

Social Impact Exchange – Business Plan
Submitted by: Roca, Inc.

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EXECUTIVE SUMMARY

Description of Scaling/Expansion Initiative: The United States has a growing number of young people who are not only disconnected but are unable to engage in traditional programming. They are the young people aging out of our juvenile corrections systems, engaged in our adult corrections systems and/or engaged in criminal and/or violent behaviors in our communities. Roca understands that without intervention, our young people will end up repeatedly incarcerated, remaining in poverty or dying. It is increasingly clear that the criminal justice system is not only expensive, but in many cases is a tremendous failure. Incarceration cannot be the only answer for these young adults.

To address this issue, Roca has developed an operates an intervention model designed to help very high-risk young people move out of violence and poverty and break this cycle of incarceration. The Intervention Model is designed for 17-24 year old young people in crisis, with a focus on young men who are either: 1) aging out of the juvenile justice or juvenile probation systems with a strong propensity for reincarceration 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.

By seeking out these young people where they are, both cognitively and behaviorally, within their communities, we aim to directly intervene in their lives during the most crucial points; not before the trouble has started, and not after the fact. Using the Intervention Model, Roca helps young people move out of violence and poverty over 2 to 3 years with 2 additional years of supportive follow up. The project starts with intensive outreach and follow-up to reengage young people and build relationships that support change, offers programming that meets young people where they are, operates basic and advanced transitional employment, creates jobs, and works with the City, several criminal justice partners, and other organizations. **Roca's intervention model is one of the solutions to stopping the repeated cycle of early incarceration and recidivism for high-risk young people.**

As we become clearer on Roca's model, we understand that we must also begin to share it, and determine the greatest impact strategy for implementing the model within the community. Specifically,

1) Roca will increase the number of criminally involved 17-24 year old young men who participate in our model for averting incarceration.

Roca is proposing to scale social impact by increasing: the **quantity of services** and **geography** through expansion of services at our existing locations and through two additional program replications. This will be done through:

- Implementing the Massachusetts Pay for Success pilot project, expanding services into contiguous communities around Roca's Chelsea and Springfield locations;
- Expanding the reach of services outside of Massachusetts, including -
 - a direct replication starting in FY 14,
 - a tightly held franchise operated in conjunction with a close program partner, opening in FY 15 (allowing Roca to test the franchising concept with the model), and
 - an additional direct replication and/or tightly held franchise opening FY 16.

Through this expansion, Roca will expand its reach to serve 1,250 young men intensively each year by FY 2017 (an additional 610 young men will be in the less intensive phase of the program. Utilizing the lessons learned from this work, Roca will develop a long term plan for scaling and impact to be completed in FY 16.

2) Roca will influence alternative corrections legislation and directly affect national systemic

change in criminal justice policies and practices.

Roca will **influence public policy and practice** through demonstrating alternative programming models, advocacy, the Roca engaged institution strategy, and a knowledge development/sharing agenda. Specifically,

Roca will impact the way government works with very high risk young men through:

- implementation of the Pay for Success Pilot project in Massachusetts demonstrating a pathway to sustainable public funding that saves the government money over time and reduces overall rates of incarceration;
- work with replication sites on ways to develop similar sustainable public funding models'
- expansion of Roca's Engaged Institutions Strategy, creating systemic change within the institutions that affect the lives of the young men we serve; and,
- administration of a small Alternative Community Corrections Pilot project in Massachusetts, ultimately developing the support for legislation, sustainable financial support, and the resulting systemic change.

3) Roca will work to demonstrate its Intervention Model as evidence-based, conducting a rigorous, comprehensive impact evaluation.

4) Roca will continue to move towards becoming a high-functioning organization (management, board, leadership, etc.).

Outcomes/Impacts to Date: In FY 2012, Roca served 409 very high-risk young men through its intervention model. Despite the fact that Roca focuses its work on young men who are unable to participate or engage in traditional work or programming, Roca retained 78% and engaged them in the intervention model throughout the course of the year. Of those who completed the intensive component of the model in 2012, 90% have had no new arrests; 100% have had no new technical violations; 79% of program graduates were on track to retain employment for a minimum of 6 months.

Capital Required for Scaling/Expansion: To support this programmatic expansion, Roca will increase its budgeted expenditures from \$10,385,644 in FY 2013 to \$19,455,502 in FY 2017. These increased resources will pay for both the programmatic expansions/replications and the work necessary to both expand organizational capacity and conduct the research necessary to complete the organization's plan for long term scale and impact. As one benchmark for scaling and expansion, Roca has set a fundraising goal of \$4,000,000 in operating funds and \$1,500,000 in capital funds before any new site can become operational. In addition, for each new site, Roca must be able to ensure that there is a pathway to sustainable government funding that will ultimately pay for approximately two thirds of the site's annual operating costs.

Scaling Plan and Timetable for Scaling/Expansion (including extent of scaling to-date): Beginning this process, Roca began its first program replication in Springfield, MA, in June 2010. In FY 14, Roca will expand that site to serve 225 young men in intensive services at any given time. Roca is also working to position itself to expand services to the communities in Massachusetts that are contiguous to its current operating sites. Further, Roca will begin operations at three new, out of state operating sites, described above, that will serve as a community based alternative to the criminal justice system for this population. These new sites will begin operations in FY 14, FY 15 and FY 16 respectively.

STRATEGY NARRATIVE

Industry and Market Analysis

Market Context and Need ("The Problem")

Criminal Justice Need: America's young people are dying. They are dying quickly from guns and gangs and slowly from poverty and isolation. At the same time, US incarceration rates are currently the highest in the world- five times higher than average rates in most developed countries. Just as troubling, the United States has a growing number of young people who are disconnected, uneducated, impoverished and unable to succeed in traditional programming and employment. These young people have fueled the U.S.' skyrocketing incarceration rate for years. They are also, by and large, both the perpetrators and the victims of the violence that occurs in our cities every day. Roca understands that without deliberate, systematic intervention, these high-risk young people will continue to end up in prison or involved in violence.

While there are many prevention programs that target young people for the purpose of stopping trouble before it starts, such as sports or after school academic programs, evidence has shown that they make little impact on mitigating violence and poverty among older teens and young adults. As for suppression and punishment, these tactics do little to address high rates of recidivism, and cost public the public billions of dollars on a yearly basis.

At the same time, it has become clear that the criminal justice system- the network of institutions responsible for rehabilitating these young people and keeping the public safe- is too expensive and ineffective. Current corrections practices are bankrupting state governments and simultaneously creating more dangerous criminals. Long-term and mandatory sentencing practices do more to increase offenders' chances of reengaging in criminal behavior after release, than they do to deter further criminal behavior. The criminal justice system has also created tremendous waste by investing in programs that are not driven by evidence-based best practices for rehabilitation and social reintegration.

It is now apparent that incarceration cannot be the only answer for these young adults. As a result, many states are looking for other options. New research shows that eliminating mandatory sentencing, shortening terms for non-violent offenses, and incorporating community-based rehabilitation programs not only saves criminal justice systems money, but dramatically reduces rates of recidivism.

Roca is poised to provide the criminal justice system an option for change, and success. Whereas traditional public policy has taken two basic approaches to increasing public safety (prevention and suppression), Roca offers a third approach: intervention. Prevention programs typically attempt to stop trouble before it starts, targeting in-school and younger youth with academic tutoring, athletics and peer leadership programming. The suppression approach is defined by traditional law enforcement practices, such as policing and incarceration. Intervention programming fills the void traditional approaches leave by addressing the needs of high-risk young people once they have already engaged in dangerous or criminal activity. Intervention programming moves young people toward behavioral change, helping them confront their destructive tendencies, and providing them a pathway toward economic self sufficiency and safe, healthy living.

Services for Very High Risk Young People: A multitude of excellent programs meet the needs of "at-risk youth," a broad category of young people falling within a vast continuum of preparedness for education, career, and safety. At the top of the spectrum are programs reaching high school graduates who need help in their efforts to enter college and find career-track employment opportunities. A second tier of programs help young people stay in school and complete high school. A third tier help high school drop-outs earn their GED and find employment. Finally, a fourth tier focuses on keeping the most at-risk kids out

of lock-up, safe from street violence, and into programs for substance abuse and basic literacy. Young people in this fourth tier are most accurately described as youth in crisis or very high-risk youth.

Young people in this 4th tier are Roca's focus. The very high-risk young people that Roca is seeking to serve are young men, aged 17-24, who are either 1) aging out of the juvenile justice or juvenile probation systems with a strong propensity for reincarceration 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.

Many of these young people are drops-outs, substance abusers, gang members, have extensive criminal records, and/or come from broken homes without the income to support basic living requirements. The young people that define our target population have not, and cannot succeed in other educational and employment programs because they are neither ready, nor willing. They are not ready developmentally, intellectually or emotionally. And the behavioral barriers to their personal success far exceed their ability to participate in structured programming that requires consistent, disciplined self-management and motivation. More often than not, these youth are the ones who fall between the cracks of the very systems that were designed to help and protect them.

While there are a great number of services and programs serving young people, there are currently no services available for young people who are unable to show up for traditional programming. The majority of programs for youth that exist today are designed to work with individuals who are cognitively and behaviorally ready to engage in programming. Roca, on the other hand, has become distinctive for its success in doing what traditional youth development and reentry organizations can't. We are successful because we refuse to lose young people due to fear, distrust, lack of motivation, social and academic disengagement, repeated harmful and problem behaviors, or even illegal behaviors.

Roca's Intervention Model was developed and implemented address this high risk, underserved population, while simultaneously serving to inform the United States' policies for very high-risk young people. When implemented correctly, Roca's Intervention Model has enormous capacity to change public policy, reduce public costs (such as those associated with incarceration and public assistance) and increase public safety by reducing criminal and delinquent behavior.

Unlike other programs that work with young people who are motivated to improve their lives and who have basic skills, *Roca seeks out the most difficult and challenging young people who are unwilling or unable to attend traditional programming, work or school.* Many of the young people engaged in the first stages of Roca's programming do not possess the most basic social, educational and employment skills associated with financial self-sufficiency and responsible, healthy living. According to the Urban Institute, in a report drafted for Strategic Grant Partners, Roca is serving a population that is "almost unique" among the hundreds of programs assessed.

Current and Projected Demand (Including Ease of Market Entry):

Roca is poised to serve as one of the most viable institutional alternatives to traditional suppression and punishment practices. For years, Roca has challenged the traditional means of addressing violence and poverty by working with and for the young people that other institutions have either cast aside or dealt with indiscriminately. Intervention, as we have found, is the underemphasized middle ground between prevention and punishment- and it is proving to hold far more promise in truly unraveling the behavioral and economic cycles that have doomed so many young people to lives of poverty and violence. The common misconception that long-term, cognitive-restructuring programs don't work or require far too much in the way of human and economic resources to be viable on a large scale, has done much to damage the possibility for progressive political and policy decisions. Roca serves as a clear counterweight to that argument and the Intervention Model should be considered by policy makers as a formal alternative to traditional sentencing and rehabilitation programs.

The need for interventions for very high-risk young people is growing each day, as demonstrated by the number of requests received by Roca for assistance; the number of requests Roca receives regarding program replication; and, Roca's selection as the Commonwealth's apparent provider for its social impact financing pilot project (pay for success.) Roca has received a significant amount of attention across Massachusetts and across the country for its Intervention Model for Very High Risk Young people and this level of interest has only increased with Roca's engagement in negotiations over a pay for success contract in MA. This has included inquiries ranging from information requests to full scale replication requests from organizations, public agencies and private foundations from across the country.¹

Ecosystem Analysis

Industry: Roca's current understanding of its primary and secondary industries reflects an overall shift in ideology and practice from youth development to corrections reform. Roca's primary industry is criminal justice and/or juvenile justice (depending on the age range covered in a given state), with secondary industries of: employment/workforce readiness, education, violence prevention, and economic development. This understanding has allowed Roca to develop a deliberate shift in its programming model and, as a result, Roca has aligned all of its work with the 8 evidence-based practices of community corrections programs and other criminal justice evidence-based work.

Audience: The primary audiences for Roca's work include not only the young men we serve, but also all levels of government (local, state and federal) and the communities we serve. Additional audiences also include: foundations; individual supporters/funders; corporate sponsors; employers; press; and universities and researchers.

Partners: The institutions that are in a young person's life—local government, criminal justice and state systems, agencies, and organizations—are just as influential to the needs and growth of a young person as Roca. In recognizing this, Roca sought to create partnerships with these institutions, open the lines of communication, benefit from each other's expertise, and create more effective responses to young people and their families. Roca is committed to shifting the trajectories of not only the lives of our young people, but of all the institutions involved in a young person's life.

Roca's experience in collaboration includes both its highly successful engaged institutions strategy² and its diverse range of partnerships to serve young people. Through dialogue and action, Roca continues to promote and produce alternative, restorative policies in our result in a systemic change in how our communities address the needs of high-risk youth. Our engaged institutions work has resulted: in a statewide task force on transitional employment in partnership with the Lt. Governor's Office and two secretariats; the creation of area-specific gang intervention practices with the Chelsea Police; the creation of an Intervention Manual with 3 Police Departments and the MA Department of Youth Services; the development of an unprecedented partnership with the Hampden County Sheriff's Department in Springfield where Roca began its first direct replication; the creation of an on-going learning exchange with the Department of Youth Services; work with the cities of Chelsea and Springfield on their Safe & Successful Youth Initiatives (targeted to reduce violence in proven risk young men), including facilitating theory of change processes; and; the successfully passage of legislation to allow for the operation of alternative community corrections programming.

Competitors: The perception is that Roca has a variety of competitors, including: youth Development Organizations (*that claim to work with high-risk youth*); employment organizations (*that claim to work with*

¹ Currently, two cities, in addition to Springfield have approached Roca to conduct a full-scale replication.

² The fourth component in the Roca Intervention Model is engaged institutions, which includes establishing partnerships to develop and implement informal and formal practice, policy, and systemic change.
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high-risk youth); street outreach programs (*that claim to work with high-risk youth*); violence prevention programs (*that claim to work with high-risk youth*); Houses of Corrections and prisons; probation and parole; and, reentry programs.

In reality, however, Roca has no real direct competitors -- programs addressing recidivism in the population of deep-end young men on the street and on a long-term basis. Instead, Roca's competition is often with less intensive and less costly approaches. More broadly (and perhaps presenting a greater threat) is the competition for resources with programs targeted at youth more likely to succeed and more broadly. This is a challenge in that these programs do not provide the level of services needed by Roca's target population, nor do they effectively engage the highest risk young men, those most likely to face reincarceration.

Policy Levers: Roca's work makes significant changes in the lives of young people and communities. We are able to create behavior change using a cognitive behavioral intervention model. While conventional criminal justice and public policy has been designed to respond to violence and poverty in urban communities with a limited set of institutional tools, the Intervention Model serves as a progressive alternative that is both cost-efficient and highly effective. While many states have already made substantive criminal justice reforms, producing vast savings and reducing crime, Massachusetts continues to invest in an inefficient and ineffective corrections system. On corrections alone, the state spent \$1.2 billion in 2009- elevating incarceration expenditures above the combined budgets of the departments of higher education, public health and social services.

In contrast, the cost of putting someone through 4 years of Roca's model is \$24,500, a significant cost savings when compared to the average cost of \$112,800 for one 2.4 year incarceration - a fraction of what the state spends per prisoner. Added to these cost savings are additional savings in the administrative costs of the criminal justice system and savings associated with improved court compliance.

Today, Roca is at a unique moment in its history. Roca is honored to be negotiating with the Commonwealth of Massachusetts Department of Administration and Finance to establish one of the **first Social Innovation Financing Pilot (SIFP) Projects in the country**. Participating in this SIFP Project offers Roca an unprecedented opportunity to take the organization to the next level, moving Roca on a path towards long term sustainability. Roca will demonstrate its model through a rigorous program evaluation while scaling its impact across the Commonwealth. At the same time, Roca will implement a clear path for governments in both Massachusetts and across the country to avert and or/reduce incarcerations for this very high risk group of young men while at the same time demonstrating significant government cost savings. This project will also bring Roca's programming a significant level of prominence that will support its efforts towards expansion and scaling.

Strategy and Theory of Change (the "solution")

Description of Organization and Mission

Roca is demonstrating a powerful solution to violence, poverty and the cycle of incarceration through its Intervention Model for very high risk young people. Serving young people in Chelsea/Revere/East Boston and Springfield, MA, Roca works with individuals that no one else wants to help. We focus our work on achieving long term outcomes for these young people.

Roca is about relentless outreach and remarkable results. Roca sees a future in which young people leave the streets and gangs, take responsibility for their lives, and succeed at work. Young immigrant mothers will raise their children in safety and be recognized for their contributions to society. Our communities will have the ability to keep young people out of harm's way and, in turn, thrive through their

participation and leadership. We use concrete measures to track positive change toward mutually agreed upon life outcomes with highly disengaged individuals for whom other programming has not worked.

Founded in 1988, Roca is unique in the work that it does.

1. Roca seeks out the most difficult, challenging young people – the young people who are unwilling or unable to attend traditional programming, work or school.
2. Roca's services are designed to work with young people who are not prepared to participate in traditional programming and all program components address issues of relapse, using failure as a tool to help young people learn.
3. Roca is an outcomes-driven organization and has created an Intervention Model to change the lives of our young people and our communities.
4. Roca works with systems to change how they work with those young people.
5. Roca utilizes evidenced-based practices combined with experience in working with this target population to effectively intervene with very high-risk young people (for more information, please see "Research and Evidence that Informs the Model" in the attachments to this business plan.

Launched from a single grant from the Teen Challenge Fund of Massachusetts, a passionate group of young people and adults started Roca to address teen pregnancy prevention and violence in Chelsea. Roca has helped more than 18,000 young people make positive, profound changes in their lives, creating a nationally acclaimed model of transformational relationships as a vehicle for youth development, pioneering effective local, regional, and national relationships with government, state, religious, health, and community partners.

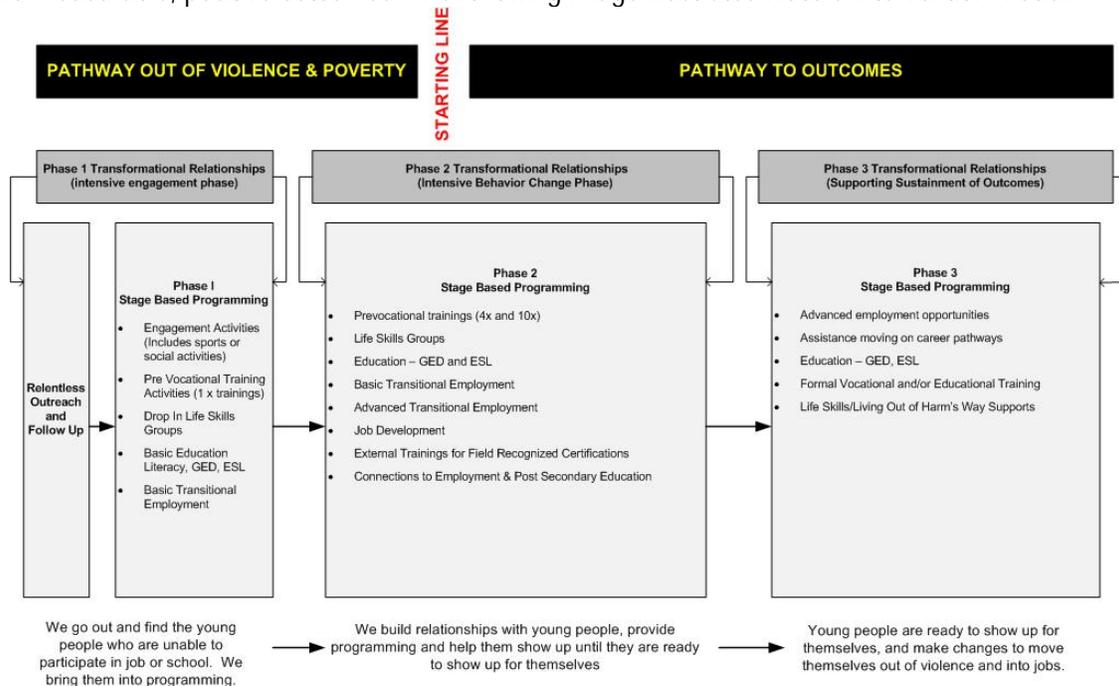
Roca's Intervention Model is designed to help the most high-risk young men break the destructive cycles of poverty, violence and perpetual incarceration, pushing them to identify, confront and overcome destructive behaviors and learn the skills needed to re-engage and succeed in society, education, and the economy. To the best of our knowledge, Roca's Intervention Model is the *only full-time, long-term, behavioral change intervention delivered on the street, for this population, by a non-mandating authority.*

Description of Scaling/Expansion Initiative

Description of the Initiative: Roca's Intervention Model is a cognitive-restructuring and skills development intervention, enabling young men to transform their lives and move toward the outcomes of economic independence (i.e. successfully keeping a job) and living out of harm's way (i.e. staying out of prison). The Intervention Model effectively combines relationship-building and targeted programming (life skills, education and employment) to support young people in developing the necessary skills to create positive behavioral changes. Once a consistent relationship is established, it becomes the foundation for cognitive-behavioral change, helping the young person move through a long-term, stage-based plan for improving their lives, creating opportunities as they make educational, life-skills and employment gains. Each youth worker is trained in various evidence-based and clinical techniques for promoting behavioral change, specifically:

- *cognitive-restructuring*, an approach designed to help people identify and change dysfunctional thoughts that contribute to problem behaviors;
- *motivational interviewing*, a client-centered counseling style designed to help clients explore and resolve ambivalence;
- *stage-based learning*, which helps young people practice the academic and pre-vocational skills needed to achieve social and economic independence; as well as,
- *transitional employment*, a stage-based approach for helping individuals gain and practice critical entry-level employment skills while earning a subsidized wage.

The process starts with intensive outreach, follow-up to engage and reengage young people over and over again, and building relationships that support change. Then Roca offers programming that meets young people where they are developmentally, operates basic and advanced transitional employment, creates jobs, and works with cities, criminal justice partners, and other organizations on deliberate intervention and support strategies. Each component of Roca's Intervention Model is designed to drive toward measurable, positive outcomes. The following image illustrates Roca's Intervention Model.



As noted earlier, the Intervention Model is designed for young people who are engaged in criminal behavior, gangs, and violence, have dropped out of school, who are involved in drugs, have limited or no employment history, and/or are young parents. Young people must also live in a contextually determined radius that promotes participation in center-based services. By seeking out these young people where they are, in the streets, Roca aims to directly intervene in their lives during the most crucial points. But the process of engaging these youth is not easy. Roca staff must seek a young person out over and over again, until the consistency of their interactions forms the basis for a relationship.

Once a consistent relationship is established, it becomes the foundation for cognitive-behavioral change, helping the young person move through a long-term, stage-based plan for improving their lives, creating opportunities as they make educational, life-skills and employment gains. Each youth worker is trained in various evidence-based and clinical techniques for promoting behavioral change, specifically *cognitive-restructuring*, a problem-focused approach designed to help people identify and change dysfunctional beliefs, thoughts and patterns of behavior that contribute to problems, *motivational interviewing*, which is an evidence-based client-centered counseling style for eliciting behavior change by helping clients to explore and resolve ambivalence, *skill-based learning*, which helps young people practice the academic and pre-vocational skills needed to achieve social and economic independence, as well as *transitional employment* which is a national best practice, and stage-based approach for helping individuals gain and practice critical entry-level employment skills while earning a subsidized wage.

Through this work we help young people move out of violence and poverty over 2 years, with 2 additional years of supportive follow-up for program graduates. The process starts with intensive outreach, follow-up to reengage young people, and building relationships that support change. Then Roca offers

programming that meets young people where they are developmentally, operates basic and advanced transitional employment, creates jobs, and works with cities, criminal justice partners, and other organizations on deliberate intervention and support strategies. Each component of Roca's Intervention Model is designed to drive toward measurable, positive outcomes.

The table below illustrates each of the components of the Intervention Model and provides details regarding frequency and/or dosage for each element.

Program Component	Service Category	Activity/Dosage
Relentless Outreach & Follow-Up	Daily outreach times	N/A
	Paired outreach	N/A
	Critical incident response plans	N/A
Transformational Relationships	Contacts	<ul style="list-style-type: none"> ▪ Phase 1-Engagement-2-3 contacts weekly ▪ Phase 2 Behavior Change-2-3 contacts weekly ▪ Phase 3 Sustaining-2wkly, 1wkly, 2monthly, 1 monthly
	Engagement Programming	<ul style="list-style-type: none"> ▪ Weekly outings ▪ Physical fitness-volleyball, basketball, weight room, etc... ▪ Arts/Music/Dance ▪ Formal Field Trips
Stage Based Programming	Life Skills	<ul style="list-style-type: none"> ▪ Houses of Healing/Power Source-10 sessions ▪ Street Smart-SA/HIV Curriculum-10 sessions ▪ Circles-10-12 ▪ Clinic Visits-2 ▪ Pregnancy Prevention Workshops-4 ▪ Parenting Group-10 sessions (if a young parent)
	Education/Pre-Voc	<ul style="list-style-type: none"> ▪ Completion of Baseline Educational Assessment ▪ Minimum of 3 Follow-Up Educational Assessments ▪ Increased weekly attendance and participation ▪ Minimum 2 informal prevocational Roca certification trainings ▪ Minimum 2 formal industry recognized certification trainings
	Employment/Job Readiness Programming	<ul style="list-style-type: none"> ▪ Basic Transitional Employment ▪ Workforce Readiness Workshops-10 Core Workshops ▪ Mock Interviews-minimum of 3 interviews ▪ One on One Job Coaching-Basic Job Search, Transportation Plans, Resumes, Child Care Plans-if needed ▪ Demonstrated Behavior Skill Assessments-minimum of 40
Work with Engaged Institutions	Direct Service Activities	<ul style="list-style-type: none"> ▪ Court advocacy as appropriate ▪ Coordinated interventions with key partners (police, probation, school, etc..) ▪ Accessing Services-health, mental health, benefits, housing etc... ▪ Cross Agency Programming (groups, events, workshops, etc...)
	Formal and Informal systems change	N/A

Advancing Roca's Theory of Change: Roca's work is based upon the theory that *when young people are re-engaged through positive and intensive relationships they can gain competencies in life skills, education and employment that move them toward living out of harm's way and toward economic independence and keep them out of prison.* To advance this theory of change, Roca has developed an operates an Intervention Model designed to help very high-risk young people move out of violence and poverty. Our Intervention Model is the only cognitive behavioral intervention delivered on the street, for this population, by a non-mandating authority. It is this solution that Roca seeks to scale.

While conventional criminal justice and public policy has often been designed to respond to violence and poverty in urban communities with a fairly limited set of institutional tools, the Intervention Model serves as a progressive alternative that is both cost-efficient and highly effective. By developing an evidence-based, multidimensional intervention program for the most high-risk young people, ***Roca has proven that the cycle of violence and incarceration that continues to plague our cities and our young people can indeed be interrupted.*** The Intervention Model vastly improves upon current community corrections services, offering a far more comprehensive and holistic approach to criminal rehabilitation through expanded and integrated programming.

Roca chooses to focus on 17- 24 year old young men involved with our criminal justice system, because they are the group that has most often been neglected by public and private institutions and are the group responsible for the majority of violence in our cities. Many have limited work experience, have already dropped out of school, are involved in drugs and gangs, or are young parents. Roca seeks out these young men where they are, in the streets, directly intervening in their lives during the most crucial points; not before the trouble has started, and not after the fact. By creating consistent, positive relationships as a foundation for cognitive-behavioral change, we help young people move along a long-term, stage-based plan for improving their lives, offering opportunities to make educational, life-skills and employment gains.

Evidence of Results To-Date (key outputs and outcomes): This intervention is designed to achieve several important **outcomes**, each of which has **significant associated cost savings**, including: **reduction in incarceration rates; increase in compliance with court-ordered conditions; and, quantifiable movement towards economic independence through education or employment and job retention.** Roca is partnering with Chapin Hall at University of Chicago on an impact evaluation of the Intervention Model for very high risk young men.

Roca's Intervention Model has shown significant results for very high-risk young people who are out of school and are street, court and gang involved. In FY 2012, Roca served 409 very high-risk young men through its intervention model. Despite the fact that Roca focuses its work on young men who are unable to participate or engage in traditional work or programming, of those eligible for services, Roca retained 78% and engaged them in the intervention model throughout the course of the year.

Of those engaged in the intensive component of the model (the first two years) during any period throughout the year, the following provide some detailed performance statistics: 73% demonstrated no new arrests; 67% demonstrated no new technical violations; 51 unduplicated young people were placed in employment and 67% retained that employment through the end of the reporting period (note: Participants are not working towards employment until they have been engaged in the Model for 18-21 months)

Of those who completed the intensive component of the model in 2012, 90% have had no new arrests; 100% have had no new technical violations; 79% of program graduates were on track to retain employment for a minimum of 6 months; and 70% have demonstrated education gains.

Definition of Social Value Proposition

Roca understands that when young people are re-engaged through positive and intensive relationships they can gain competencies in life skills, education and employment that move them toward living out of harm's way and toward economic independence. Roca's Intervention Model is designed to ensure that graduates will achieve the sustained outcomes of no incarcerations and retained employment (measured five years from enrollment). In order to achieve these outcomes, Roca has developed the following intermediate outcomes and measures.

2 Years from enrollment	3 Years from enrollment	4 Years from enrollment
Educational Gains <ul style="list-style-type: none"> increase on assessments attainment of industry recognized certification 	Educational Gains <ul style="list-style-type: none"> continued increases on assessments attainment of industry recognized certification 	Educational Gains <ul style="list-style-type: none"> continued increases on assessments attainment of industry recognized certification
Employment <ul style="list-style-type: none"> 30 hours/week competitive employment placement minimum of 30 days 	Employment Retention <ul style="list-style-type: none"> no gaps in employment longer than 30 days 	Employment Retention <ul style="list-style-type: none"> no gaps in employment longer than 30 days
No New Arrests <ul style="list-style-type: none"> self-report w/YW verification want to get to Gov. Report 	No New Arrests <ul style="list-style-type: none"> self-report w/YW verification want to get to Gov. Report 	No New Arrests <ul style="list-style-type: none"> self-report w/YW verification want to get to Gov. Report
No New Technical Violations <ul style="list-style-type: none"> self-report w/YW verification want to get to Gov. Report 	No New Technical Violations <ul style="list-style-type: none"> self-report w/YW verification want to get to Gov. Report 	No New Technical Violations <ul style="list-style-type: none"> self-report w/YW verification want to get to Gov. Report

In addition, Roca has developed the following short-term outcomes for the Intervention Model:

Outcome	Performance Measures
<i>Progress through the Stages of Change</i>	<ul style="list-style-type: none"> Decreasing criminal/delinquent behavior Decreasing street/gang involvement Decreasing substance use/abuse Increasing employment engagement Increasing educational engagement
<i>Assessed as Work Ready</i> (by 15-18 mo from enrollment)	<ul style="list-style-type: none"> Completion of 4 domains of Workforce Readiness Criteria
<i>Positive Behavioral Changes</i> (indicated on Out of Harm's Way Assessment)	<ul style="list-style-type: none"> Readiness for change Bond w/Roca Staffs Pro-Social Support-bond with other adults Pro-Social Support/Behaviors –peers Future Orientation Substance Use General Delinquency Sexual Activity & Practices

Roca has also detailed out a list of quality indicators to demonstrate progress as young people move towards outcomes:

Programing Component	Quality Indicators
Transformational Relationship	<ul style="list-style-type: none"> Min. 2x/wk actual contact with Youth Worker –after 2mo from enrollment Relapse in Phase 1 Movement to Phase 2 (4-6mo from enrollment) Movement to Phase 3 (by 24mo from enrollment)
Stage Based Programming	<ul style="list-style-type: none"> 1x/wk attendance in any programming ---2-4mo from enrollment 2x/wk in life skills/education/pre-voc/employment programming—4mo-24mo from enrollment Transitional Employment Status and Progress <ul style="list-style-type: none"> o Active (# of days in) o Bench (# of days in) o Re-hire (# of days in)

Programming Component	Quality Indicators
	<ul style="list-style-type: none"> • Educational Status and Progress <ul style="list-style-type: none"> ○ Completion of educational baseline assessment ○ # of follow up educational assessments ○ Level of attendance ○ Level of participation ○ # of informal pre-vocational trainings ○ # of informal pre-vocational certificates • Life Skills <ul style="list-style-type: none"> ○ Completed Houses of Healing/Power Source Course ○ Completed # of Circles ○ Completed # of SA Groups/Mtgs. ○ # of Clinic Visits ○ Completed Parenting Group ○ Pregnancy Prevention
Workforce Readiness Criteria	<ul style="list-style-type: none"> • # of items on Basic Needs Checklist completed <ul style="list-style-type: none"> ○ Picture ID, Social Security Card, Birth Certificate, Resident Alien/Green Card ○ Health Insurance ○ Stable Mailing Address ○ Appropriate Email Address ○ Appropriate Voice Mail Message ○ Transportation Plan ○ Benefits Enrollment ○ Child Care Plan ○ Resume • # of Workforce Readiness Workshops completed (pre/post tests) • Demonstrated Skill Assessments –attainment of consistent scores from crew supervisor, youth worker, pre-vocational instructors • # of concrete benchmarks completed <ul style="list-style-type: none"> ○ Minimum of 2 industry recognized vocational trainings ○ Completion of a Mock Interview with Workforce Readiness Coach ○ Basic job search (on-line) ○ Travel to a location - Transportation Capacity ○ For those in Transitional Employment - 60 consecutive workdays ○ For those not in Transitional Employment at Roca – Meet the programming attendance standard of 2x/wk for 2 months – has to be educational and/or life skills programming

Scaling Plan

Description of Scaling Plan:

Strategy: Roca is in an *early-stage growth* for impact that meets the criteria of “organizations that have demonstrated a significant level of effectiveness and are increasing their capacity for scale readiness.” We have met this definition because Roca has: 1) replicated its services in Springfield, MA and is planning to complete two additional replications; 2) developed a clear theory of change with accompanying outcomes, core program elements, manuals, and coaching tools; 3) is implementing independent impact evaluations of programming; and, 4) will complete a planning process for long term scale to maximize its impact in addressing the needs of very high risk young people.

Roca’s Intervention model is one of the solutions to stopping the repeated cycle of early incarceration and recidivism for high-risk young people. As we become clearer on our model, we understand that we must also begin to share it, and determine the greatest impact strategy for implementing the model within

the community. Specifically,

5) Roca will increase the number of criminally involved 17-24 year old young men who participate in our model for averting incarceration.

Roca is proposing to scale social impact by increasing: the quantity of services and geography through expansion of services at our existing locations and through two additional program replications. This will be done through:

- Implementing the Massachusetts Pay for Success pilot project, expanding services into contiguous communities around Roca’s Chelsea and Springfield locations;
- Expanding the reach of services outside of Massachusetts, including -
 - a direct replication starting in FY 14,
 - a tightly held franchise operated in conjunction with a close program partner, opening in FY 15 (allowing Roca to test the franchising concept with the model), and
 - an additional direct replication and/or tightly held franchise opening FY 16.

Through this expansion, Roca will expand its reach to serve 1,250 young men intensively each year by FY 2017 (an additional 610 young men will be in the less intensive phase of the program). Utilizing the lessons learned from this work, Roca will develop a long term plan for scaling and impact to be completed in FY 16.

The table below illustrates participant growth over this time period:

		FY 2014	FY 2015	FY 2016	FY 2017
Chelsea	Intensive Services (Years 1-2)	329	305	375	375
	Follow Up Services (Years 3-4)	105	282	358	243
Springfield	Intensive Services (Years 1-2)	223	201	225	225
	Follow Up Services (Years 3-4)	54	76	207	171
Replication 2 (FY 14)	Intensive Services (Years 1-2)	100	200	250	300
	Follow Up Services (Years 3-4)	0	0	71	151
Replication 3 (FY 15)	Intensive Services (Years 1-2)	0	75	150	150
	Follow Up Services (Years 3-4)	0	0	0	45
Replication 4 (FY 16)	Intensive Services (Years 1-2)	0	0	100	200
	Follow Up Services (Years 3-4)	0	0	0	0
TOTALS	Intensive Services (Years 1-2)	652	781	1100	1250
	Follow Up Services (Years 3-4)	159	358	636	610

6) Roca will influence alternative corrections legislation and directly affect national systemic change in criminal justice policies and practices.

Roca will influence public policy and practice through demonstrating alternative programming models, advocacy, the Roca engaged institution strategy, and a knowledge development/sharing agenda. Specifically,

Roca will impact the way government works with very high risk young men through:

- implementation of the Pay for Success Pilot project in Massachusetts demonstrating a pathway to sustainable public funding that saves the government money over time and reduces overall rates of incarceration;
- work with replication sites on ways to develop similar sustainable public funding models’

- expansion of Roca's Engaged Institutions Strategy, creating systemic change within the institutions that affect the lives of the young men we serve; and,
- administration of a small Alternative Community Corrections Pilot project in Massachusetts, ultimately developing the support for legislation, sustainable financial support, and the resulting systemic change.

7) Roca will work to demonstrate its Intervention Model as evidence-based, conducting a rigorous, comprehensive impact evaluation.

8) Roca will continue to move towards becoming a high-functioning organization (management, board, leadership, etc.).

Target Customers and/or Beneficiaries: Roca's Intervention Model currently focuses on 17 to 24 year old males in crisis, particularly those involved with the criminal justice system, because it is this group that is responsible for the majority of violence and criminal activity in our cities, and as a result, drives corrections spending at unsustainable levels. The Intervention Model is designed for young people who have dropped out of school, who are involved in drugs and gangs, have criminal records, and/or are on probation. Specifically, Roca is seeking to serve young men who demonstrate a strong propensity for violence, crime and/or adult incarceration, who are either: 1) aging out of the juvenile justice or juvenile probation systems; 2) connected with the adult justice system; or, 3) are high risk youth from the community being served.

Roca's choice to work with this population is based on the risk principle. According to the Crime and Justice Institute, "The risk principle identifies *who to target for the most intensive of services and programming*. Specifically, limited resources should be directed to those at highest risk for involvement in the criminal justice system. Further, higher risk clients should receive the greatest dosage of treatment and intervention. This principle is of critical importance given the serious constraints of limited budgets and working with growing community supervision and prison and jail populations."³ Roca knows that it can help these young men create the behavior changes critical to keeping them out of prison and engaged as members of our communities.

Roca's services are designed to engage this group of traditionally disenfranchised young men, helping them learn to participate in traditional programming and employment and improving not only their own life outcomes, but also the life outcomes of their family members and the economic outcomes of their communities. Finally, Roca's services are designed to produce clear cost savings to state and local governments, improving recidivism rates while reducing costs associated with other public benefits and increasing the tax base.

Distribution Plan: Roca plans to expand this model first through direct replications followed by the use of a tightly held franchise model. Roca plans to have one additional direct replication begin in FY 14, a tightly held franchise start up in FY 15 and an additional direct replication and/or tightly held franchise to begin in FY 16. Roca will also work to expand the adoption of this model as an evidence-based practice, by engaging in a rigorous impact evaluation.

Competitive Advantage and Barriers to Entry: Roca is unique in the target population it serves, focusing on the highest risk young men that other programs are often not willing to work with, young men who are at the heart of many of our cities' problems and the core of our corrections costs. The ability to

³ Bechtel, Kristin and Barbara A. Pierce, MPPM. "An Overview of What Works in Correctional Interventions." Crime and Justice Institute (January 2011).

work effectively with and engage this population is a distinct competitive advantage in an age of growing populations of disengaged youth and growing corrections costs.

Roca has several additional factors that also provide it with a competitive advantage, putting it in a position to influence policy and practice. These include: 1) having 25 years of experience working with very high risk young people and an excellent reputation in the not only the communities we serve, but also nationally; 2) having a well-researched programming model, grounded in evidence; have an extensive performance based management system and a robust set of program metrics that permeate throughout the organizational culture and operations; and 3) maintaining significant partnerships with engaged institutions that help position the organization for programmatic success and future growth.

Added to this, Roca is currently negotiating one of the first pay for success contracts in the country, allowing the organization to demonstrate its ability to achieve programmatic outcomes while reducing significant costs for local and state government.

Unfortunately, Roca also faces several barriers to entry into any new market. The very high risk young men Roca serves are scary and many communities would prefer to incarcerate them rather than opting for a community based solution. At the same time, there is no sustainable public funding source dedicated to serving this group of high risk young men. Through its work on pay for success and other recent initiatives, Roca is working to combat these issues, not only in the communities we currently serve but also in communities we are targeting for expansion.

Core Program Elements and Success Factors (what's needed to succeed): Roca's Intervention Model is based on a simple, but powerful theory: when young people are reengaged through positive and intensive relationships they can gain competencies in life skills, education and employment and move toward economic independence and living out of harm's way. The Intervention Model effectively combines relationship-building and targeted programming (life skills, education and employment) to support young people in developing the necessary skills to create positive behavioral changes. Once a consistent relationship is established, it becomes the foundation for cognitive-behavioral change, helping the young person move through a long-term, stage-based plan for improving their lives, creating opportunities as they make educational, life-skills and employment gains.

Each youth worker is trained in various evidence-based and clinical techniques for promoting behavioral change, specifically: cognitive-restructuring, an approach designed to help people identify and change dysfunctional thoughts that contribute to problem behaviors; motivational interviewing, a client-centered counseling style designed to help clients explore and resolve ambivalence; stage-based learning, which helps young people practice the academic and pre-vocational skills needed to achieve social and economic independence; as well as, transitional employment, a stage-based approach for helping individuals gain critical entry-level employment skills while earning a subsidized wage.

Each component of Roca's Intervention Model is designed to drive toward measurable, positive outcomes. The process starts with intensive outreach and follow-up, offers programming, operates basic and advanced transitional employment, creates jobs, and works with municipalities, several criminal justice partners, and other organizations. Based on a framework for change used in medical and mental health fields, the Intervention Model has four core components: 1) relentless outreach, on-going and aggressive outreach and follow-up designed to meet young people where they are and build trust; 2) transformational relationships, an intensive case management model; 3) stage-based programming designed to increase young people ability to move toward economic independence through life skills, educational and pre-vocational, and employment programming; and, 4) work with engaged institutions, a partnership model with criminal justice, health, education, and other institutions to increase systemic capacity for intervention with very high risk young people and provision of needed supports.

Timetable, Milestones & Measurable Three-Year Performance Goals

Based on Roca's plans for early-stage growth, which include program replication and expansion, program evaluation and developing a clear strategy for long term scale and impact, Roca has developed a clear implementation plan, illustrated in the table below that includes detailed timetables, milestones, and measurable four year performance goals for this plan.

Measurable Outcomes	Milestones	Deadline
Service Capacity (Increase in Direct and Indirect Services)		
Expand Roca's impact on very high risk young men (in number and geography)		
Serve 1,250 young men at any given time intensively through the addition of new slots, expansion into new communities and the use of Pay for Success Financing.	Increase number of young men served in Chelsea/Revere/East Boston Site from 335 to 375	6/30/17
	Increase number of young men served in Springfield from 200 to 225	6/30/17
	Begin operations in second replication in FY 14 growing to serve 300 young men	6/30/17
	Begin operations in third replication in FY 16 growing to serve 200 young men	
	Begin operations in fourth replication in FY 16 growing to serve 150 young men	6/30/17
Expand transitional and advanced transitional employment opportunities for young people in transformational relationships.	Increase number of transitional employment slots in Chelsea/Revere/East Boston Site from 45-48 slots to 54-64 slots	6/30/17
	Increase number of transitional employment slots in Springfield Site from 25-33 slots to 31-39 slots	6/30/17
	Develop 38-50 transitional employment slots in second replication site	6/30/17
	Develop 23-34 transitional employment slots in third replication site	6/30/17
	Develop 23-34 transitional employment slots in third replication site	6/30/17
Expand job placement services to ensure that a minimum of 75% of those that complete 2 year model are placed in unsubsidized employment.	Increase number of young men placed in unsubsidized employment in Chelsea/Revere/East Boston Site from 150 to 225 per year	6/30/17
	Increase number of young men placed in unsubsidized employment in Springfield Site from 38 to 142 per year	6/30/17
	Place 113 young men in unsubsidized employment annually in second replication site	6/30/17
Develop and Implement an Alternative Community Corrections Pilot		
Develop and implement an alternative community corrections pilot.	Pilot small alternative community corrections program in Chelsea and Springfield locations	6/30/13-17
	Advocate for use of Roca's model as an alternative to incarceration in replication sites	6/30/17
Program Quality and Evaluation Systems		
Expand Roca's impact on very high risk young men (in number and geography)		
Improve program quality by ensuring fidelity to the program throughout scaling process	Complete research with other programs who have conducted large scale replications around development of fidelity protocols.	6/30/13
	Develop and implement Roca cross-site fidelity protocols.	6/30/13
	Administer all fidelity protocols in replication sites and continue to provide intensive training for all staff around the implementation of the intervention model.	6/30/14-17
	Continue to refine and utilize Roca's performance based management tools to ensure program quality and fidelity to the model across operating sites.	6/30/14-17
Improve program quality by enhancing business development and partnerships (TEP/Job Creation)	Create business development strategy to provide for expanded business development across sites and ensure all business development work is aligned with Roca stage based programming and pre-vocational training efforts.	6/30/13
	Continue to refine and implement business development strategy to provide for expanded business development across sites.	6/30/14-17
Demonstrate Intervention Model for very high-risk young men as evidence-based and expand use of the model		
Complete model codification and documentation	Finalize and implement expanded training agenda associated with performance based management. Completion of materials, curriculum, operation manuals, standardized supervision tool etc. Build out remaining performance management reports Develop measurable benchmarks for all other organizational components Draft complete organizational scorecard and pilot early winter 2013 and use for FY'14 with a review at the end of the year.	6/30/13

Measurable Outcomes	Milestones	Deadline
	Revisit organizational competencies and update competency framework and associated performance based management tools.	6/30/14
Implement third party Implementation and Outcome Evaluation each year addressing each operating site	Complete annual implementation and outcome evaluations.	6/30/13-17
Conduct a comprehensive impact evaluation of the Intervention Model as it serves very high risk young men.	Raise financing for impact evaluation.	6/30/13
	Conduct independent impact evaluation.	6/30/14-17
Organizational Strengthening and Finances		
Increase organizational capacity for scale, impact and sustainability – specifically addressing the capacity of the staff, management and board.	Develop competency based staffing structure for all senior management. This will include all associated performance based management tools. Assess all management based on defined competency requirements. Create staff development/coaching plan. Develop organization wide scorecard and subsidiary scorecards.	6/30/13
	Review fiscal administrative and HR structures and determine capacity building needs for growth. Restructuring Development and Finance functions and change role of Chief Knowledge Officer to include all human resources activities.	6/30/13
	Develop sustainable staffing structure for the organization’s senior management team. Make all appropriate and necessary staffing changes. Update emergency succession plan and create long term succession plan.	6/30/13
Creation of Long Term Strategy for Increased Impact of Intervention Model	Develop planning board to assist with replication planning. Complete analysis of management competencies and structuring of leadership team. Work with legal counsel to determine appropriate legal and board structures for replication.	6/30/13
	Convene regular meetings of advisory committee for replication and scale (Board of Directors Strategic Planning Committee). Committee to provide recommendations regarding long term scale and impact. Provide support to planning and startup of each future replication.	6/30/13-17
Ensure Roca’s long term financial stability through resource development activities including growing endowment to \$5 million and operating reserves to 3-4 months of operating cash.	Develop, launch and complete 25 th anniversary campaign (including increased focus on individuals and corporations).	6/30/17
	Increase the percentage of operations covered in MA by a sustainable government funding source. Ensure this source represents a predominant source of funding in any new site. This may include using financing tools such as “pay for success” and “social impact bonds”	6/30/17
	Achieve FY17 goal of \$19.5 million in revenue. Increase endowment by \$200,000. Maintain 3-4 of cash in operating reserve.	6/30/17

12 Month Operating Plan

Objective/FY 14 Benchmark	Activities	Est. Complet. Date
Strategy 1: Roca will increase the number of criminally involved 17-24 year old young men who participate in our model for averting incarcerations.		
Roca will implement the first year of the Massachusetts Pay for Success pilot project.	<ul style="list-style-type: none"> ▪ Finalize fundraising for PFS project ▪ Begin program operations and contiguous communities work in Chelsea and Springfield sites ▪ Meet monthly with operations committee and quarterly with oversight committee 	6/30/14 7/1/13-6/30/14 6/30/14
Roca will continue to expand services into contiguous communities around Roca's Chelsea and Springfield locations.	<ul style="list-style-type: none"> ▪ Meet with local political leaders to develop programmatic contracts ▪ Meet with local businesses and housing authorities to develop work contracts ▪ Meet with local courts and other criminal justice partners to implement engaged institutions strategy. ▪ Begin operations in new communities as appropriate. 	7/1/13-6/30/14 7/1/13-6/30/14 7/1/13-6/30/14 7/1/13-6/30/14
Roca will begin its first out of state, direct program replication.	<ul style="list-style-type: none"> ▪ Develop local political support as specified in replication work plan. ▪ Generate \$5.5 million in support for program operations. ▪ Identify and build out appropriate work space ▪ Hire and train appropriate programmatic staff. ▪ Begin new site operations 	7/1/13-3/31/14 7/1/13-3/31/14 7/1/13-3/31/14 4/1/14
Strategy 2: Roca will influence alternative correction legislation and directly affect national systemic change in criminal justice policies and practices.		
Implement the PFS Pilot project in MA, demonstrating a pathway to sustainable public funding.	<ul style="list-style-type: none"> ▪ For deliverables, see above. 	See Above.
Roca will work with first replication site on ways to develop similar sustainable public funding models covering at least 65-75% of operational costs.	<ul style="list-style-type: none"> ▪ Work with local community partners in developing PFS initiative. ▪ Continue to work with local and state government officials and local foundations to develop sustainable funding source for Roca programming. 	7/1/13-6/30/14 7/1/13-6/30/14
Roca will expand its Engaged Institutions Strategy.	<ul style="list-style-type: none"> ▪ Activities detailed in contiguous community and replication deliverables. ▪ Work to document Engaged Institutions Strategy with Consulting Partner, David Hunter, Ph.D. 	7/1/13-6/30/14 9/30/13
Roca will administer a small Alternative Community Corrections Pilot Project in MA.	<ul style="list-style-type: none"> ▪ Continue engaged institutions work in eastern and western MA. ▪ Apply for public funding as it becomes available. ▪ Implement Alternative Community Corrections Plan and begin delivering services. 	7/1/13-6/30/14 7/1/13-6/30/14 7/1/13
Strategy 3: Roca will work to demonstrate its model as evidence based, conducting a rigorous, comprehensive impact evaluation.		
Complete first year of rigorous impact evaluation.	<ul style="list-style-type: none"> ▪ Participate in rigorous program evaluation efforts with independent evaluator. ▪ Participate in rigorous program evaluation efforts as part of PFS initiative. ▪ Continue to administer internal performance based management work. 	7/1/13-6/30/14 7/1/13-6/30/14 7/1/13-6/30/14
Strategy 4: Roca will continue to move towards becoming a high functioning organization.		
Expand leadership and board capacity for scale and impact.	<ul style="list-style-type: none"> ▪ Implement activities as specified in Staff Development Plan ▪ Implement activities as specified in Board Development Plan 	7/1/13-6/30/14 7/1/13-6/30/14

Marketing Plan

In the short term, Roca will market its work through its website and through the publication of a variety of documents and tools that highlight the Intervention Model. These will be widely shared through our regional and national partners as well as through presentations at conferences and meetings. Roca's initial marketing will focus on determining the next location for replication and to identify appropriate programmatic partners.

Supporting this, Roca will work to position itself for national expansion through rebranding of its model and increased, targeted educational campaigns, including online tools and social media, print media, speaking engagements – with a particular focus on educating the national criminal justice community, participation in information sessions, and improved fundraising communications.

Projected Social Impact

Roca's Intervention Model is one of the solutions to violence and stopping the repeated cycle of early incarceration and recidivism for high-risk young people. This intervention is designed to achieve several important outcomes, each of which has significant associated cost savings, including: a reduction in incarcerations as tracked through violations and/or convictions of new crime; an increase in compliance with court-ordered conditions; and, a quantifiable movement towards economic independence through retained employment. Through the scaled growth of our Intervention Model, Roca will establish a nationally recognized, evidence-based practice for young people to leave the streets and gangs, change their lives, and get out of violence and poverty.

Vision for Influencing Sector or System Change

Targeted investments in corrections reform, particularly in the realm of probation, community corrections and intensive supervision have already proven worthwhile in several other states. Michigan, Kansas, and Connecticut, among others, invested in evidence-based reentry, probation programming and community corrections and reduced their respective prison populations while saving hundreds of millions of dollars. The up-front returns on these investments were not only substantial in reducing re-offense, but the states were able to reinvest the savings into further preventative measures and community-based supervision programs.

Roca is seeking to implement the Intervention Model as an alternative to current community corrections programming and incarceration and as a preventative strategy for young people aging out of and/or engaged in criminal justice system and other very high risk young men. Roca's Intervention Model differs from current community corrections services in its intensity, comprehensiveness and reliance on evidence-based practices. The Intervention Model vastly improves upon current community corrections services, offering a far more comprehensive and holistic approach to criminal rehabilitation through expanded and integrated programming. Ultimately, Roca's Intervention Model will demonstrate a new, preventative model for reducing the long-term public costs associated with these high-risk populations, specifically related to recidivism and incarceration. If the desired outcomes are achieved, the Commonwealth and other states across the nation may choose to expand these intervention services, thereby achieving systemic reform.

Evaluation Plan and Knowledge Dissemination Plan

Plan for Assessing Outcomes/Impacts

Roca's Evaluation and Performance Based Management: Roca has spent nearly seven years looking at evidence-based practices and programs in an effort to more effectively serve our communities highest risk young men who without an intervention face a reality of jail, violence, and poverty. Due to the lack of programs targeted specifically for this target population, Roca felt the need to create an effective intervention model that consistently drives this group of young men toward positive outcomes. Roca intentionally developed its model by: 1) studying, adapting and implementing elements of evidenced based programs and approaches based on foundational theories of behavior change; and, 2) working to align the Intervention Model and Roca's organizational practice with the Eight Evidenced Based Principles of Effective Intervention identified for community corrections.

As a result of this learning, Roca now operates a clear, single-service Intervention model that offers two years of intensive services and two years of follow up support. Roca has made significant progress with the design and coaching of the model and the development of a performance management system, detailed later in this narrative. Roca has also spent a significant amount of time over the last few years evaluating its efforts and outcomes in order to continuously improve the model.

Roca's **Intervention Model** is designed to ensure that graduates will achieve the sustained outcomes of no incarcerations and retained employment (measured five years from enrollment). Roca's Intervention Model is aligned with the clinically proven cognitive-behavioral *Stages of Change*, which is managed and tracked through a customized, web-based software system by Social Solutions called Efforts Toward Outcomes (ETO). Roca enters participant data into the system, including eligibility and enrollment data, individual needs and a service plan to meet those needs, all training, certification, employment and wage data, and all post-employment services for one year after employment. This system tracks staff efforts, performance indicators, and participant outcomes, and allows us to customize individual and collective queries and reports.

Roca utilizes a range of stage-based outcomes focused on young people living out of harm's way and moving towards economic self-sufficiency. Youth Workers select appropriate outcomes to focus on with young people based on their individual issues and barriers to success. Behavioral change outcomes examine: substance abuse; educational engagement; employment engagement; healthy/unhealthy relationships; pregnancy prevention; court compliance; street/gang involvement, etc. Self-sufficiency measures include: program attendance; program retention; school attendance; overall educational gains; academic skill gains; pre-vocational skill achievements; progress in transitional employment programming; job placement; and job retention and advancement.

ETO captures movement toward intended outcomes through tracking the development of the transformational relationship over time and through tracking the stages of change related to specific behavior change outcomes. ETO data provides management and staff the opportunity to enter and use individual and organizational level data to assess processes and progress toward outcomes.

Roca has also aligned its staff development, supervision, and management through a comprehensive performance-based management system to track individual, program level and organizational level performance indicators.

Level of Evidence of Effectiveness: While Roca began closely examining outcomes recently (in the past five years), we are showing tremendous results to date. We believe that we meet the criteria for "Demonstrated Effectiveness" and with our independent program evaluations underway, are hoping to move to towards "Proven Effectiveness."

Roca engaged in a systemic cycle of research, design, action, tracking data, and use of data for continuous improvement to deliver an intervention worthy of the young people we serve. As a result of this learning and commitment to performance management and continuous improvement, Roca has made

significant progress with the design and coaching of the model and the development of a performance management system.

In addition to its work internally, Roca worked extensively for several years with the Crime and Justice Institute and Abt Associates and is currently working with Chapin Hall at the University of Chicago on developing performance management reports to continuously improve data quality and accuracy. Roca is showing positive progress and is working to continue improving the data quality and completeness, particularly as it moves to conduct two independent program evaluations in Chelsea/Revere/East Boston and Springfield. Roca has also undergone several implementation and outcome evaluations conducted by the Crime and Justice Institute and Abt Associates. These evaluations are described in more detail below.

While we believe that this work establishes Roca's Intervention Model as having "Demonstrated Effectiveness," we are eager to pursue rigorous evidence of the Intervention Model's impact and move towards "Proven Effectiveness." To do this, Roca has engaged with Chapin Hall at the University of Chicago to conduct an independent program evaluation that will examine the impact of the Intervention Model on very high risk young men aged 17-24 who are likely to be reincarcerated in both Chelsea/Revere/East Boston and Springfield, MA. A brief description of the evaluation design is included below.

Formal Evaluation of the Intervention Model: Few large-scale, longitudinal evaluations have been completed on comprehensive approaches to intervening with the populations Roca serves, and those evaluations that have been conducted show mixed results. With its holistic approach to intervention work, Roca has the opportunity to demonstrate what it takes to move very high-risk young people out of poverty and violence. Our agency is uniquely positioned to prove the efficacy of its model through rigorous evaluation, and, if necessary, apply targeted modifications based on the critical analysis. Roca's sound theory of change, comprehensive data collection system, and, most importantly, its commitment to determine the organization's impact provides an opportunity to prove the Intervention Model as a solution to poverty and violence.

Roca is now working with Chapin Hall at the University of Chicago to evaluate the long term impact of the Intervention Model on the recidivism and employment rates of very high risk young men. This evaluation will be tied to Roca's participation in the Commonwealth's PFS initiative and will specifically examine the Model's impact on the young men we serve who are: aging out of DYS; aging out of juvenile probation; or, on adult probation, who are determined to be at high risk for reincarceration. The centerpiece of this evaluation will be a Randomized Control Trial which will be "backstopped" by a Difference in Differences approach.

Recidivism will be assessed using administrative data from the Massachusetts corrections system. Key outcomes will be new arraignments, convictions resulting from these new arraignments, and spells of incarceration. The evaluation will extend to allow assessment of outcomes at least 6 years after referral to Roca, and we anticipate that longer term assessments will be possible as well. While avoided days of incarceration will be the focus of the payment incentives in the pay for success contract - since that is where most of the budgetary savings to the state accrue - the evaluation will also allow an examination of the quantity of types of new offenses committed in both the treatment and control groups, critical components to a full evaluation of the social benefits from reduced criminal activity.

To assess successful transitions to adulthood, we will be performing impact evaluations on employment rates, earnings levels, and educational enrollment and achievement. The employment and earnings data will be obtained from the Massachusetts state unemployment insurance records. Educational achievement/enrollment will come from three sources: the state's unified database for secondary education, the state's GED database, and the federal post-secondary clearinghouse.

Plan for Communicating Impact of Scaling/Expansion Initiative

Progress towards achieving benchmarks will be tracked on a monthly basis and adjustments to operations will be made as needed, based upon the results of this work. To communicate this impact, Roca will write a mid-year year and annual report for review and dissemination. These will be posted online and shared as part of national meetings and conferences. Roca will also utilize its marketing plan as a critical tool to communicating the impact of its scaling/expansion initiative.

Organization

Organization History:

Founded in 1988, Roca is a youth development organization committed to serving the most disenfranchised and disengaged young people ages 14-24 (street/court/gang involved; drop-outs; young parents; and refugee and immigrants) in the Greater Boston area including the communities of Chelsea, Revere, and East Boston, MA. Launched from a single grant from the Teen Challenge Fund of Massachusetts, a passionate group of young people and adults started Roca to address teen pregnancy prevention and violence in Chelsea.

Organization Structure and Governance

Roca, a 501(c)(3) corporation, has extensive experience in receiving, managing and expending large federal, state and private foundation grants. Roca manages a \$8.4 million annual operating budget, with no debt, and has consistently maintained clean audits on an annual basis. Roca maintains all accounting, contract management, purchasing and recordkeeping functions in accordance with generally accepted accounting principles and with all relevant local, state, and federal regulations and guidelines. Roca is fortunate to have a strong Board of Directors that bring business, community, non-profit, education, evaluation, and food services expertise to the organization and promotes volunteerism among young people, parents, and community members through its programming.

Current Size and Reach

Since 1988, Roca has helped more than 17,000 disadvantaged/disengaged young people make positive, profound changes in their lives, creating a nationally acclaimed model of TRs as a vehicle for youth development, and pioneering effective local, regional, and national relationships with government, state, religious, health, and community partners. Services are provided in Chelsea, Revere, East Boston and Springfield, Massachusetts. Roca's Intervention Model, which provided intensive services to 705 young people in FY 2010 across these locations, has been touted as *national best practices* by many governments, advocates and services providers, and sought after nationally and internationally.

Management Team (including Succession Planning)

Roca has a strong team of diverse leadership including: Molly Baldwin, Executive Director; Tom McKenna, Managing Director for Massachusetts; Anisha Chablani, Chief Knowledge Officer; Jacob Sauerborn, Chief Fiscal Officer; Lili-An Elkins, Chief Development and Strategy Officer; Dana Betts, Director of Programming; and, Jake Jacobs, Director of Business Development and Major Gifts. Roca has also recently hired a Criminal Justice Programs Director who will be responsible for the MA pay for success Social Impact Exchange – Business Plan, Submitted by Roca

initiative as well as working towards Roca's operating a formal alternative to incarceration in Massachusetts. This team has a century of combined experience management, non-profit finance, social work, workforce development, high risk youth work, corrections and community organizing. Bios for these individuals and an organizational chart are included in Appendices B and C.

Infrastructure Requirements

Investments in Infrastructure Required to Support Expansion

Roca moves through its early stage growth it will require infrastructure investments around not only physical capital but also human capital. In Chelsea/Revere/East Boston, Roca will require additional green building space for business development (expected to be needed in Year 3) along with appropriate pre-vocational equipment and vehicles. In addition, Roca will require some internal staff restructuring, creating the positions of Chief Operating Officer, Chief Information Officer and Development Associate.

In each new site, Roca will require: an estimated 5,000 square feet of green building space for staff, classrooms and business development; equipment for business development; vehicles for work crews, prevocational training equipment. Each site will also require a Director (which may, initially, grow out of an Assistant Director position) supported by two assistant Directors to run day to day program operations.

Other Capacity Building Needs

Roca is working to codify and develop mechanisms to share this model. To do this, we need to work on the following activities: finalizing documentation describing the intervention; manual on engaging very high-risk youth; staff coaching manuals; operations manuals; replication manuals (focus on implementation); performance based management tools – that include staff orientations and trainings; documentation of and coaching manual on our engaged institutions strategy; and, materials supporting principle based leadership and organizational culture. Roca is seeking funds to finance this work.

Roca will also need to solicit assistance in developing a comprehensive marketing and branding strategy to ensure that its work is appropriately represented as it expands its service delivery and shares its model.

Additionally, Roca will need to develop management/leadership capacity within both its middle and senior management and in the development of an organizational replication team. The replication team will be trained to provide coaching and assistance around not only laying the groundwork for any new replication site but also for providing operational training and coaching as any site gets off the ground.

Financial Plan for the Scaling/Expansion Initiative

Capital Required to Finance Expansion by Type of Support (e.g. grants, debt)

Roca is working to codify and develop mechanisms to share this model. To do this, we need to work on the following activities: finalizing documentation describing the intervention; manual on engaging very high-risk youth; staff coaching manuals; operations manuals; replication manuals (focus on implementation); performance based management tools – that include staff orientations and trainings; documentation of and coaching manual on our engaged institutions strategy; and, materials supporting principle based leadership and organizational culture. Roca is seeking \$1,000,700 in funds to finance this work (\$654,700 in FY14 and \$346,000 in FY 15), along with a portion of our outcomes and impact

evaluations. In addition, Roca is seeking \$1,050,000 over a three year period, starting in FY 14, to support capacity building work around its pay for success efforts.

Additionally, Roca has estimated that it must raise approximately \$4 million in startup capital before it will begin operations in any new community along with an estimated \$1.5 million in capital funding and a clear pathway to public funding that will pay for 65-75% of program operations on an annual basis. In addition, Roca will utilize its reserves for some expansion.⁴

Fund Development Strategy – Description of Sustainable Economic Model and Timetable

Roca currently supports its programming with a mixed fundraising strategy that includes government, foundation, and private philanthropic support as well as individual and corporate support and earned revenues. While Roca's mixed funding strategy has been successful for Roca to date, it is not sustainable nor will it readily adapt to an organization with multiple sites. As such, **Roca believes that each site must have some source of sustainable public funding paying for a significant portion of its work.** In each location, Roca will seek public funding support before beginning operations and will work to utilize a pay for success financing model to generate this support. For its Massachusetts sites, serving both current and expansion locations, this funding will come from pay for success financing from the Commonwealth's Social Innovation Financing Program. Roca has been selected as the apparent successful bidder for this project, allowing Roca to expand into each of the contiguous communities around its current facilities and making it eligible for \$22.5 million in state funding.

Additionally, in an effort to support the work outlined in this strategic plan, including: Roca's expansion into contiguous communities; Roca's Direct Replication into two additional sites; and, the development of sustainability funding for Roca's existing programming, Roca will celebrate its 25th Anniversary by operating a \$25 Million Fundraising Campaign, addressing resources for growth capital, program expansion, new replication sites and program validation.

Current Funders and Commitments

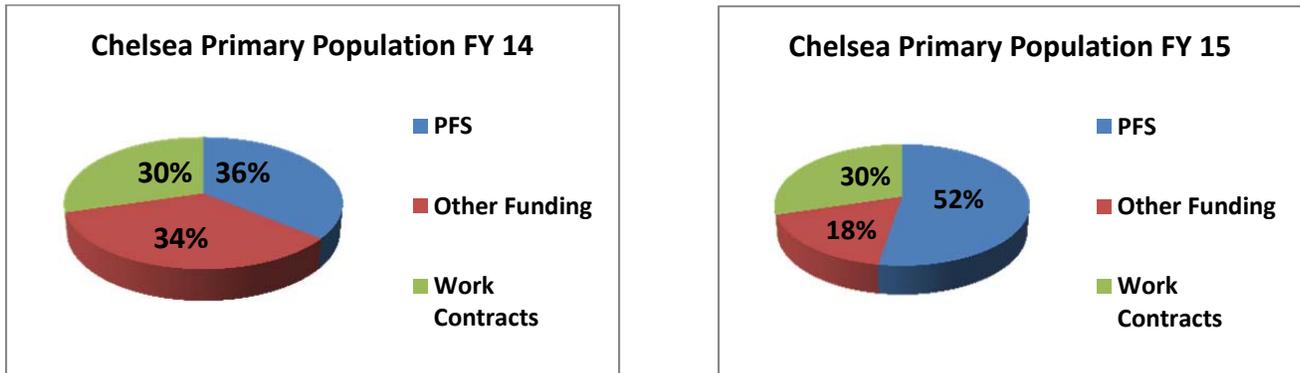
Roca is currently the apparent service provider for the MA Social Innovation Financing Pilot Project or Pay for Success Project. Through this project, Roca will receive up to an estimated \$22.5 million in funding from the Commonwealth over a six year period. Roca is also supported by more than 40 private foundations. In addition Roca receives support from federal, state and local governments, corporations, earned revenues and private investors. Some of the foundations currently supporting Roca include: The Robert Wood Johnson Foundation, Bank of America, the Butler Foundation, the Mentor Network, the Rowland Foundation, the Hyams Foundation, and many others.

Projected Funding by Sources of Support (e.g. government, foundation, earned income)

Change in Overall Funding: Roca understands that over the next several years, it will face a dramatic shift in its overall funding patterns. In FY 14 alone, pay for success financing is expected to account for an estimated 36% of program operations in its Chelsea site, growing to 52% in FY 15. It is also expected that over the next three years there will need to be significant growth in the development of work crew contracts as well as in the development of individual and corporate sources of funds. The charts

⁴ Reserves may be used to fund capital investments in a new site. Use of reserves will only occur, when accompanied by a plan for replenishing reserves over time.

below illustrate this shift in funding. Similar shifts are expected to be seen in Springfield and Roca believes that similar funding patterns will need to be developed for all replication sites.



The table below illustrates the shifts in funding over time for the full organization, and assumes that the upfront capital raised for pay for success will be raised in FY 13.

FY 2013 - 2017				
Operating Revenues	FY14	FY15	FY16	
Pay for Success	19%	23%	27%	
Work Contracts/Earned Revenues	11%	12%	13%	
Government Grants/Contracts (Non-PFS)	30%	26%	23%	
Foundation Grants (Non-PFS)	27%	26%	23%	
Individuals	5%	5%	5%	
Corporations	3%	3%	4%	
Events	4%	4%	4%	
In-Kind Donations	2%	2%	4%	
Total Revenues	100%	100%	100%	

Please note, assuming Roca achieves all of its outcomes, the Commonwealth will potentially owe Roca an additional \$13,039,356 in pay for success funding after FY 16. Of this, \$9,205,605 will be due to Roca as part of its quarterly service payments. The balance will be due as part of Roca’s success payments if outcomes are achieved.

Primary Public Funding Source: While Roca’s mixed funding strategy has been successful for Roca to date, it is not sustainable nor will it readily adapt to an organization with multiple sites. **As such, Roca believes that each site must have some source of sustainable public funding paying for a significant portion of its work.** In each additional location, Roca will seek public funding support before beginning operations and will work to utilize a pay for success financing model to generate this support.

For its Massachusetts sites, serving both current and expansion locations, this funding will come from pay for success financing from the Department of Administration and Finance. Roca is currently negotiating with the Commonwealth of Massachusetts as part of its proposed Social Innovation Financing Program. Roca has been selected as the Commonwealth apparent successful bidder for this project which will serve approximately 900 young people over a six year period, allowing Roca to expand into each of the contiguous communities around its Chelsea and Springfield facilities. The Commonwealth has allocated \$25 million towards this purpose. A significant portion of this funding will pay for our contiguous community expansions.

Participation in this project requires Roca to raise \$3.3 million in up front capital that will support cash flow, capacity building and program operations over time. (Note: Roca is also raising an additional \$1 million to support capacity building work around the pay for success work.) A detailed cash flow projection for this project is included as part of Attachment A to this business plan.

Roca believes that in each of its operating sites, there must be a mix of funding support that includes a primary public funding source that is a natural match to our mission and beneficiaries. The PFS contract illustrates Roca's most significant progress to date in generating such a public funding source and Roca will pursue similar contracts for each of its replication sites.

The groundwork involved in investigating some of these opportunities in other locations has already begun. For example: in Baltimore, MD, Roca has begun conversations with a local team working on pay for success contracting; in New York, Roca submitted a joint RFI response with Children's Aid Society regarding using Roca's model, through a pay for success contracting model, to reduce recidivism (note, this team is now preparing to submit an additional response to the City of New York); and, one of Roca's partners, Third Sector Capital Partners, is working in three other states on pay for success and has been working to generate an interest in Roca's model in those locations.

Roca is also working to market its Intervention Model as an alternative to community corrections or incarceration. We believe that this will be an additional venue for public funding and is directly in line with Roca's Intervention Model and its impacts on the incarceration rates of very high risk young men.

Pro-Forma Financial Projections for Three Years

Through the following pro-forma financial statements, you will find Roca's projected revenues and expenditures for the next three year. This will demonstrate Roca's sources and uses of funds.

FY 2013 - 2017				
Operating Revenues	FY13	FY14	FY15	FY16
Pay for Success				
PFS Start Up Capital (Foundation Grants)	\$4,400,000	-	-	-
Quarterly PFS Payments (Government)	430,960	2,801,240	\$3,632,497	\$4,631,725
PFS Quarterly Success Payments (Government)	-	104,533	299,830	399,263
PFS Interest Payments	38,884	144,291	107,573	139,988
Work Contracts/Earned Revenues	381,436	1,776,217	2,089,789	2,466,253
Government Grants/Contracts (Non-PFS)	3,366,038	4,800,000	4,500,000	4,500,000
Foundation Grants (Non-PFS)	3,370,000	4,250,000	4,500,000	4,400,000
Individuals	523,369	750,000	850,000	1,000,000
Corporations	350,000	500,000	600,000	700,000
Events	736,734	600,000	700,000	800,000
In-Kind Donations	275,000	300,000	325,000	350,000
Total Revenues	\$13,872,421	\$16,026,281	\$17,604,689	\$19,387,228
Expense Summary	FY13	FY14	FY15	FY16
FT Adult Staff	4,311,172	6,162,565	7,162,665	8,472,922
PT Adult Staff	88,736	88,736	88,736	88,736
Youth Staff	1,337,401	1,725,080	1,840,239	2,480,173
Contracted Services	589,029	708,535	724,356	854,457
Program Operations	1,919,790	2,581,341	2,074,205	3,494,846
Capacity Building	765,299	697,200	674,451	674,451
Total Direct Costs	9,011,427	11,963,456	13,687,325	16,065,586
A&G	1,374,217	1,750,041	1,845,755	1,927,873
Total Costs	10,385,644	13,713,498	15,533,081	17,993,459
Surplus (Deficit)	3,486,777	2,312,783	2,071,608	1,390,769

These projections were made based on the following assumptions:

1. For FY 14, Roca has \$6,328,431 in committed revenue to date. (This is 67% of the required funding for the fiscal year's operations, slightly more than what we had raised at the same time last year. The remaining amount to be raised for FY 14 is \$3,068,589)
2. These estimates do not include Current Pending grants and/or efforts for work crews include:
 - \$3,424,140 in written and currently pending grants for FY 14;
 - \$506,693 in projections for basic and advanced work crews still to be raised - Roca has an extensive plan in place for this contract development. However, if revenues are not raised, work crew costs will also not be incurred;
 - \$801,657 for the costs of our next replication (scheduled to start in FY 14) – again this project will not start until adequate funds for the project are raised.
3. This does not include the balance of the \$4.4 million fundraising campaign for pay for success. Roca has a significant fundraising campaign in place to generate these funds. An estimated \$850,000 of these funds will be needed during the first year of the project (as detailed in the attached pay for success cash flow projection). If Roca does not raise these funds from external sources, the Board of Directors has committed to using funds from the Roca Operating Reserve for this purpose. It is expected that these funds will be returned in by the Commonwealth in quarter 25 of the PFS project.
4. All expenses are included in the operating budget above, including all projected pay for success expenses, growth expenses and all variable and fixed costs for the organization.

Using these estimates, the following presents Roca's pro-forma balance sheets for the same period.

	FY14	FY 15	FY16
Assets			
Cash	2,692,967	2,775,124	2,950,000
Accounts Receivable	4,680,549	4,500,000	4,483,893
Prepaid Assets	1,000,000	1,000,000	1,100,000
Roca Future Fund (Quasi-Endowment)	4,650,000	5,000,000	5,000,000
Roca Investments	1,700,000	1,800,000	2,000,000
Fixed Assets	1,869,534	3,789,534	4,749,534
Total Assets	16,593,050	18,864,658	20,283,427
Liabilities and Net Assets			
Liabilities:			
Accounts Payable	150,000	250,000	275,000
Accrued Liabilities	350,000	450,000	450,000
Total Liabilities	500,000	700,000	725,000
Net Assets			
Unrestricted:			
Operating	510,000	545,000	678,853
Book Value Fixed Assets	1,869,534	3,789,534	4,749,534
Board Reserved	500,000	500,000	600,000
Quasi - Endowment	4,650,000	4,750,000	5,000,000
Operating Reserve	3,314,095	3,753,828	4,873,228
Total Unrestricted	10,843,629	13,338,362	15,901,615
Unreleased Temp Restricted - Capital	2,000,000	2,000,000	
Unreleased Temp Restricted - Operations	3,249,421	2,826,296	3,656,812
Total Net Assets	16,093,050	18,164,658	19,558,427
Total Liabilities & Net Assets	16,593,050	18,864,658	20,283,427
Change in Net Assets	2,312,783	2,071,608	1,393,770
Months of Operating Reserves:	2.9	2.9	3.25

Social Impact Exchange – Business Plan, Submitted by Roca

es a three year, quarterly cash flow projection based upon the work outlined in this strategic plan. This cash flow projection does not y for success work. This work is detailed in a separate cash flow projection, outlined in Attachment A. This project's funds were kept contractual obligations.

FY 2014				FY 2015				FY 2016			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3,400,000	3,519,865	3,924,659	4,241,490	3,032,900	2,745,782	3,031,632	3,337,956	2,956,365	2,631,153	2,953,397	3,206,351
950,000	1,000,000	975,000	622,545	860,000	930,000	925,000	885,000	1,000,000	995,000	987,500	825,000
800,000	850,000	850,000	800,000	900,000	1,000,000	1,000,000	1,000,000	1,218,750	1,196,122	1,100,000	1,100,000
330,000	373,862	398,355	223,862	455,435	438,935	438,935	438,935	634,832	489,268	498,000	450,000
150,000	400,000	325,000	325,000	150,000	300,000	325,000	325,000	150,000	300,000	325,000	325,000
25,000	26,000	31,400	33,000	36,000	37,000	38,000	39,500	40,000	41,400	42,000	42,200
2,255,000	2,649,862	2,579,755	2,004,406	2,401,435	2,705,935	2,726,935	2,688,435	3,043,582	3,021,790	2,952,500	2,742,200
5,655,000	6,169,726	6,504,413	6,245,896	5,434,335	5,451,717	5,758,567	6,026,391	5,999,947	5,652,943	5,905,897	5,948,551
591,138	591,138	591,138	491,836	797524	697524	697524	447524	1,090,425	840,425	840,425	740,425
111,460	111,460	111,460	96,460	135,560	120,560	120,560	85,560	155,560	120,560	120,560	95,560
192,955	192,955	192,955	160,850	248,089	216,622	217,147	139,999	345,896	266,648	266,648	234,038
256,296	208,296	208,296	208,069	227,214	175,214	175,214	175,214	241,889	176,889	176,889	176,889
187,320	245,252	238,108	163,108	360,167	285,167	285,167	185,167	437,206	337,206	337,206	237,510
392,873	392,873	392,873	382,873	414,932	404,932	404,932	349,932	540,811	485,811	485,811	438,659
75,000	175,000	200,000	169,500	151,125	151,125	151,125	151,125	88,625	88,625	88,625	88,625
328,094	328,094	328,094	313,094	353,943	368,943	368,943	284,147	468,383	383,383	383,383	312,383
2,135,135	2,245,067	2,262,923	1,985,789	2,688,553	2,420,086	2,420,611	1,818,667	3,368,794	2,699,546	2,699,546	2,324,088
			18,910				138,465				123,897
			9,928				30,000				65,000
			451,763				350,000				550,000
							125,000				50,000
			400,000				350,000				750,000
			171,606				82,894				
			175,000				175,000				50,000
2,135,135	2,245,067	2,262,923	3,212,996	2,688,553	2,420,086	2,420,611	3,070,026	3,368,794	2,699,546	2,699,546	3,912,985
3,519,865	3,924,659	4,241,490	3,032,900	2,745,782	3,031,632	3,337,956	2,956,365	2,631,153	2,953,397	3,206,351	2,035,566

Risk Assessment and Contingency Plan (including Exit Strategy)

The current times pose both significant challenges and opportunities to achieving the proposed plan to scale impact. The leading challenges are:

- Raising sufficient revenues to meet the needs for program operations and expansion -
 - The economic status of the country and the world dramatically and negatively impacts employment, government, businesses and funding, and
 - There is no one predominant government funding source for Roca's work. Therefore, the organization must continue to build and maintain the capacity to raise funds from diverse sources and adapt to economy. At the same time, Roca must develop a comprehensive plan to advocate for a predominant public funding source. Roca must also include a contingency plan that will address how the organization will respond if we are unable to develop a predominant government funding source;
- Creating Sufficient Employment Opportunities and Business Development;
- Developing sustainable funding in philanthropically underserved areas;
- Addressing Roca's inability to determine most appropriate way to determine long term scale and impact; and,
- Combating the real and perceived danger of the very high-risk, street/court/gang involved young people with whom Roca works.
- Governmental entities across the country are at varying levels of readiness and interest in developing an Alternative to Corrections Model. This disparity in both political will and legal readiness will make it challenging to successfully move a national campaign around providing alternatives to corrections for very high risk young men.

The key opportunities are:

- The ability to leverage Roca's growing success in demonstrating outcomes and helping young people change their lives;
- The leadership and passion of the emerging Roca Board of Directors and talented Roca staff team;
- Roca has a strong, emerging board with capacity for high level support of this plan and the ability to fundraise;
- The failures and costs of large systems, i.e. prisons, which create openings for effective alternatives such as Roca; and,
- The increased interest in and attention on highly disengaged young adults.
- There is an increased level of interest across the county in performance based contracting with a significant amount of both public and philanthropic interest in pay for success models, including the use of social impact bonds.
- In line with the interest in performance based financing, there is also an increasing interest by both government and private philanthropic sources in supporting high performing, outcomes driven organizations that help people make real changes in their lives while, at the same time, saving public resources.

Addressing these realities, Roca has assessed the following risks and developed the associated risk mitigation plans:

Risk	Risk Mitigation
Raising sufficient revenues to meet the needs for program operations and expansion.	<p>The current state of the economy places a significant challenge in raising sufficient revenues to meet organizational needs for current operations and proposed expansions. To address this, Roca has restructured its development staffing team to include staff focused on particular areas of fundraising. Roca is also working to increase the fundraising capacity of its Board of Directors. Roca is also seeking to continue to increase its private, corporate and individual support.</p> <p>Roca is working on comprehensive plans to access pay for success and/or social impact bond financing constructs that will allow the organization to develop a predominant public funding source. This plan will include a comprehensive advocacy strategy around developing a predominant source of government funding. It will also include contingency planning in the event a predominant source of public funding cannot be identified. This includes addressing Roca's ability to continue to reach its scale goals without this funding source and the impact that this would have on the timing of the goals and objectives outlined in this strategic business plan.</p>
Creating Sufficient Employment Opportunities and Business Development	<p>Because transitional and other employment opportunities are not always readily available within the community, Roca has determined that it must not only look for these opportunities but that It must also work to create these opportunities for the young people served. As such, Roca continues to develop partnerships with local businesses around job creation and business development. Roca is currently seeking to develop a green cleaning/property maintenance business that will serve both Chelsea/Revere/East Boston and Springfield, and continues to look for other business development opportunities.</p>
Developing sustainable funding in philanthropically underserved areas.	<p>Roca understands that not only does it need to develop sufficient funding to support program operations in each of its sites, but that it must also develop sustainable funding sources in each community, particularly those that are philanthropically underserved. As such, will ensure that there will be a minimum of \$4 million for operating capacity and \$1.5 million in capital support raised in any community before Roca begins operations. Roca will also ensure that there is a clear pathway to generating 65-75% of annual operating funds through a public funding source. At the same time, Roca will work to develop partnerships with local leaderships, including a committee of business leaders committed to helping raise necessary revenues.</p>
Addressing Roca's inability to determine most appropriate way to determine long term scale and impact	<p>In an effort to ensure that Roca determines the most appropriate way to scale up and share its learning and impact, several activities are currently in process. 1) Roca is planning for its first out of state program replication, allowing the organization to learn from its own experience in determining the best mechanisms to replicate and share information. 2) Roca is currently planning for a rigorous program evaluation; allowing us to learn how to most effectively replicate services. 3) Finally, Roca has developed a Strategic Planning Committee who works with Roca to assess the results of the program replication and evaluations and to determine the best mechanisms to share learning and impact. This committee will also make recommendation regarding future replication ventures.</p>
Combating the real and perceived danger of the very high-risk, street/court/gang involved young people with whom Roca works.	<p>To address both the real and perceived danger of working with this population, Roca will rely on three critical strategies: 1) Roca will seek to hire personnel with experience working with this population and will continuously develop organizational talent and train them in the techniques critical to working with this population, such as motivational interviewing and cognitive behavioral therapy; 2) Roca will work with a strong local board in each location, that includes business people who will work with Roca to address perceived issues of danger; and, 3) Roca will develop a marketing strategy to address issues of both perceived and real danger and the consequences of the violence often perpetrated by this population of very-high risk youth and the impact of that violence.</p>