3% Indigenous; 19% LGBTQ+; and 52% from a household income below \$40,000. By 2025, GenUnity plans to grow to 500 members, serving at least 300 new residents per year.

**A Transformational Civic Culture:** GenUnity envisions a Boston where residents closest to the issues and leaders in institutions are in community with each other – recognizing each others’ humanity and lived experience and forging longstanding relationships and solidarity with each other.

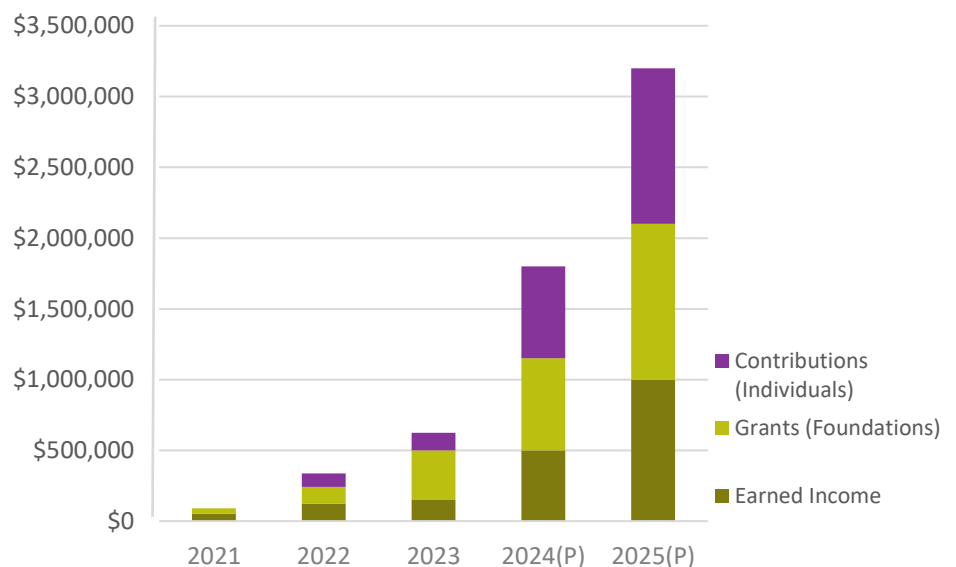
**Catalytic Structural Change:** By transforming the relationships, power dynamics, and mindsets that underpin our civic culture, GenUnity catalyzes structural change. Participants have helped introduce new statewide housing policies to mitigate racial bias in the rental market and changed health insurance reimbursement policies to expand access to culturally competent care.

**A Values-Driven Team – Mirroring the Change:** GenUnity is committed to building a team that mirrors their vision of civic leadership. Its full-time team, facilitators, and Board are >90% BIPOC and majority woman and non-binary. The organization uses a democratic governance model where key decisions are made by consensus, and they invest intentionally in promoting a healthy, equitable team environment.

## FINANCIAL SUSTAINABILITY

GenUnity is creating a sustainable earned revenue model by partnering with local employers, like Blue Cross, who sponsor programs for their employees to understand the issues connected to their work, like Health Equity. GenUnity believes there is an opportunity to multiply earned revenue significantly (5-10x) and is seeking philanthropic partners willing to seed this growth.

### Revenue by Source



### Success Story: Promoting Equitable Homeownership

Eric, a VP at a regional bank, joined GenUnity’s 2021 Housing Cohort to learn how he could use his 9 years of experience in residential mortgage lending to promote racial justice. He was eager to help but disconnected from the residents he hoped to serve and others actively driving change.

In the program, Eric listened as Arnetta, a Black elder, shared how red-lining directly impacted her well-being growing up and how she now navigates difficult moral decisions as a small property owner. He mentored Godson, a first-generation, low-income college student seeking a career in finance. He was challenged by then-Rep. Liz Miranda, who pointed out that only offering mortgage applications in English was, simply, unacceptable.

These relationships transformed Eric and how he understood his responsibility and capacity to drive change. After GenUnity, Eric led efforts to transform his bank’s engagement with the community by providing translated mortgage applications and introducing new homebuyer programs specifically tailored to support low-income Black and brown families.



## PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures that GenUnity tracks to demonstrate progress, create internal accountability, incorporate lessons learned, and adjust strategy as necessary.

	FY 2023	FY 2024 (P)	FY 2025 (P)
<b>PROGRAM PERFORMANCE</b>			
Number of participants	140	290	540
Program areas addressed	2	3	5
Number of community partners	100	150	200
<b>ORGANIZATIONAL HEALTH/CAPACITY-BUILDING</b>			
Number of staff	7	12	19
Number of board members	5	8	12
% earned revenue	24	28	31
Total Revenue	\$625,000	\$1,800,000	\$3,200,000
<b>VALUES COMMITMENT</b>			
Cohort diversity: % proximate experts/%BIPOC	60/75	60/75	60/75
Board diversity: %BIPOC/% Female & Non-binary	100/60	75/60	75/60
Ratio of highest to lowest wage	1.6x	1.7x	1.8x

## SOCIAL IMPACT

GenUnity supports residents to come together, critically evaluate, navigate, and drive change on the city’s most pressing local issues, and build an equitable Boston for all. Changing systems requires transforming the relationships, power dynamics, and mindsets that underpin them. GenUnity’s programs create the conditions for this transformation.

Below are some indicators of the social impact that GenUnity aspires to realize in the next two years:

INDICATOR	2023	2025
% of participants reporting increased agency to drive change	93	100
% of participants reporting civic skill development	90	95
% of participants who develop new relationships with other members and partners	85	95
# of participant projects translating learning into structural change	5	15
% of participants actively engaged in lifetime community	25	50