

Roca's Early Stage Growth Strategic Business Plan

June 17, 2013



Need for Services

Mass incarceration in the US has reached unprecedented rates.

- ❖ In the early 1970s, just 300,000 people sat in prisons and jails in this country.
- ❖ Today, **over 2 million people are incarcerated**, with an estimated **7 million on probation and parole**.

A growing number of disengaged and disenfranchised young men of color ages 17-24 . . .

- ❖ Have fueled the nation's skyrocketing incarceration and recidivism rates for years
- ❖ Are the perpetrators and the victims of the violence in many of our cities
- ❖ Cannot succeed in traditional programming and employment

We know that this can be different!

Target Population: High-Risk Young Men



Target Population:

- ❖ 700 Young Men to be intensively served in MA in FY'14
- ❖ 17-24 year-old males
- ❖ Juvenile and/or Criminal Justice system involved
- ❖ No employment and limited educational history
- ❖ Access to public transportation to Roca
- ❖ Young men who are not ready, willing, or able to participation traditional work or programming

Stages of Change

Change is a process that happens over time and in stages.

These **Stages of Change*** include:

❖ Pre-Contemplation	=	No
❖ Contemplation	=	Maybe
❖ Planning	=	Getting Ready
❖ Action	=	Acting Differently
❖ Sustaining	=	More Than 51%

As change is often difficult for any of us, **Relapse** is often part of the process and can happen at any point in the stages of change.

*Roca has taken Prochaska's stages of change and adapted them for a very high-risk youth development model. Backed by evidence from multiple disciplines (e.g. substance abuse, medicine, harm reduction, etc.), promoting young people through the stages of change allows them to develop the intrinsic skills, desires, and capacities to successfully move towards safety and economic independence.

How We Do It



The Intervention Model moves young people out of violence and poverty over 2 years, with 2 additional years of supportive follow-up.

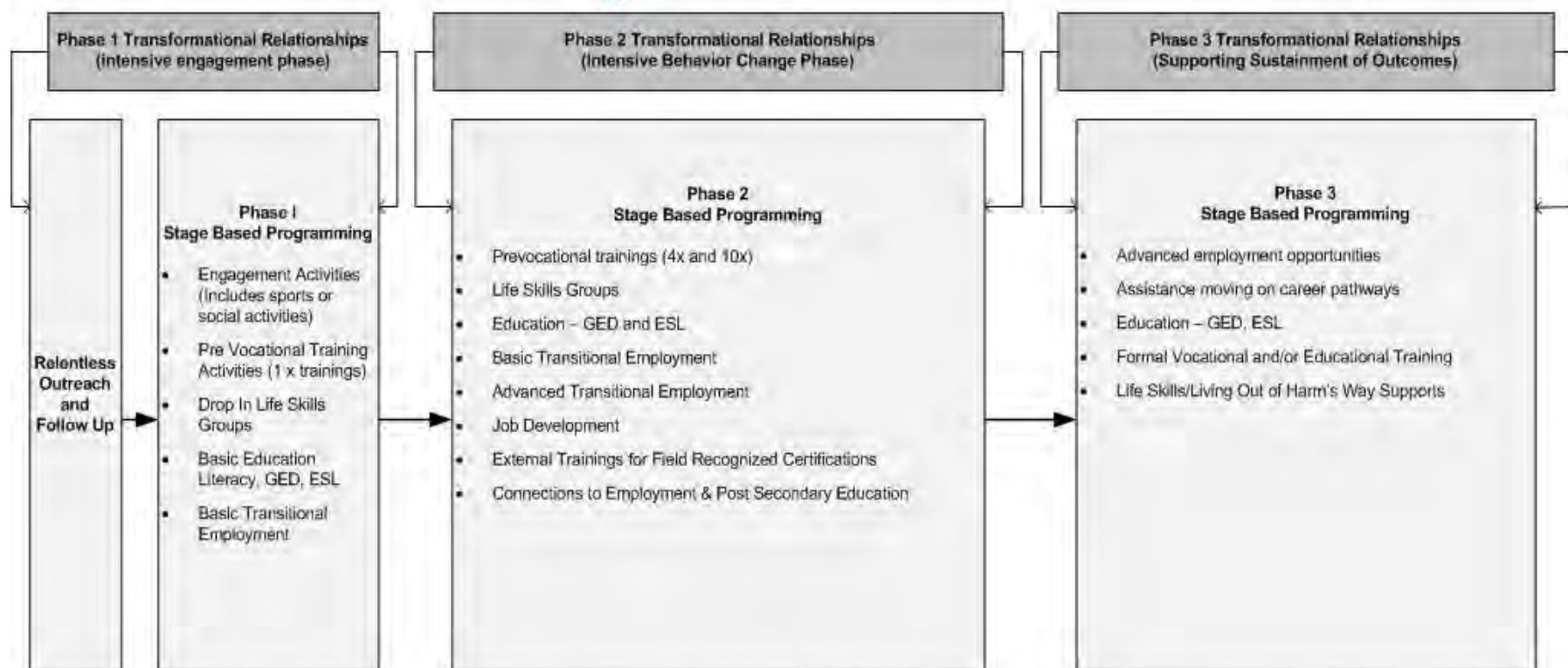
- ❖ **Relentless Outreach and Follow-Up**
- ❖ **Transformational Relationships**
 - Engagement
 - Behavior Change
- ❖ **Stage Based Programming** (drop in, structured, formal)
 - Life Skills/Engagement
 - Education/Pre-Vocational Training
 - Employment
- ❖ **Work with Engaged Institutions**
 - Formal and Informal systems change

Pathway to Outcomes

PATHWAY OUT OF VIOLENCE & POVERTY

PATHWAY TO OUTCOMES

STARTING LINE



We go out and find the young people who are unable to participate in job or school. We bring them into programming.

→ We build relationships with young people, provide programming and help them show up until they are ready to show up for themselves

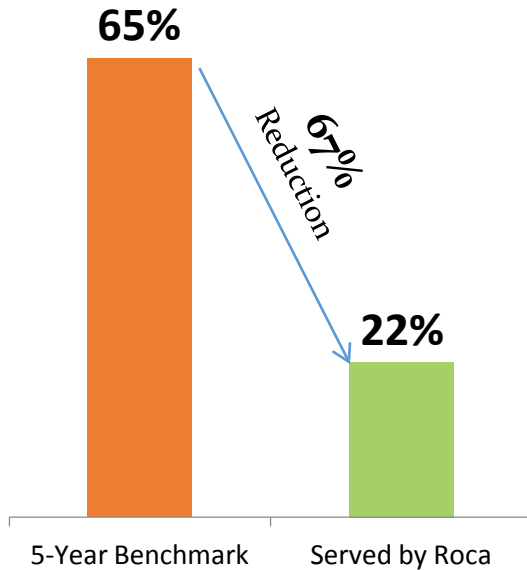
→ Young people are ready to show up for themselves, and make changes to move themselves out of violence and into jobs.

Roca's Success Record: Reduced Incarceration and Increased Employment

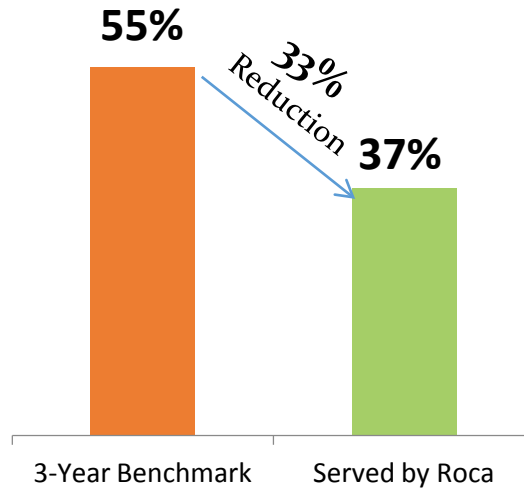
Incarceration

Employment

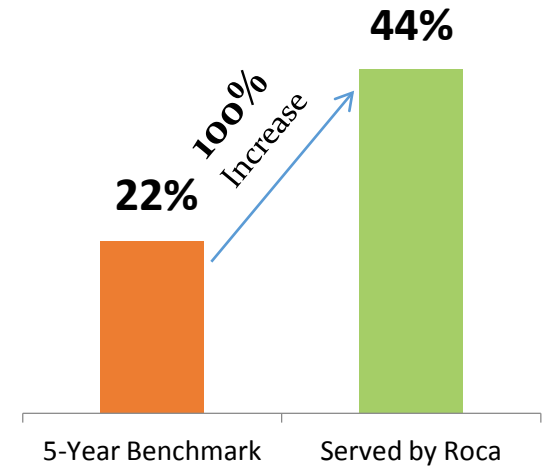
5-Year Roca Study



3-Year State Study



5-Year State Study



*Assessments of impact based on comparison of similar populations, not randomized control studies



Strategic Plan 2013-2017

- 1. Increase annual number served by FY 17**
 - 1,250 criminally involved young men served intensively
 - 610 young men served in retention and follow up
- 2. Influence & Advocate for public policy and practice**
 - Alternative programming models
 - Roca's Engaged Institutions strategy
- 3. Demonstrate the Intervention Model as Evidence-Based**
- 4. Continue to Become a High-Functioning Organization**

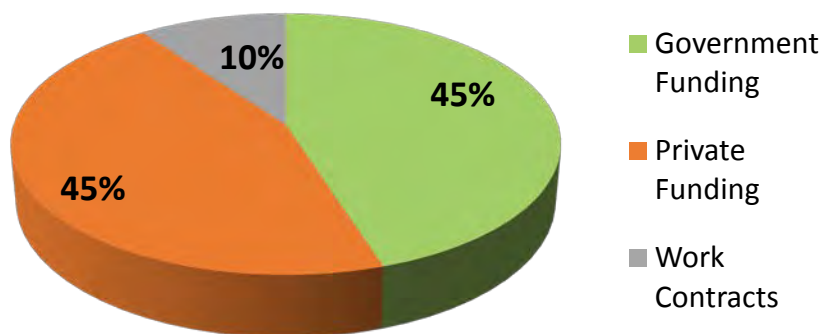
Capital Required for Scaling and Expansion

- ❖ **Budget increase: \$10,385,644 (FY 13) → \$19,455,502 (FY 17)**
 - Programmatic expansions/replications
 - Organizational capacity
- ❖ **New Site Fundraising Goals Prior to Start of Operations**
 - Operating Funds = \$4,000,000
 - Capital Funds = \$1,500,000
 - Clear pathway to sustainable government funding for 60-70% of annual operating costs.

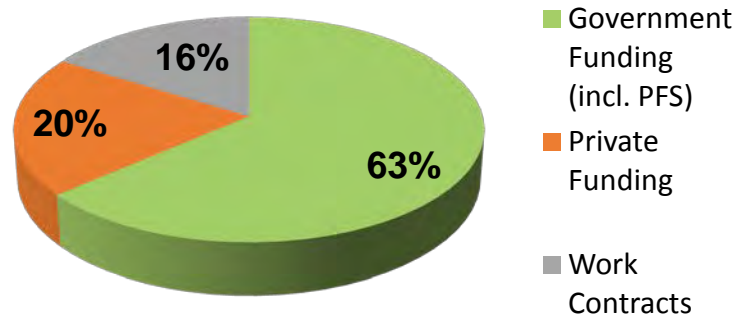
Shift in Fundraising Strategy Required

- ❖ **Pay for Success**
 - **36% of FY 14** Chelsea program operations
 - **52% of FY 15** Chelsea program operations
- ❖ Growth in work crew contracts
- ❖ Growth in individual and corporate funds
- ❖ **Goal: 60-65% Public Funding at any operating site**

Current Fundraising Strategy



Future Fundraising Strategy



Scaling Plan and Timetable for Scaling/Expansion

- ❖ *June 2010: First program replication in Springfield, MA*
- ❖ FY 14: Expand MA services into contiguous communities
- ❖ FY 14 – FY 17: Begin operations at 3 new out-of-state sites
- ❖ Double in size by FY 17 → 108% growth in intensive services

	FY 14	FY 15	FY 16	FY17	% Growth FY 14 - FY 17
Intensive Services (Years 1-2)	602	781	1100	1250	108%
Follow Up Services (Years 3-4)	159	358	636	610	284%

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