

**Fiscal Year 2016
High Risk Young Men
Performance Benchmarks and Outcomes Report**



Overview and Highlights

In FY 16, Roca served 711 participants three sites in Boston, Chelsea, and Springfield Massachusetts (74% were enrolled in prior fiscal years and 26% participants were new enrollments in FY16). By the end of the fiscal year, 264 participants were in Phase 1, 209 were in Phase 2, and 238 were in Phase 3. The table below illustrates Roca's progress towards achieving performance measures and Intermediate Outcomes with these young men, shown both by site and for the full organization.

	BOS	CHE	SPR	ROCA
Participants Served				
Participants Served	198	284	229	711
Retention	76%	74%	81%	76%
Performance Measures (First 2 Years)				
	n=198	n=203	n=186	n=587
Increase Engagement with Staff				
Phase 1 Weekly Average Contact Rates (2x/wk.)	50%	57%	55%	54%
Phase 2 Weekly Average Contact Rates (2x/wk.)	55%	59%	62%	60%
Increase Programming Engagement				
Overall Programming Engagement	67%	73%	86%	75%
Life Skills Engagement	59%	65%	81%	68%
Educational / Pre-Vocational Engagement	51%	62%	69%	60%
Employment Engagement	44%	53%	70%	56%
Transitional Employment				
Basic Transitional Employment Enrolled	59	88	123	270
Basic Transitional Employment Completion Rate	38%	49%	60%	51%
Intermediate Outcomes (2 Year Graduates)				
	n=27	n=137	n=74	n=238
Placed in Unsubsidized Employment	37%	82%	84%	78%
Still Employed	60%	78%	60%	71%
Retained Employment for 90 Days	83%	95%	82%	90%
Retained Employment for 180 Days	100%	91%	82%	88%
No New Arrests For New Charges Since 24 th Month of Enrollment	96%	92%	73%	87%

Roca's Mission and Intervention Model

Roca's Mission is to disrupt the cycle of incarceration and poverty by helping young people transform their lives.

Roca's Intervention Model is a cognitive-restructuring, behavioral change and skill development intervention, which focuses on high-risk young men in a non-mandated program. Roca's Model focuses on 17-to-24-year-old men who are either: 1) aging out of the juvenile justice or juvenile probation systems with a strong propensity for re-incarceration as an adult; 2) connected with the adult justice system; or 3) are high-risk members of the community being served who have a strong propensity for incarceration as an adult.

Roca's Intervention Model is designed to allow participants enough time to undergo meaningful behavior change, which will enable them to stay out of jail and go to work. The Model is thus four years long: the first two years involve intensive interaction between the program and the young man, focusing on gradually engaging the participant in programming and promoting behavior change; the subsequent two years focus on sustaining the positive change in behavior. The ultimate goals of the Model are reducing participants' incarceration rates and increasing participants' ability to retain employment over time. Data tracking and performance management are built into the Model, to ensure that the Model is achieving its goals.

Relentless Outreach and Follow-Up

Transformational Relationships



- Youth Workers, Educators, and Crew Supervisors
- (All Staff)

Programming



- Life Skills
- Education / Pre-Voc
- Employment

Engaged Institutions



- Formal System Change
- Informal System Change

Participants Served

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

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

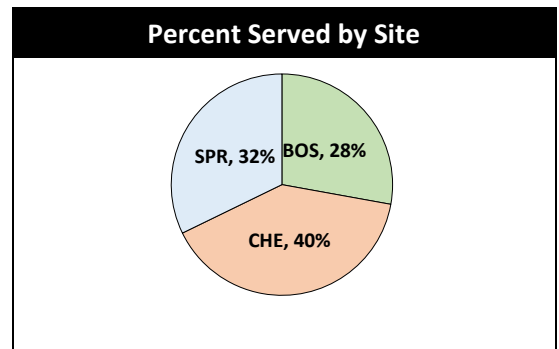
Roca is seeking to serve those who are the highest risk for long term re-incarceration and disconnection from employment and cannot succeed in other educational and employment programs because they are neither ready, nor willing.

In FY 16, Roca served 711 young men at three sites across Massachusetts. Details on the demographics of these young men can be found below.

Enrolled

Roca	Boston	Chelsea	Springfield
711	198	284	229

In FY16, Roca's 2011 young men were served at three lead locations across Massachusetts, in Boston, Chelsea and Springfield. Of those served, 37% were referred by the Department of Probation, our largest referral source. An additional 21% were referred by Police Departments and local Sheriff's Departments.



Referral Sources

Roca		BOS	CHE	SPR
		n=198	n=284	n=229
Department of Corrections	29	9%	2%	3%
Department of Youth Services	39	6%	4%	7%
Parole	23	4%	2%	4%
Police Department	71	0%	19%	8%
Probation	266	49%	32%	33%
Self-Recruit/Outreach	203	15%	35%	33%
Sheriff's Department	80	17%	6%	13%

Risk Factors

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

Criminal Involvement History:

Roca		BOS	CHE	SPR
		n=198	n=284	n=229
History of Arrests	98%	99%	98%	98%
Prior Adult Incarcerations	58%	42%	49%	41%
Prior Adult Supervisions	78%	74%	43%	62%
Prior Juvenile Supervisions	44%	87%	73%	76%

Education and Employment History:

Roca		BOS	CHE	SPR
		n=198	n=284	n=229
Dropped out of High School	84%	87%	80%	85%
No Employment History	70%	61%	72%	75%

Risky Behaviors:

Roca		BOS	CHE	SPR
		n=198	n=284	n=229
Street/Gang Involved	86%	87%	88%	83%
Drug Involved	85%	79%	91%	82%

Basic Demographics

City/Neighborhoods:

Overall, of the 711 participants served, 67% or 482 resided in Eastern Massachusetts while 32% or 229 resided in the Western side of the State. The most predominant communities served by Roca includes, Springfield (27% or 195 out of 711), Chelsea (14% or 101 out of 711), and Dorchester (13% or 96 out of 711). The illustration below highlights the neighborhoods served by Roca in FY16.

Boston Site	Chelsea Site	Springfield Site
Boston: 28	Boston: 9	Chicopee: 10
Dorchester: 96	Cambridge: 12	Holyoke: 16
Hyde Park: 12	Chelsea: 101	Other: 8
Mattapan: 11	East Boston: 21	Springfield: 195
Other: 7	Everett: 16	
Roslindale: 10	Lynn: 44	
Roxbury: 34	Malden: 21	
	Other: 17	
	Revere: 29	
	Somerville: 14	

Race/Ethnicity:

Overall, of the 711 participants served, 90% or 640 are of minority origin. The most predominant race/ethnicities served by Roca are of Hispanic (45% or 321 out of 711) or Black/African American origin (40% or 282 out of 711). Roca's Chelsea site serves a greater proportion of Hispanic/Latino young men, with a growing number of unaccompanied minors. Roca's Springfield site serves a diverse population, with the number of Hispanic/Latino young men growing, and Roca's Boston facility serves predominantly Black/African American young men. Details on the race/ethnicity of the young people served can be found in the illustrations below.

Roca		BOS	CHE	SPR
		n=198	n=284	n=229
American Indian or Alaskan...	1	0%	0%	0%
Asian	4	1%	1%	0%
Bi/Multi-Racial	30	5%	6%	1%
Black or African American	282	70%	20%	38%
Hispanic/Latino	321	22%	52%	57%
Native Hawaiian or Other...	2	0%	0%	1%
White	71	3%	20%	3%

Age Range:

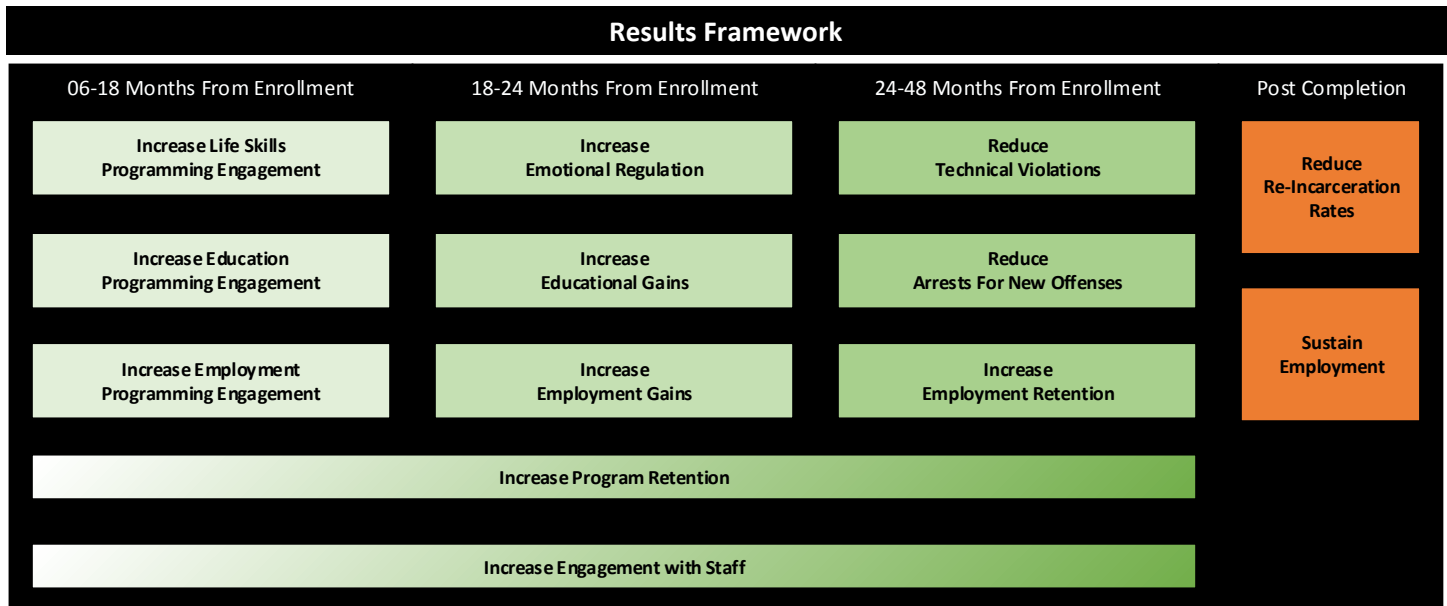
Overall, of the 711 participants served, 68% or 486 were 21 years or older while 32% or 225 were younger than 21 years of age. The organizational median age was 22.4 years old.

Roca		BOS	CHE	SPR
		n=198	n=284	n=229
17 - 18 Years Old	87	9%	19%	7%
19 - 20 Years Old	138	15%	20%	22%
21 - 22 Years Old	196	27%	24%	32%
23 - 24 Years Old	228	40%	28%	30%
25 Years Old and Older	62	9%	8%	9%

Results Framework

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

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



Length Enrolled in Roca's Intervention Model:

Roca		BOS	CHE	SPR
		n=198	n=284	n=229
00-06 Months	112	21%	10%	18%
06-12 Months	115	23%	14%	13%
12-18 Months	124	20%	15%	18%
18-24 Months	122	22%	13%	18%
24+ Months	238	14%	48%	32%

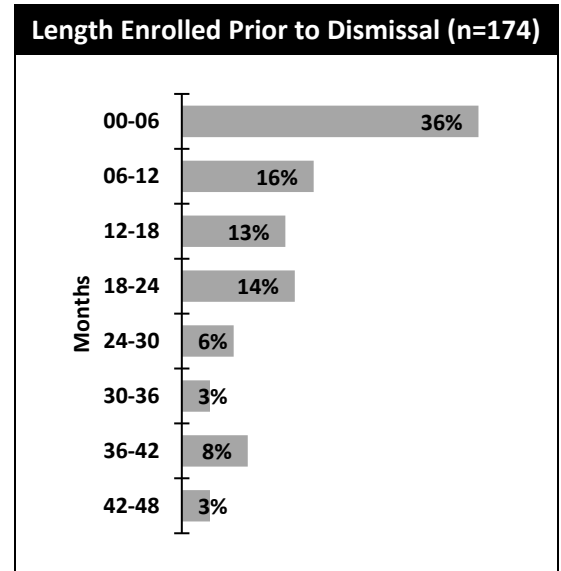
Retention and Attrition

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

FY16 Retention and Attrition:

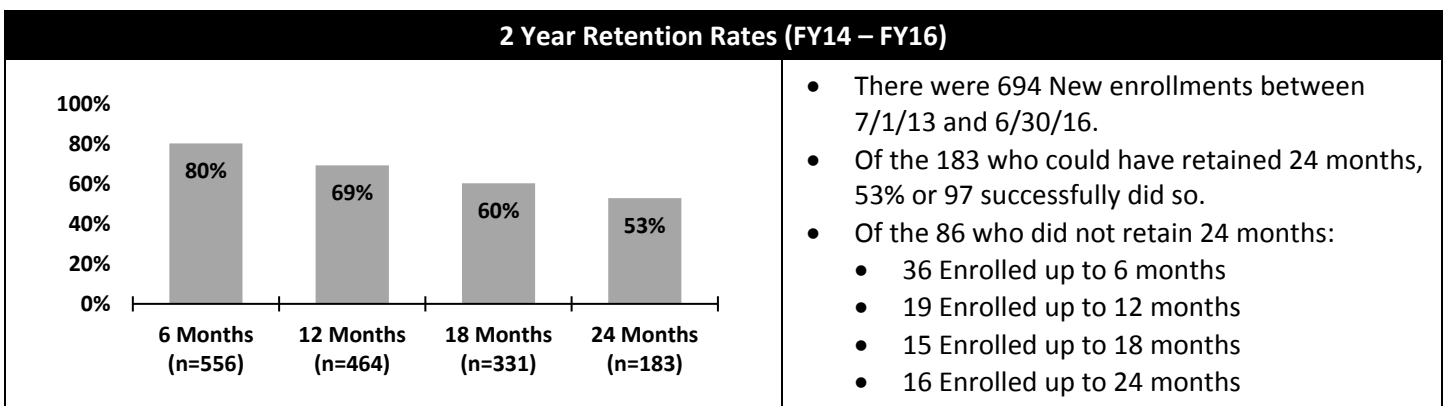
The graphics below illustrate Roca’s one-year retention rate for any participants served during the FY16 fiscal year.

Roca	Boston	Chelsea	Springfield
76% 537 out of 711	76% 150 out of 198	74% 210 out of 284	81% 177 out of 229
<p>By the end of Fiscal Year 2016, 76% or 537 of participants served were still actively engaged in or completed Roca’s intervention model while 24% or 174 were dismissed due to mobility or other unsuccessful reasons.</p> <p>Further, as detailed in the chart to the right, of the 174 who were dismissed, 36% were within 6 months of enrollment, 16% were dismissed within 6-12 months of enrollment. Despite multiple efforts by program staff, there is a higher likelihood of losing young people during this period as it is the time we are just beginning to build the relationships.</p>			



2 Year Retention Rates:

The graphics below illustrate participant retention rates across fiscal years.



Attrition Reasons:

As noted above, 174 of the 711 young people served during FY16 (24%) were no longer engaged or did not successfully complete the model. Of those terminated, 41% (71 out of 174) were terminated as a result of long term incarceration or detention, 5% (8 out of 171) were deceased, 16% (27 out of 174) were terminated due to severe substance abuse or mental health issues.

Due to the transitory nature of the very high risk young men Roca serves, 39% or 63 were dismissed due to Roca’s inability to locate participants¹ and/or engage participants outside of its geographic service areas.

Roca		BOS	CHE	SPR
		n=48	n=74	n=52
Long-Term Incarceration / Detention	71	44%	35%	46%
Moved out of service area	30	15%	20%	15%
Passed Away	8	4%	5%	4%
Severe Mental Health/Substance...	27	4%	30%	6%
Unable to contact/locate	33	29%	7%	27%
Unsuccessful Completion	5	4%	3%	2%

Time Elapsed Between Enrollment and Attrition Due to Long-Term Incarceration/Detention:

During FY16 21% of participants served or 150 out of 711 were arrested for new offenses - 50% of these arrests occurred during the first 12 months of enrollment.

Further, 71 young people (10% of those served during the fiscal year) were ultimately incarcerated/detained for more than 6 months and terminated from the program:

- 52% or 37 out of 71 participants incarcerated/detained occurred within the first 6 months of enrollment
- 94% or 67 out of 71 participants incarcerated/detained were for new offenses

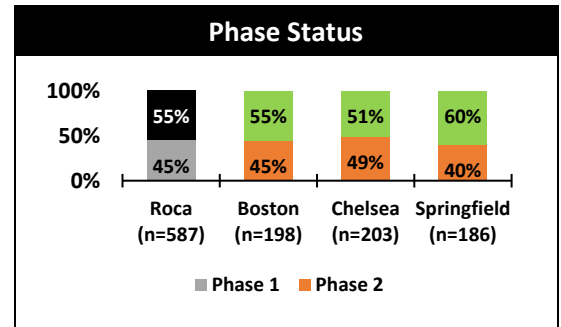
Roca		BOS	CHE	SPR
		n=21	n=26	n=24
00 - 06 Months	37	81%	38%	42%
06 - 12 Months	12	5%	19%	25%
12 - 18 Months	9	14%	19%	4%
18 - 24 Months	5	0%	8%	13%
24 - 30 Months	3	0%	4%	8%
30 - 36 Months	0	0%	0%	0%
36 - 48 Months	5	0%	12%	8%

¹ Participants dismissed as “Unable to contact/locate” had at least 12 attempted youth worker efforts over the course of 2 months since the last date of a successful effort. Within these efforts, supervisors are verifying and working with youth workers and community partners to ensure that all resources have been exhausted prior to dismissal.

Served Within the First Two Years of the Intervention Model

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

Roca	Boston	Chelsea	Springfield
587	198	203	186
<ul style="list-style-type: none"> Of the 711 participants served, 83% or 587 received intensive services (first 2 years of the intervention model) By the end of the fiscal year, 45% of participants (264 out of 587) were in Phase 1, 54% (323 out of 587) were in Phase 2. 			



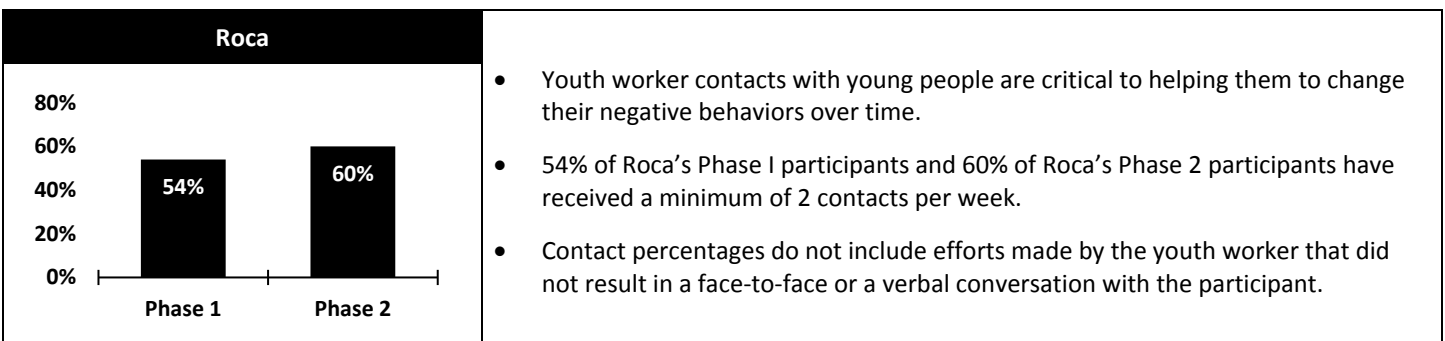
Increase Engagement with Staff

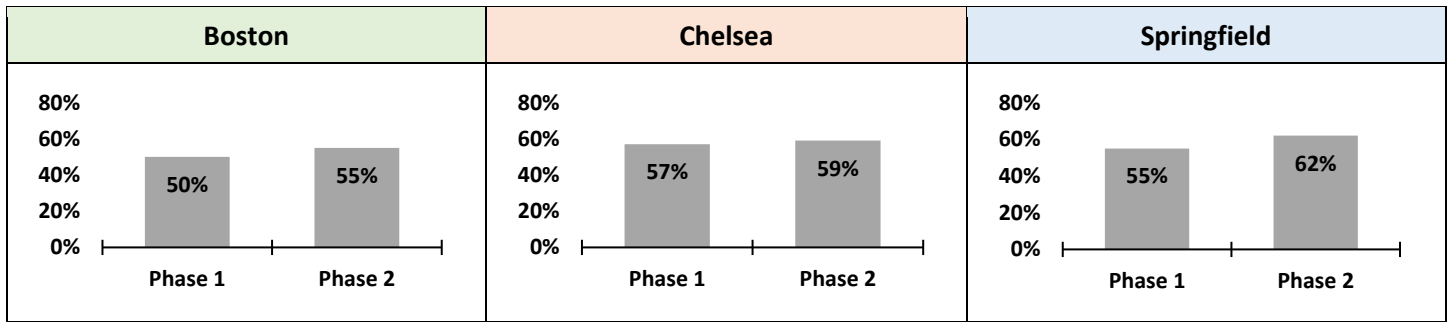
Transformational Relationships are the basis of Roca’s intensive case management. The underlying theory behind our Intervention Model is that relationships change us—that positive change comes about within the context of mutuality, shared experience, and a sense of responsibility, not only to oneself,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

Weekly Average Contact Rates (2x/wk.):

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

The charts below illustrate the percentage of participants who receive a minimum of 2 contacts per week by phase in the Intervention Model and by program operating site.



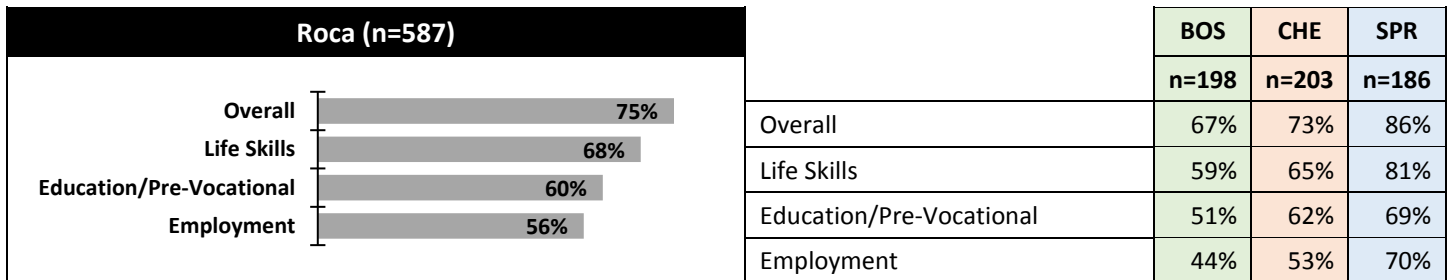


Increase Programming Engagement

Engaged in Programming:

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

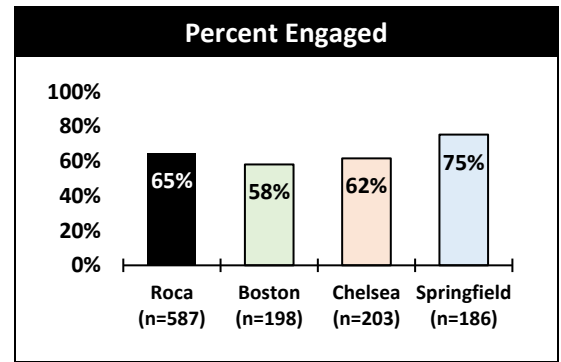
Roca’s stage based programming creates opportunities for our young men to learn and practice new skills and behaviors by meeting them where they are in their readiness, willingness, and ability to be engaged, to learn, and to change. The charts below illustrate the proportion of Roca participants in their first two years of the Intervention Model who were engaged in stage based programming in FY16.



Cognitive Behavioral Theory Curriculum Engagement (Formal Lessons):

One key component of Roca’s Life Skills Programming is engagement in our Cognitive Behavioral Theory (CBT) curriculum. During FY16, Roca began piloting a unique CBT curriculum designed to specifically meet the needs of our young people. This targeted curriculum, designed in partnership with Massachusetts General Hospital’s Community Pride Clinic, has been designed to strengthen Roca’s model with a holistic curriculum that can be implemented through formal practice (both group format and traditional classroom setting) and through informal practice (individual format, and via day-to-day interactions with Roca staff). Delivered in frequent “doses,” this approach will be grounded in the teaching and modeling of 10 core CBT skills: 1) Labeling Emotions; 2) Increasing Positive Emotions; 3) Emotion/Urge Surfing; 4) Mindfulness: Anchoring in the Present; 5) Mindfulness: Practicing Self-Compassion (Keeping judgments in check); 6) Increasing Value-Driven Behaviors; 7) Challenging Unhelpful or Inaccurate thoughts; 8) Reducing Emotional Avoidance; 9) Practicing Interpersonal Skills; 10) Practicing Problem-Solving Skills. While this work is currently being studied and more formal results will be released in February 2017, the following tables illustrate the number of young people engaged in the formal component of the CBT curriculum, by site during FY16.

Roca	Boston	Chelsea	Springfield
380	115	125	140
<ul style="list-style-type: none"> In its first year of implementation 65% of Roca participants in the first two years of the Intervention Model (380 out of 587) engaged in formal CBT classes. Classes are taught by Roca youth workers after intensive training and coaching by our partners at Mass General Hospital and our Chief Programming Officer. 			



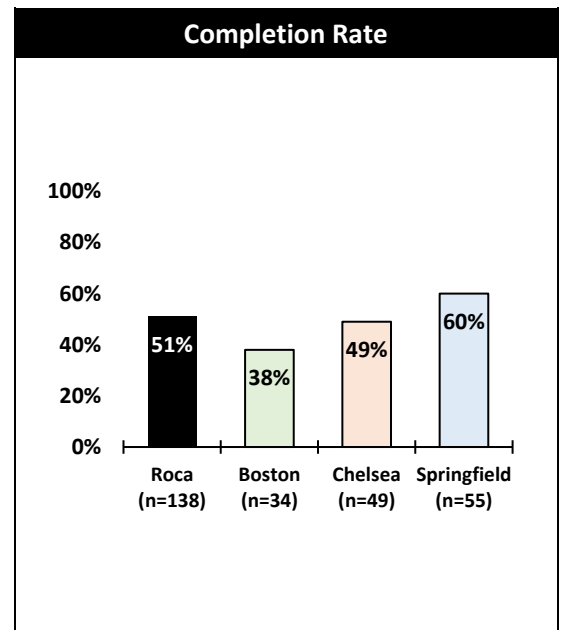
Basic Transitional Employment Engagement:

Another critical component of Roca’s stage-based programming is our Transitional Employment model, which offers young people a protected space in which to learn how to show up, follow instructions, and develop basic skills such as cleaning, painting, and maintenance. It also offers young people the time and space to get fired, and then re-hired—which happens frequently, allowing them to learn from their own mistakes while developing a concrete work history.

This period where young people can learn from their failures is critical to the success of our young people. Roca assesses successful completion in Basic Transitional Employment by tracking young men who meet with benchmark of 60 days without losing his work slot within the 18-month program time limit. Only after completing these consecutive work days can a participant begin to work on long term employment and larger opportunities. It takes our young people 15-18 months to put in 60 days of work in a row, often taking five to six attempts at transitional employment prior to their engagement.

The graphics below illustrate participant engagement in basic transitional employment during FY16.

Roca	Boston	Chelsea	Springfield
270	59	88	123
<p>Throughout the fiscal year, Roca enrolled 270 participants in BTEP. Of those enrolled:</p> <ul style="list-style-type: none"> 42% or 114 were still actively enrolled at the end of the fiscal year (36 were from Roca Boston, 30 were from Roca Chelsea and 48% were from Roca Springfield.) 31% or 86 were terminated for exceeding BTEP’s 18-month program limit or were dismissed from Roca’s Intervention Model for unsuccessful reasons (of those, 10 were from Roca Boston, 34 were from Roca Chelsea and 42 were from Roca Springfield) 26% or 70 out of 270 participants successfully completed transitional employment (of those 13 were from Roca Boston, 24 were from Roca Chelsea and 33 were from Roca Springfield). 			



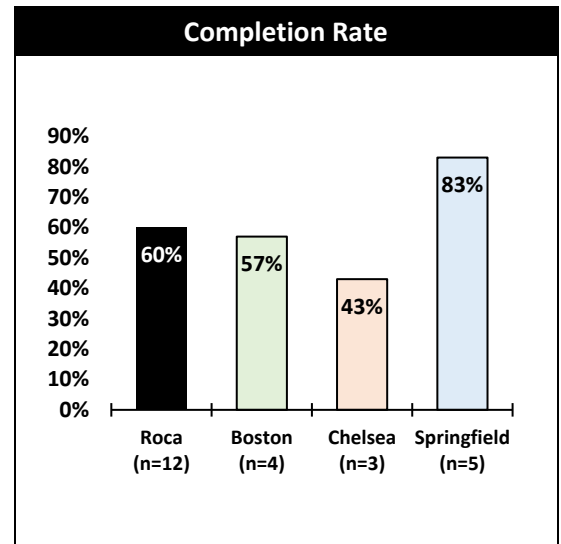
Advanced Transitional Employment Engagement:

For those young men who complete basic transitional employment but still need additional structured employment experience, Roca has created Advanced Transitional Employment (ATE.) ATE provides young people with an opportunity to develop more concrete, hard skills as they continue to refine their workforce readiness and address other barriers to employment. Participants can spend a maximum time of 6 months in ATE.

Roca	Boston	Chelsea	Springfield
35	10	18	7

Throughout the fiscal year, Roca enrolled 36 participants in ATEP. Of those enrolled:

- 46% or 16 were still actively enrolled at the end of the fiscal year (4 served by Roca Boston, 10 served by Roca Chelsea and 2 served by Roca Springfield.)
- 20% or 7 were terminated for exceeding ATEP’s 6-month program limit or were dismissed from Roca’s Intervention Model for unsuccessful reasons (2 served by Roca Boston and 5 served by Roca Chelsea.)
- 34% or 12 successfully completed (4 served by Roca Boston, 3 served by Roca Chelsea and 5 served by Roca Springfield.)

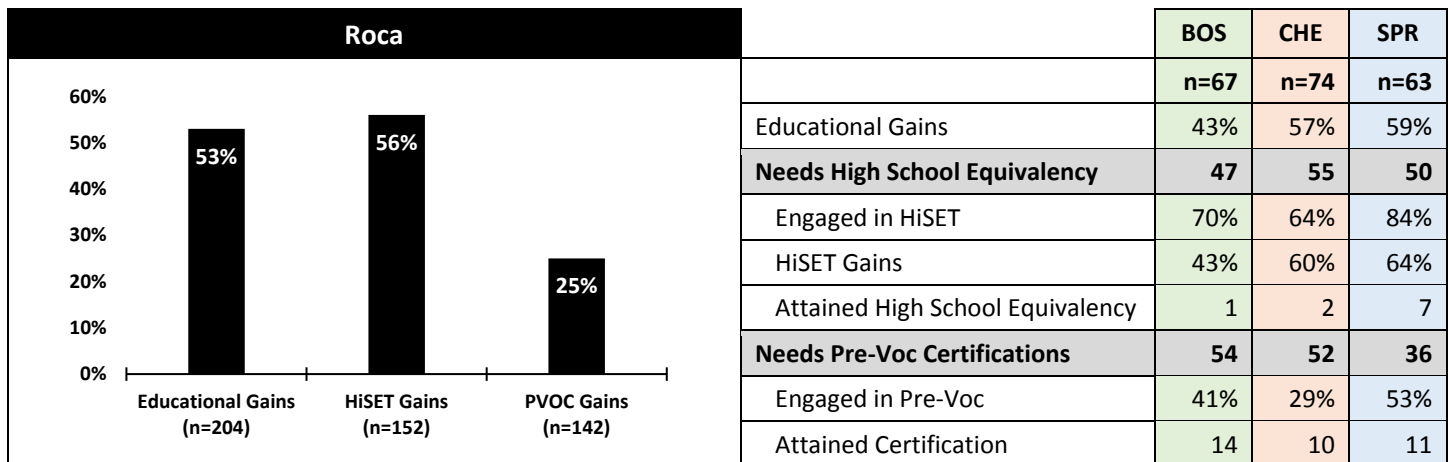


Increase Educational and Employment Gains:

Educational Gains:

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

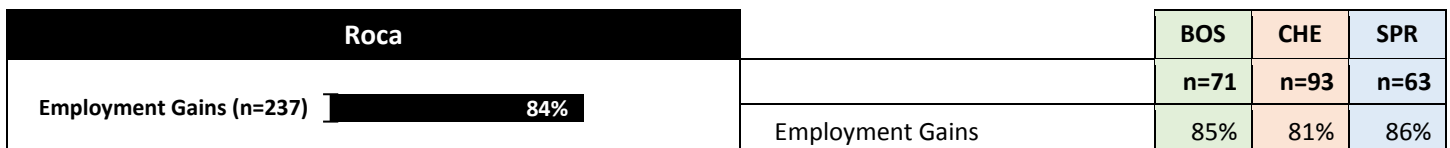
Of those enrolled for 18 months or longer, 53% or 108 out of 204 made educational gains.



Employment Gains:

Gains are observed for those who have been enrolled for 18 months or longer. Employment gains are defined as being assessed as work ready, completing Roca’s Basic Needs Assessment, completing 8 workforce readiness workshops, demonstrating positive workforce behaviors and skills, and/or completing Transitional Employment.

Of those enrolled for 18 months or longer, 84% or 198 out of 237 made employment gains.



Intermediate Outcomes (2 Year Graduates)

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

In order to understand if we are making progress toward these outcomes with our young men Roca tracks some key intermediate outcomes for participants engaged in the model for 24 months or longer. The most significant intermediate outcomes that help us understand if our participants are on track for long term outcomes are: Employment placements and retention and no new arrests.

Data for young people who have completed two years of the intervention model is provided in the illustrations below.

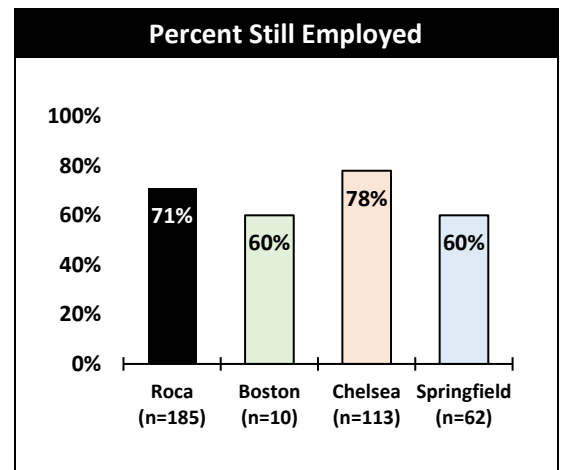
Two Year Graduates

Roca	Boston	Chelsea	Springfield
238	27	137	74
<ul style="list-style-type: none"> Of the 711 young people served in FY16, 238 completed the first two years of the intervention model. Because sustained behavior change takes a young person 18-24 months, it is this group that Roca looks at to assess its intermediate outcomes. 			

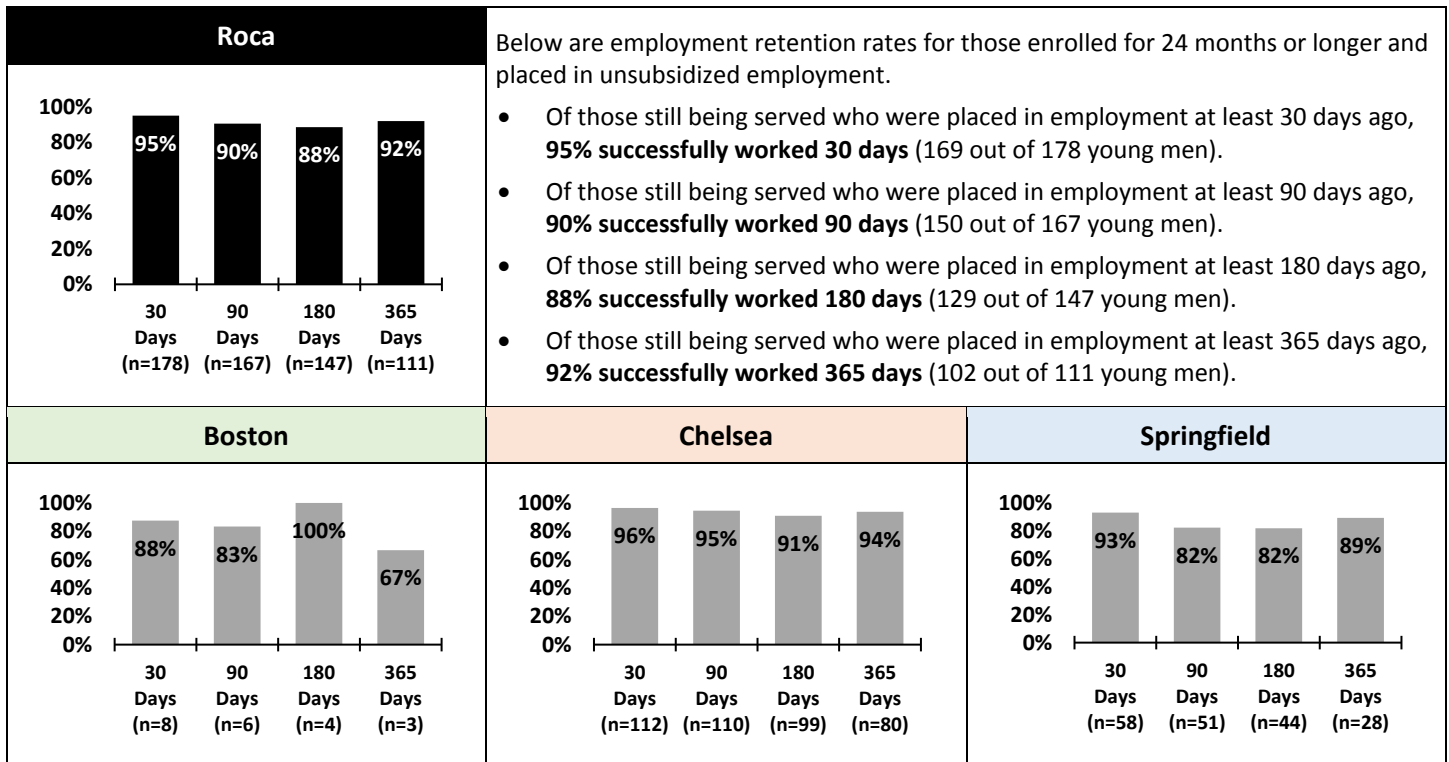
Increase Employment Retention

Placement and Retention:

Roca	Boston	Chelsea	Springfield
78% 185 out of 238	37% 10 out of 27	82% 113 out of 137	84% 62 out of 74
<ul style="list-style-type: none"> Of those enrolled for 24 months or longer, 78% or 185 out of 238 were placed in unsubsidized employment. Over two thirds of those placed remained employed at the end of the fiscal year. Of note, without considering length enrolled, 210 participants were placed within the fiscal year. 			



Days Retained:



Reduce Arrests for New Offenses

