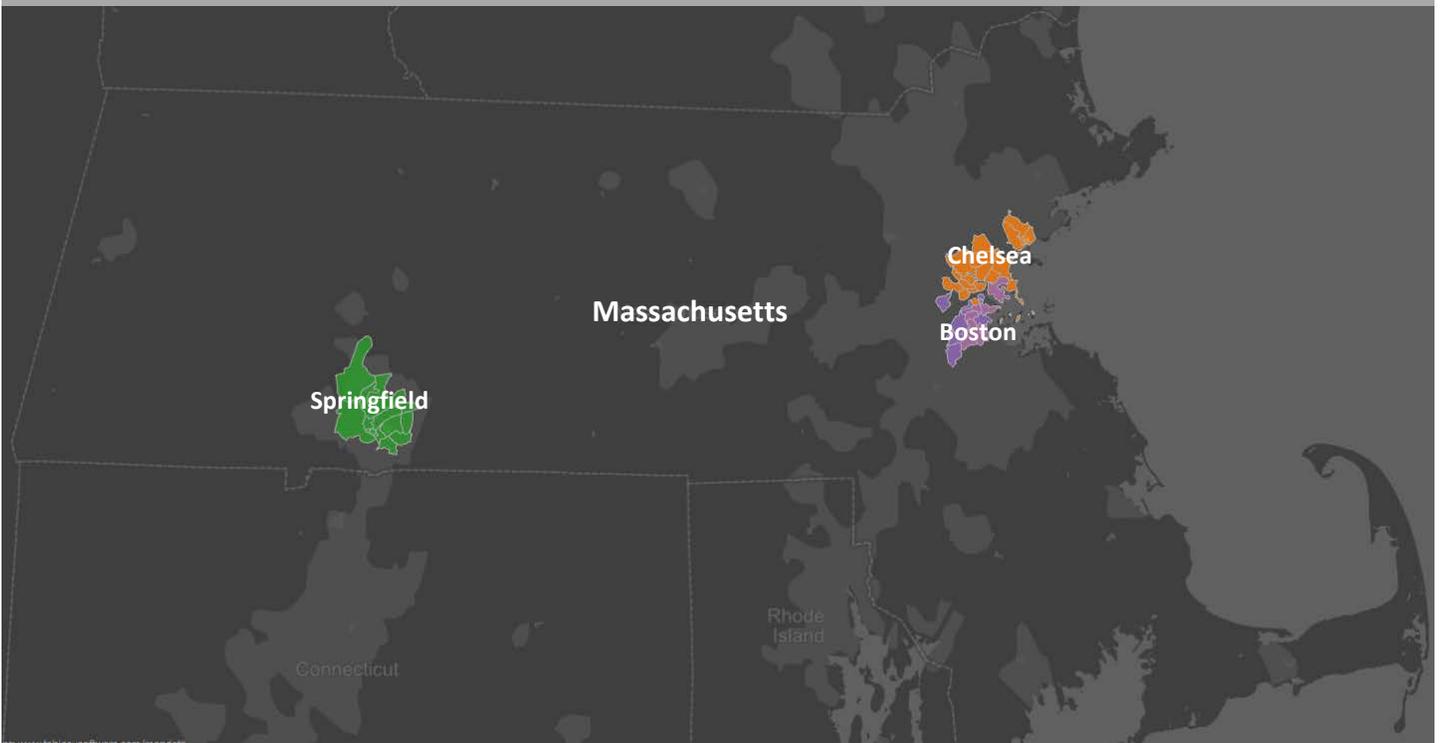


Fiscal Year 2015

(07/01/2014 – 06/30/2015)

Performance Benchmark & Outcomes Report



Overview and Highlights

In FY 15, Roca served 659 participants three sites in Boston, Chelsea, and Springfield Massachusetts (54% were enrolled in prior fiscal years and 46% participants were new enrollments in FY15). By the end of the fiscal year, 279 participants were in Phase 1, 223 were in Phase 2, and 157 were in Phase 3. The table below illustrates Roca's progress towards achieving performance measures and Intermediate Outcomes with these young men.

Committed to continuous improvement and getting better at serving our young people, Roca evaluates the changes made over the fiscal year and their impacts by comparing the results of critical performance measures and outcomes with the FY 14 results. The table below illustrates areas where progress has been made and highlights areas for improvement as we move into FY 16.

	FY14	FY15	Progress
Participants Served			
Participants Served	494	659	●
Retention	80%	84%	●
Performance Measures			
Transformational Relationships			
Phase 1 on track to transition to Phase 2	82%	61%	●
Phase 2 on track to transition to Phase 3	86%	91%	●
Increase Engagement with Staff			
Phase 1 Weekly Average Rates (2x/wk.)	54%	59%	●
Phase 2 Weekly Average Rates (2x/wk.)	71%	73%	●
Phase 3 Weekly Average Rates (1-2x/wk.)	N/A	53%	●
Phase 3 Monthly Average Rates (1-2x/mo.)	N/A	72%	●
Increase Programming Engagement			
Overall Programming Engagement	82%	69%	●
Phase 1 Weekly Average Rates (1x/wk.)	32%	32%	●
Phase 2 Weekly Average Rates (2x/wk.)	27%	34%	●
Increase Employment Engagement			
Basic Transitional Employment Enrolled	246	271	●
Basic Transitional Employment Completion Rate	63%	64%	●
Intermediate Employment Outcomes			
Retained Employment for 90 Days	89%	92%	●
Retained Employment for 180 Days	85%	87%	●
Intermediate Recidivism Outcomes			
No New Technical Violations	98%	88%	●
No New Arrests For New Charges	92%	93%	●
No New Incarcerations For New Charges	96%	98%	●

Roca's Mission and Intervention Model

Roca's mission is to move disengaged and disenfranchised young people out of violence and poverty. The Intervention Model is a cognitive-restructuring, behavioral change and skills development intervention that was created and implemented to address the high-risk, underserved population of 17-24 males who are either: 1) aging out of the juvenile justice or juvenile probation systems with a strong propensity for re-incarceration as an adult; 2) connected with the adult justice system; or 3) are high-risk members of the community being served who have a strong propensity for incarceration as an adult.

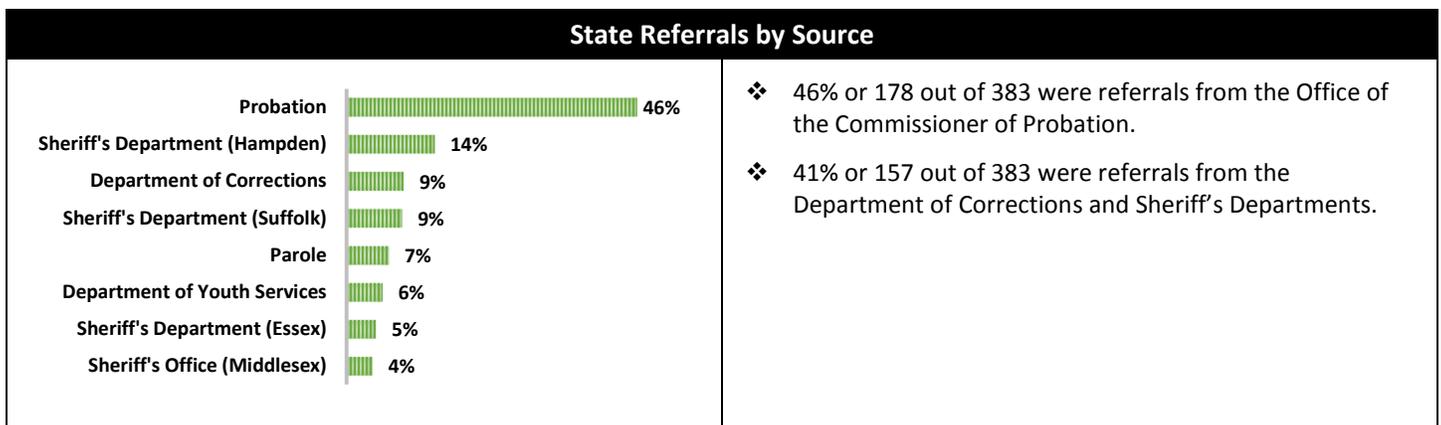
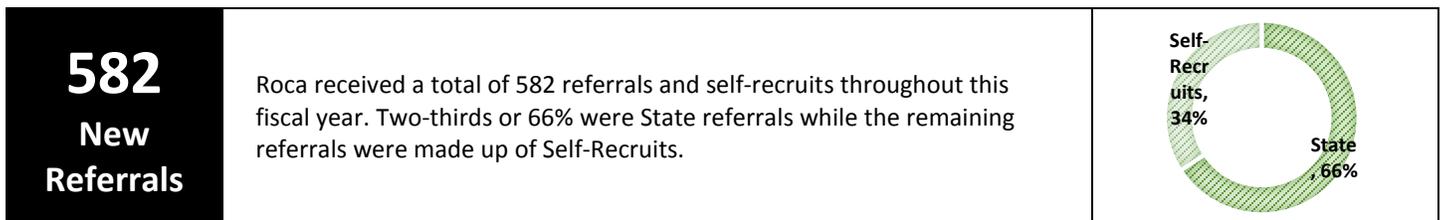
Roca's model is designed to target the *highest risk* young men in this group – the shooters, the gang leaders, the 3% of a city's population responsible for 50% of the violent crime. This is not an "easy" population to engage in programming. Roca's young men are not ready, willing, or able to participate in traditional programming, and in fact have walked away, blown out of, or been banned from the majority of the programming options available to them because of behavioral, cognitive, or criminal reasons. Roca's Intervention Model was developed using evidence- and best practice-based principles and is committed to demonstrating that these young men can change their behavior over time, can reduce their future incarceration, and can help them to succeed through sustained employment.

Referrals and Eligibility Assessment

Roca receives referrals from both formal and informal networks within the surrounding cities in Eastern Massachusetts including: Boston, Cambridge, Charlestown, Chelsea, East Boston, Everett, Lynn, Malden, Medford, Revere, Somerville, Winthrop, and Western Massachusetts including: Chicopee, Holyoke, Ludlow, Springfield, and Westfield. These networks consist of community partners, local and state agencies, and affiliates of participants whom we serve.

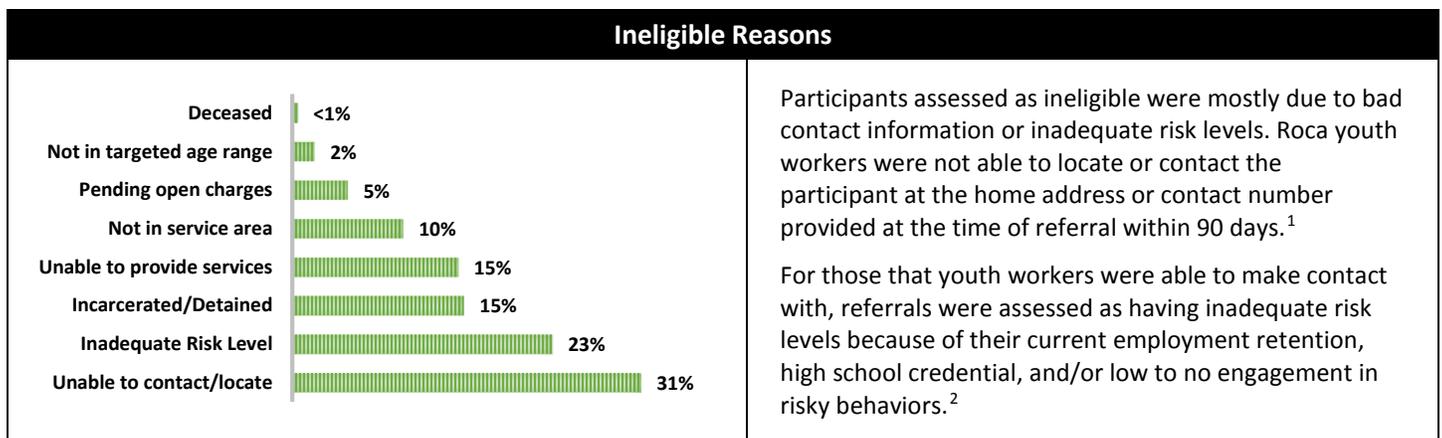
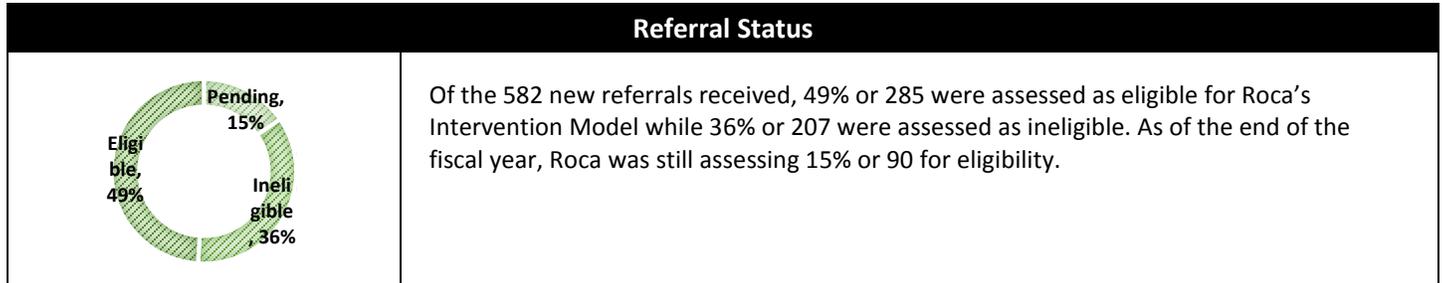
Once a referral has been made, Roca distinguishes referrals into two categories called State Referrals or Self-Recruits.

- State referrals are made by the Commonwealth of Massachusetts as part of Roca's Pay for Success (PFS) initiative as part of its random control trial evaluation. These are referrals through formal partnerships with the Department of Youth Services, Department of Corrections, and Office of the Commissioner of Probation, Massachusetts Parole Board, and Houses of Correction in the counties of Essex, Hampden, Middlesex, and Suffolk, Massachusetts.
- Self-Recruits are those that Roca was able to seek out themselves through community partners, government partners (such as the Police, Probation or Parole), and street outreach within the communities it serves. Self-recruits are participants served who were not referred as part of the PFS random assignment process.



Roca uses an assessment tool to identify participants' dynamic and static risk factors that make them high risk for long term incarcerations and disconnection from employment/education. These include: risky behaviors, current and historical criminal involvement, and education and employment history. This information is gathered through intentional conversations with the participant and through community partners involved in their lives. Supervisors convene weekly to discuss the status of referrals received and determine eligibility for participants within 90 days from the referral date.

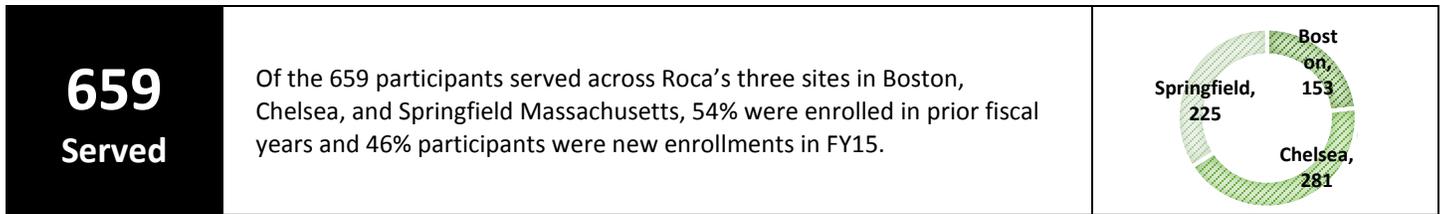
Roca is seeking to serve those who are the highest risk for long term re-incarceration and disconnection from employment and cannot succeed in other educational and employment programs because they are neither ready, nor willing.



¹ A young person can only be designated as ineligible - "unable to contact/locate" after a youth worker has made 12 attempts to contact that young person, a supervisor has engaged in outreach and the referring partner has been approached for updated contact information.

² A referring partner must concur if a client is to be designated as "Ineligible- Inadequate Risk Level."

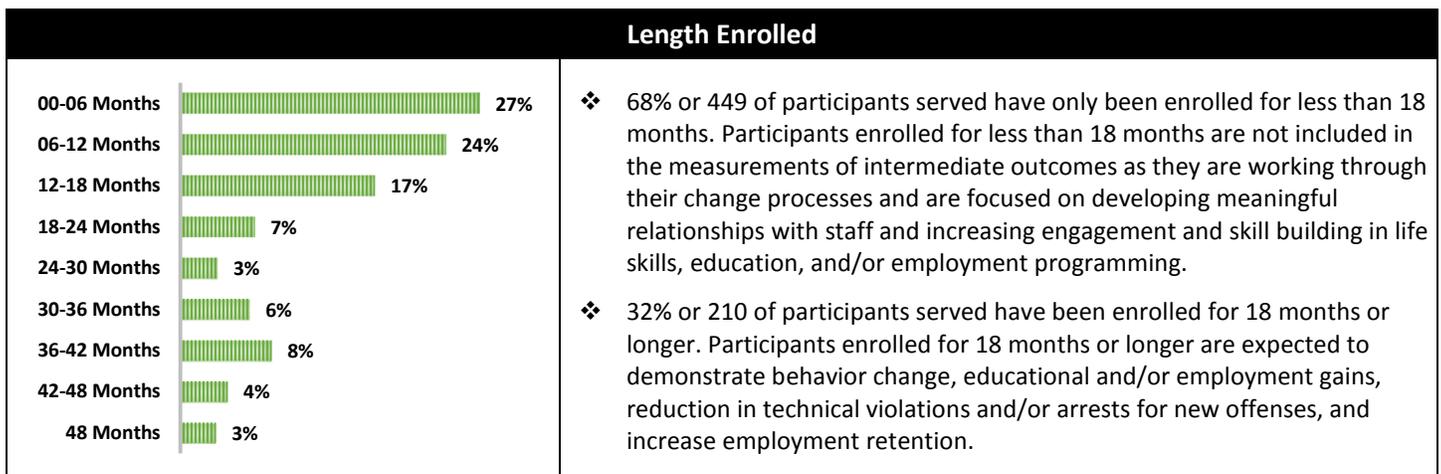
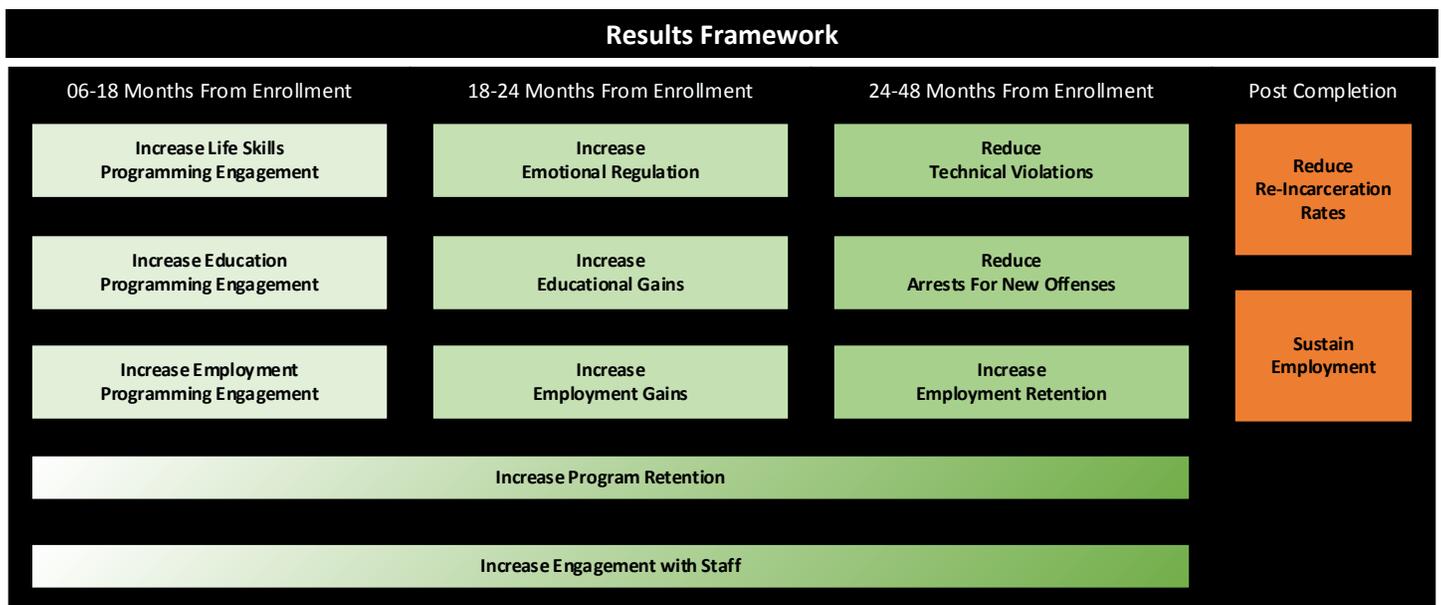
Participants Served



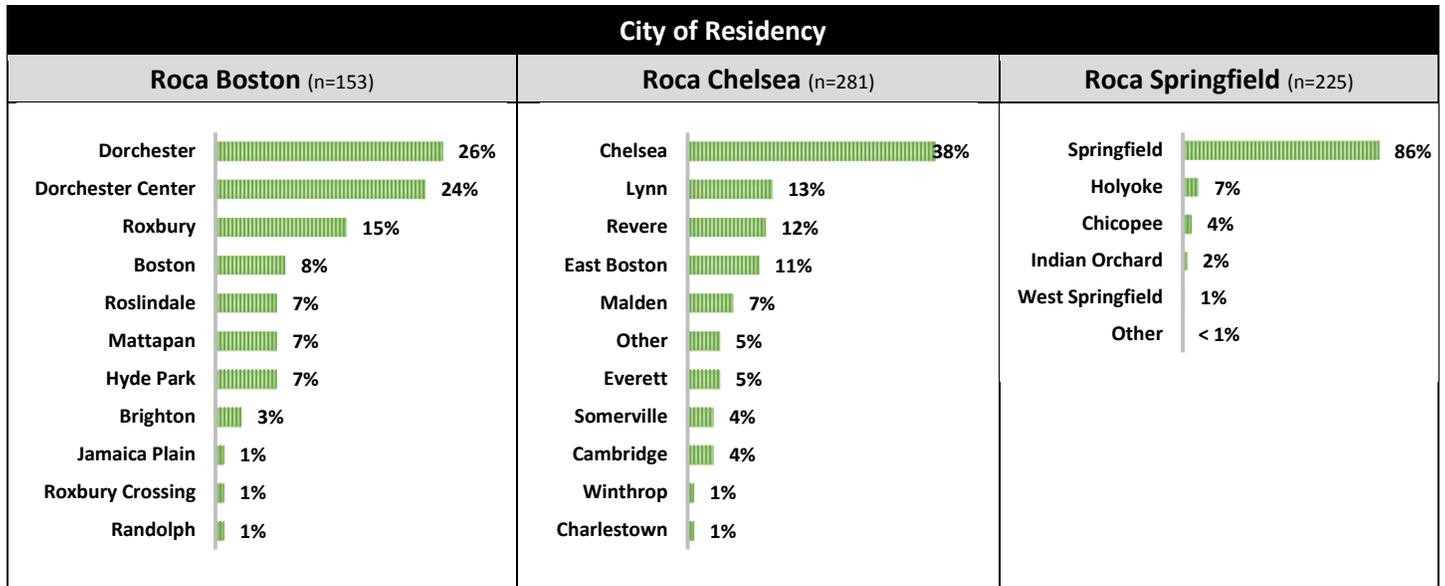
Results Framework

Roca’s Interventional Model is a 4 year behavioral change and skills development intervention that helps young people avert future incarceration and learn to go to work. Participants are expected to demonstrate intermediate recidivism and employment outcomes in years 3 and 4 while long-term outcomes are observed 1 year after completing the intervention model.

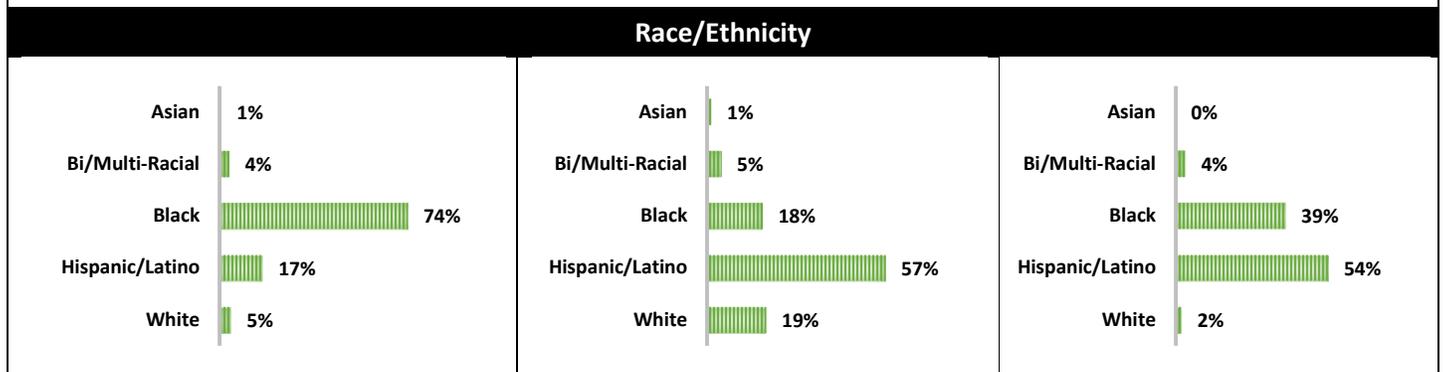
The first 6 months of enrollment are heavily focused on building intentional relationships with staff and light engagement in life skills, education, and/or employment programming. The next 12 months (6 to 18 months from enrollment) are focused on sustaining those relationships and working on intentional skill building to change behaviors and increase competencies by increasing the frequency of engagement in programming. By 18 to 24 months, participants are starting to demonstrate positive behavior changes and gains in education and/or employment. As a result, by 24 months, participants are at a lower risk of recidivating or being unemployed.



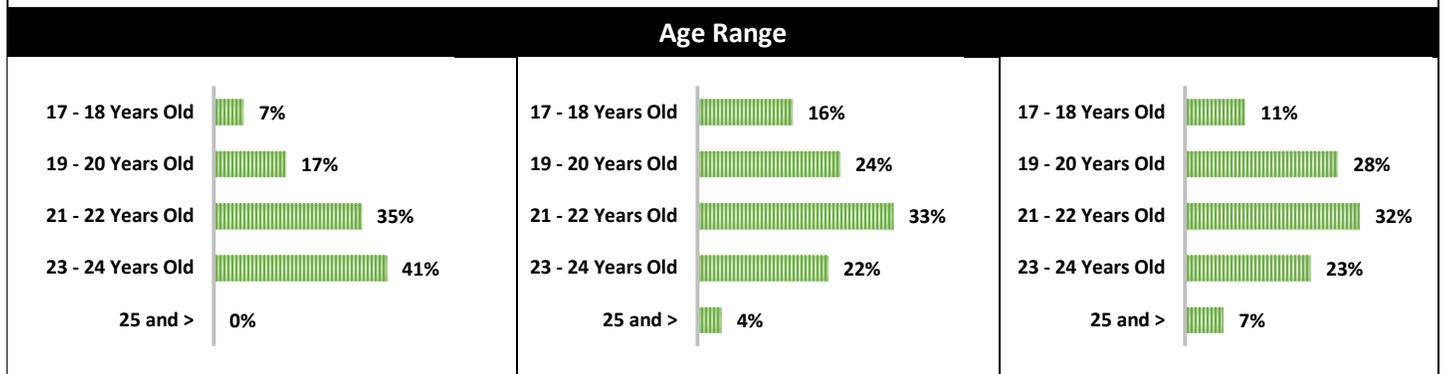
Basic Demographics



Overall, of the 659 participants served, 66% or 434 resided in Eastern Massachusetts while 34% or 225 resided in the Western side of the State. The most predominant communities served by Roca includes, Springfield (29% or 194 out of 659), Chelsea (16% or 106 out of 659), and Dorchester (12% or 77 out of 659).

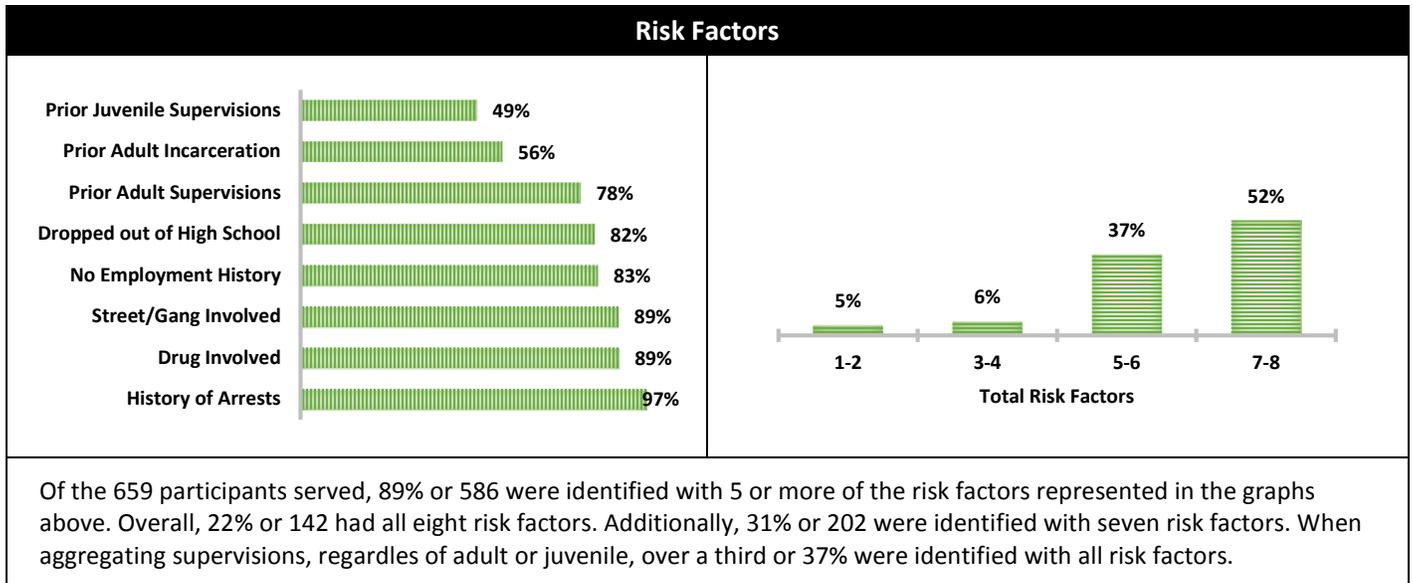


Overall, of the 659 participants served, 90% or 594 are of minority origin. The most predominant race/ethnicities served by Roca are of Hispanic (47% or 308 out of 659) or Black/African American (38% or 251 out of 659) origin.



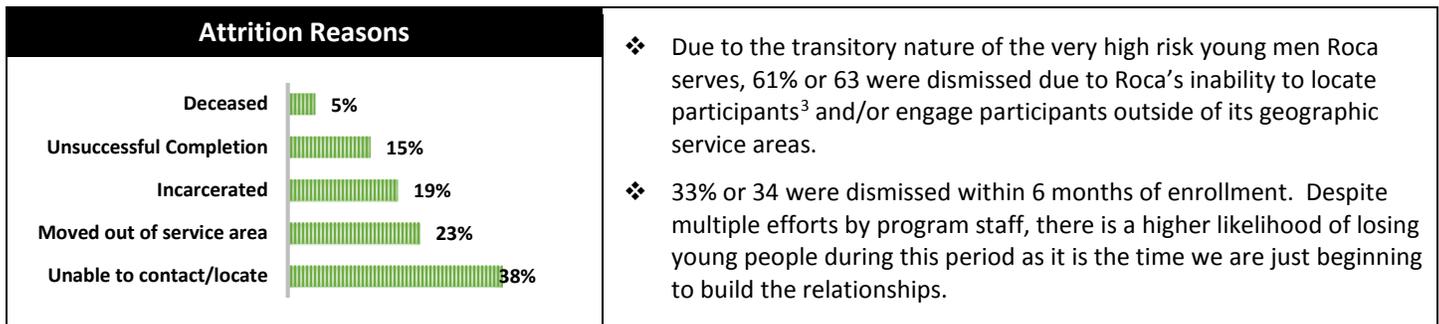
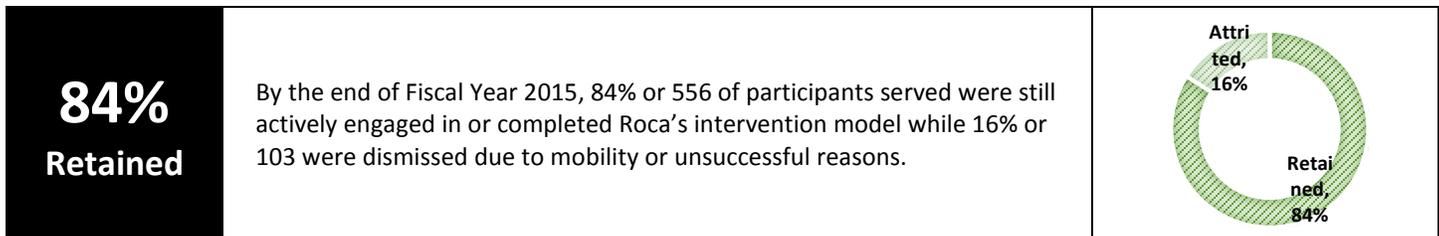
Overall, of the 659 participants served, 64% or 422 were 21 years or older while 36% or 237 were younger than 21 years of age. The organizational median age was 21.8 years old.

Risk Factors



Program Retention and Attrition

Fundamental to programmatic success is Roca's ability to hold on to participants that are unable to engage in traditional programming or work. Roca's model is designed to help young people build strong relationships with the front line program staff, engage in programming designed to meet their level of readiness, and to see and feel incremental progress as well as learning from failures and relapses.



³ Participants dismissed as "Unable to contact/locate" had at least 12 attempted youth worker efforts over the course of 2 months since the last date of a successful effort. Within these efforts, supervisors are verifying and working with youth workers and community partners to ensure that all resources have been exhausted prior to dismissal.

The table below is a deeper look into terminations that resulted in incarcerations. Incarcerations include those that were detained for 6 months or longer or have been sentenced for new charges, open charges, and/or technical violations. Of the 20 young men terminated for an incarceration, 85% or 17 were detained/sentenced for new charges while 15% or 3 were the result of violating their conditions of probation.

Arrests From Enrollment	Incarcerations From Enrollment
<p>Months Enrolled</p>	<p>Months Enrolled</p>
<ul style="list-style-type: none"> ❖ Overall, 12% or 79 out of 659 participants served were arrested for a new offense. Almost half occurred within the first 6 months of enrollment. ❖ Of those who were arrested and detained, 25% or 20 were released and re-engaged in Roca’s Interventional Model while 65% or 51 were still detained and awaiting sentence. 	<ul style="list-style-type: none"> ❖ Of those who were incarcerated, 55% or 11 occurred during the first 12 months of enrollment.

Transformational Relationships

Transformational Relationships are the basis of Roca’s intensive case management. The underlying theory behind our Intervention Model is that relationships change us—that positive change comes about within the context of mutuality, shared experience, and a sense of responsibility, not only to oneself, but to another. That’s why Roca’s youth workers are available 24 hours a day and are often the only adult in a high-risk young person’s life who is there when they are in trouble, go to court, enter lockup, or are released from jail. Their relationship is more profound than a friendship—it is effectively intentional and mutually respectful.

To assess participant progress, our customized Performance Management System measures short term benchmarks and indicators, intermediate outcomes and long-term participant outcomes as defined through the 3 Phases of the Intervention Model. Phase 1 (00-06 months from enrollment) of the model is defined by indicators reflecting initial participant engagement. Phase 2 (06-24 months from enrollment) is defined by benchmarks and intermediate outcomes reflecting significant behavior change. Phase 3 (24-48 months from enrollment) is defined by intermediate and long term outcomes reflecting sustained, positive behavior.

Phase Status	
	<ul style="list-style-type: none"> ❖ Of the 659 participants served, 85% or 559 received intensive services (first 2 years of the intervention model) ❖ By the end of the fiscal year, 42% or 279 participants were in Phase 1, 34% or 223 were in Phase 2, and 24% or 157 were in Phase 3. ❖ Of those who were still in Phase 1, 61% or 170 are on track to transitioning to Phase 2. Those who were still in Phase 2, 91% or 203 are on track to transitioning to Phase 3.

Because high-risk young people have had little or no experience with adults who impose consistent expectations of healthy behavior, they are prone to frequent disengagement and rejection of constructive relationships. Therefore, a youth worker must relentlessly reconnect with a young person who periodically rejects them and refuses to engage in programming. This pattern is crucial to the process and must happen continuously throughout the relationship. While a young person may show up at Roca three times in one week, they may just as likely refuse to come back the following week. It is the youth worker’s responsibility to track down that young person and reengage them.

Increase Engagement with Staff

Contact Standards



Frequency of staff engagement are determined by the participants' phase status and length enrolled in the model. The chart presented displays the weekly or monthly average percentage based on the following frequencies:

- Phase 1 (P1) = 2x/week
- Phase 2 (P2) = 2x/week
- Phase 3 (P3) Enrolled 24-27 Months = 2x/week
- Phase 3 (P3) Enrolled 27-30 Months = 1x/week
- Phase 3 (P3) Enrolled 30-36 Months = 2x/month
- Phase 3 (P3) Enrolled 36-48 Months = 1x/month

Stage Based Programming

Another key component of Roca's model is stage based programming which includes alternative education, prevocational training, life skills training and transitional employment. All stage based programming is designed for young people who are not ready to engage in traditional programming and as such, each component starts with drop in programming and grows to more traditional certifications. This allows our participants the time necessary to develop behaviors critical to succeeding in traditional education programming and/or jobs.

Roca's stage based programming creates opportunities for our young men to learn and practice new skills and behaviors by meeting them where they are in their readiness, willingness, and ability to be engaged, to learn, and to change. Programming type and frequency are looked at differently based on length enrolled.

Increase Programming Engagement

Programming Standards

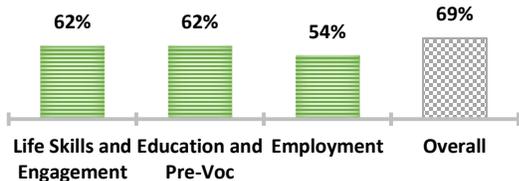


Frequency of programming engagement are also determined by the participants' phase status and length enrolled in the model. The chart presented displays the weekly average percentage based on the following frequencies:

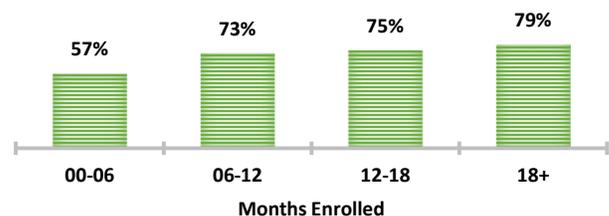
- Phase 1 (P1) Enrolled 00-04 Months = 1x/week
- Phase 1 (P1) Enrolled 04-06 Months = 2x/week
- Phase 2 (P2) Enrolled 06-24 Months = 2x/week

Overall Programming Engagement

P1-2 Participants Engaged by Programming Type



Overall Engagement by Length Enrolled

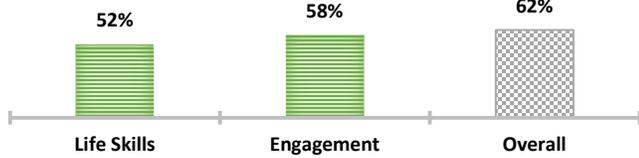


Of the 559 who received intensive services, 69% or 388 were engaged in either Life Skills and Engagement, Education and Pre-Vocational, and/or Employment programming.

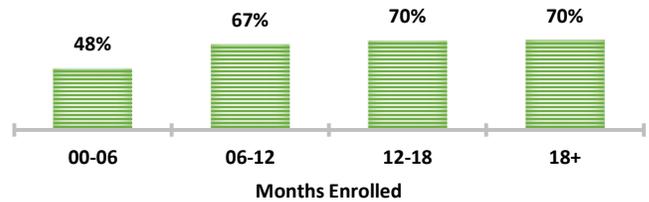
High concentrations of engagement occurred for those who were enrolled for 6 months or longer. Of those enrolled for 6 months or longer, 75% or 287 out of 382 were engaged in Roca's Stage Based Programming. Roca expects lower engagement rates for the first 6 months of the intervention model. Building intentional relationships is emphasized during this period.

Life Skills and Engagement Programming

P1-2 Participants Engaged by Programming Type



Overall Engagement by Length Enrolled

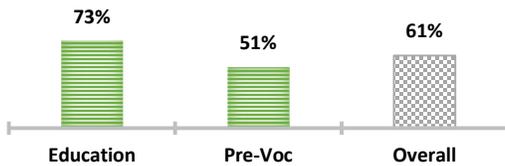


Of the 559 who received intensive services, 62% or 347 were engaged in either Life Skills and/or General Engagement programming.

Similar patterns from the overall programming engagement were identified for Life Skills and Engagement programming. Of those enrolled for 6 months or longer, 69% or 262 were engaged.

Education and Pre-Voc Programming

P1-2 Participants Engaged by Programming Type



Throughout the fiscal year, there were 550 participants out the 559 who received intensive services identified as needing Roca's Education and/or Pre-Voc programming. These are participants who needs a High School Equivalency and/or a minimum of two industry recognized certifications.

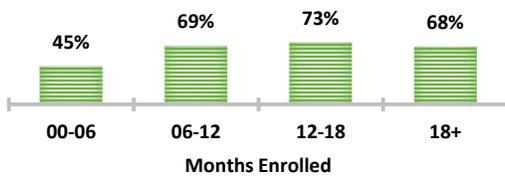
Of the 550 participants who required Education and/or Pre-Voc programming, 61% or 338 were engaged.

Of those enrolled for 6 months or longer, 69% or 259 were engaged in Education and/or Pre-Voc programming.

Gains are observed for those who have been enrolled for 18 months or longer. Educational gains are defined as demonstrating gains from pre and post test scores, attaining a High School Equivalency, and/or attaining an industry recognized certification.

Of those enrolled for 18 months or longer, 46% or 47 out of 103 made educational gains.

Overall Engagement by Length Enrolled



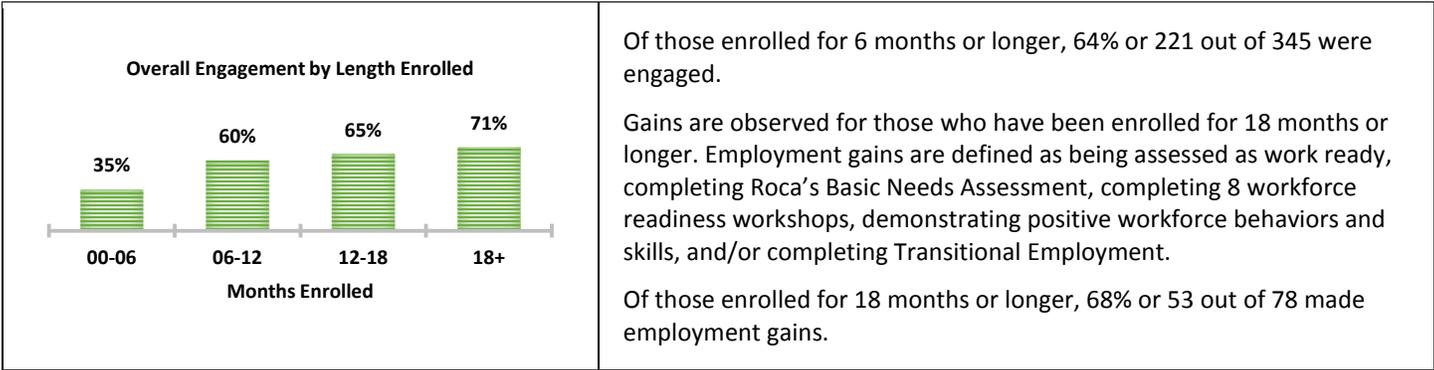
Employment Programming

P1-2 Participants Engaged by Programming Type



Throughout the fiscal year, there were 522 participants out of the 559 who received intensive services identified as needing Roca's Employment programming. These are participants who were not placed in unsubsidized employment at the start of the fiscal year. Participants who were placed in prior fiscal years and did not retain 180 consecutive days of employment were also included. In addition to observing unsubsidized employment, participants who were still eligible for Roca's Transitional Employment program were also included.

Of the 522 participants who required Employment programming, 54% or 283 were engaged in Transitional Employment and/or Workforce Readiness programming.



Transitional Employment

Basic Transitional Employment (BTEP)		Advanced Transitional Employment (ATEP)	
<p>Enrollment Status</p> <p>Completed, 17%</p> <p>Terminated, 23%</p> <p>Active, 61%</p>	<p>Completion Rate</p> <p>64%</p> <p>BTEP</p>	<p>Enrollment Status</p> <p>Completed, 31%</p> <p>Terminated, 31%</p> <p>Active, 39%</p>	<p>Completion Rate</p> <p>61%</p> <p>ATEP</p>

<p>Throughout the fiscal year, Roca enrolled 271 participants in BTEP. Of those enrolled:</p> <ul style="list-style-type: none"> ❖ 61% or 164 were still actively enrolled ❖ 23% or 61 were terminated for exceeding BTEP’s 18 month program limit or were dismissed from Roca’s Intervention Model for unsuccessful reasons ❖ 17% or 46 successfully completed <p>Of those who should have completed, 64% or 46 out of 71 successfully did so. Of those who completed:</p> <ul style="list-style-type: none"> ❖ 57% or 26 were placed in Advanced Transitional Employment ❖ 37% or 17 were placed in unsubsidized employment ❖ 7% or 3 were pending placement in unsubsidized employment 	<p>Throughout the fiscal year, Roca enrolled 36 participants in ATEP. Of those enrolled:</p> <ul style="list-style-type: none"> ❖ 39% or 14 were still actively enrolled ❖ 31% or 11 were terminated for exceeding ATEP’s 6 month program limit or were dismissed from Roca’s Intervention Model for unsuccessful reasons ❖ 31% or 11 successfully completed <p>Of those who should have completed, 61% or 11 out of 18 successfully did so. Of those who completed:</p> <ul style="list-style-type: none"> ❖ 82% or 9 were placed in unsubsidized employment ❖ 18% or 2 were pending placement in unsubsidized employment
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Intermediate Outcomes

Roca's long term outcomes, measured 5 years from enrollment, are to increase long term employment retention and reduce re-incarceration (as measured by post-sentence bed days).

In order to understand if we are making progress toward these outcomes with our young men Roca tracks some key intermediate outcomes for participants engaged in the model for 21 or 24 months or longer.

The most significant intermediate outcomes that help us understand if our participants are on track for long term outcomes are: Employment placements and retention (measured for the 188 young men engaged 21 months or longer); No new arrests (measured for the 166 young men engaged 24 months or longer); and, No new technical violations (measured for the 166 young men engaged 24 months or longer).

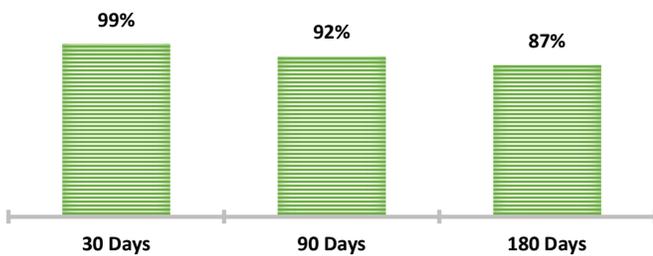
Increase Employment Retention

84%
Placed

Of those enrolled for 21 months or longer, 84% or 153 out of 182 were placed in unsubsidized employment. Roca successfully achieve its targeted employment placement rate of 80% for the fiscal year. Over three fourths of those placed remained employed at the end of the fiscal year.

76%
Still Employed

Days Retained



Of the 153 placed in unsubsidized employment:

- ❖ 99% or 149 out of 151 who had the opportunity to retain employment for 30 days successfully did so.
- ❖ 92% or 131 out of 143 who had the opportunity to retain employment for 90 days successfully did so.
- ❖ 87% or 118 out of 136 who had the opportunity to retain employment for 180 days successfully did so.

Reduce Technical Violations and Arrests for New Offenses

88%
No New
Violations

Of those enrolled for 24 months or longer, 88% or 21 out of 24 who were on probation did not incur any new technical violations and 93% or 155 out of 166 did not get arrested for a new offense since their 24th month of enrollment. For both these intermediate outcomes, Roca successfully achieve its targeted rate of 80% for the fiscal year.

93%
No New
Arrests

No New Arrests since 24th Month of Enrollment

