

**Fiscal Year 2017  
High Risk Young Men  
Performance Benchmarks and Outcomes Report**



## Overview and Highlights

In FY 17, Roca served 854 participants across four sites in Boston, Chelsea, Lynn, and Springfield Massachusetts (56% were enrolled in prior fiscal years and 44% participants were new enrollments in FY17). By the end of the fiscal year, 340 participants were in Phase 1, 299 were in Phase 2, and 215 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	LYN	SPR	MEN
<b>Participants Served</b>					
Participants Served	246	215	114	279	854
Retention	74%	78%	85%	80%	79%
<b>Performance Measures (Phase 1 and 2 Participants Served)</b>	<b>n=219</b>	<b>n=161</b>	<b>n=105</b>	<b>n=224</b>	<b>n=709</b>
<b>Increase Engagement with Staff</b>					
Weekly Average Contact Rates (2x/wk.)	68%	58%	66%	58%	62%
<b>Increase Programming Engagement</b>					
Weekly Average Programming Rates	20%	32%	26%	42%	30%
Weekly Average Programming Rates (1x/wk.)	40%	50%	39%	49%	46%
Weekly Average Programming Rates (2x/wk.)	15%	25%	21%	38%	24%
Overall Programming Engagement (1x)	80%	80%	83%	88%	83%
Life Skills Engagement (1x)	73%	71%	75%	79%	75%
CBT (1x)	72%	70%	72%	75%	73%
Healthy Habits (1x)	5%	29%	22%	21%	18%
Educational / Pre-Vocational Engagement (1x)	61%	67%	67%	72%	67%
Employment Engagement (1x)	65%	58%	56%	67%	63%
<b>Transitional Employment</b>					
Basic Transitional Employment Enrolled	52	57	37	128	274
Eligible to Complete Basic Transitional Employment	27	19	12	29	87
Completed Basic Transitional Employment	5	2	1	20	28
Basic Transitional Employment Completion Rate	19%	11%	8%	69%	32%
<b>Intermediate Outcomes (Enrolled 24 Months or Longer)</b>	<b>n=71</b>	<b>n=89</b>	<b>n=31</b>	<b>n=92</b>	<b>n=283</b>
Placed in Unsubsidized Employment	66%	89%	74%	83%	80%
Still Employed	51%	71%	52%	46%	56%
Retained 90 Days	75%	88%	57%	71%	76%
Retained 180 Days	56%	87%	53%	54%	66%
Retained 365 Days	52%	83%	57%	43%	63%
<b>Intermediate Outcomes (Enrolled 24 Months or Longer)</b>	<b>n=71</b>	<b>n=89</b>	<b>n=31</b>	<b>n=92</b>	<b>n=283</b>
No New Arrests For New Charges Since 24 <sup>th</sup> Month of Enrollment	79%	88%	90%	82%	84%

## 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 17, Roca served 854 young men at three sites across Massachusetts. Details on the demographics of these young men can be found below.

### ENROLLED

Roca Enrollments			
<h1>854</h1>			
<b>Boston</b>	<b>Chelsea</b>	<b>Lynn</b>	<b>Springfield</b>
<b>246</b>	<b>215</b>	<b>114</b>	<b>279</b>

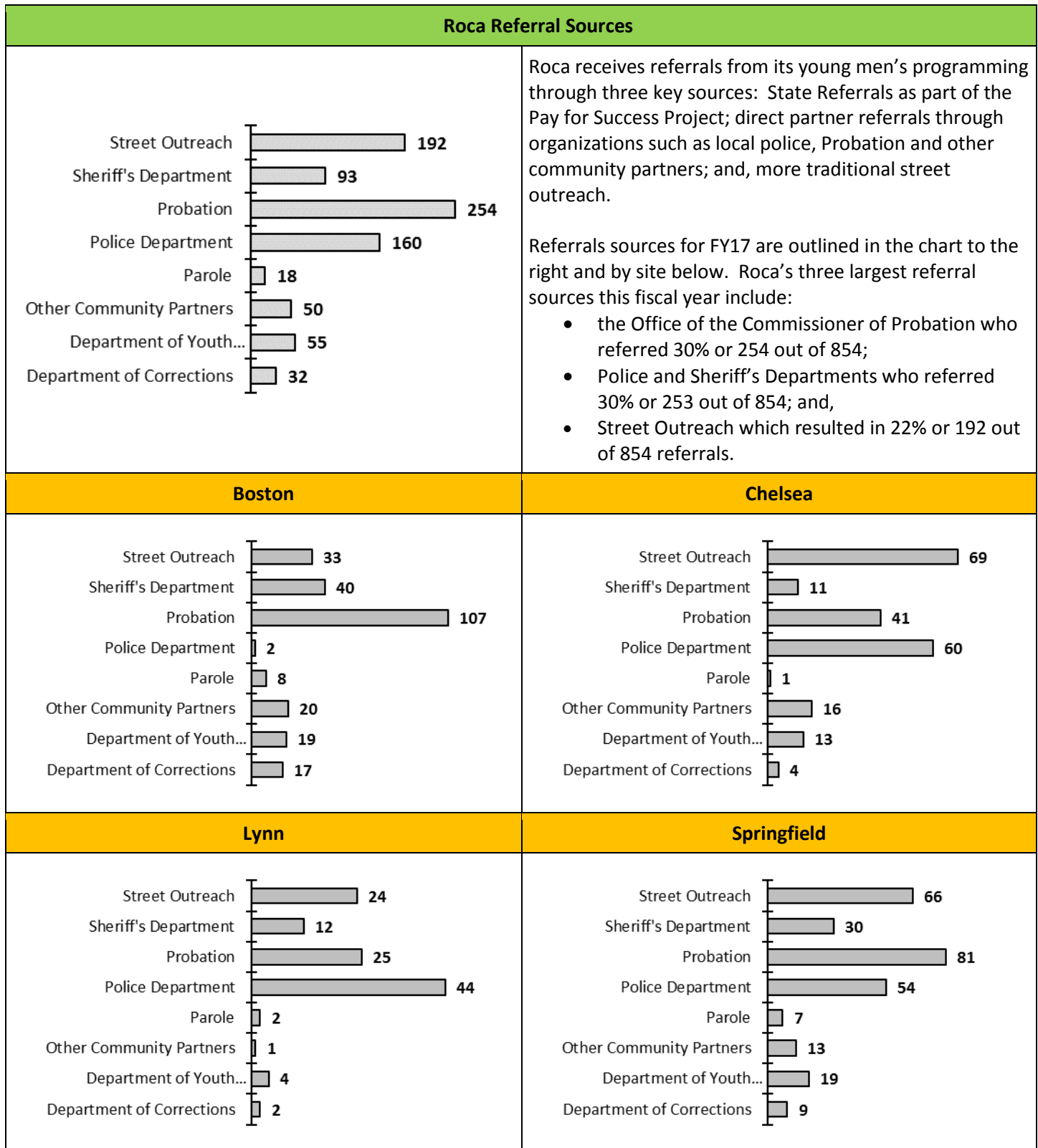
In FY 17, Roca served 854 young men at four sites across Massachusetts.

Of those served, 44% or 377 were new enrollments during that fiscal year. The proportion of new enrollments is relatively consistent across sites, with the exception of Roca's new site in Lynn. New enrollments at each site are itemized below.

- Boston: 40% or 98 out of 246
- Chelsea: 38% or 82 out of 215
- Lynn: 59% or 67 out of 114
- Springfield: 47% or 130 out of 279

Note: While Roca served young people from Lynn prior to FY16 through our PFS contract, Roca opened up its satellite office in Lynn and began serving clients through the Safe and Successful Youth Initiative in Lynn in FY17.

## REFERRAL SOURCES



## RISK FACTORS

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Roca designed the Intervention Model 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 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 developed the Intervention Model using evidence- and best practice-based principles. Roca 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.

Perhaps more significantly, although Roca’s “baseline” target population is already high-risk at the outset, Roca is currently witnessing an *elevated* level of risk among these groups. They are, in fact, demonstrating a combination of community and individual level risks that are well above that baseline, , risks that directly impact their ability to successfully engage in transitional employment. Our frontline and management staff are seeing the elevated risk levels manifested in the following ways:

- **Gang-related violence.** The majority of young people served at our Boston site are so seriously threatened by rival gangs that they are in a constant state of hypervigilance, terrified to leave their homes or their blocks. Access to guns is easy and many believe that they need to carry a gun as they fear for their lives. Their use of social media increases safety risks and contributes to their hypervigilance. Tragically, anxiety has seeped into every aspect of their lives , such that that they are distracted and on alert even while standing in line at the grocery store, visiting the doctor, or reporting to their probation officer.

To date, this has resulted in dramatic programmatic changes at the Boston site, including increased tracking of gang involvement, robust data sharing with the Boston Police Department, safety protocols regarding physical access to the Roca Boston building, and developing a portable version of the Intervention Model, which is delivered one-on-one within the community. This is true for all elements of the Roca Intervention Model, including transitional employment.

An estimated 1/3 of participants in Boston, an estimated 50 young men at any given time, are unable to engage in transitional employment because they pose a significant safety risk to themselves or to other young people on work crews. To address this, Roca has implemented a rapid employment program, allowing these young people to gain work experience.

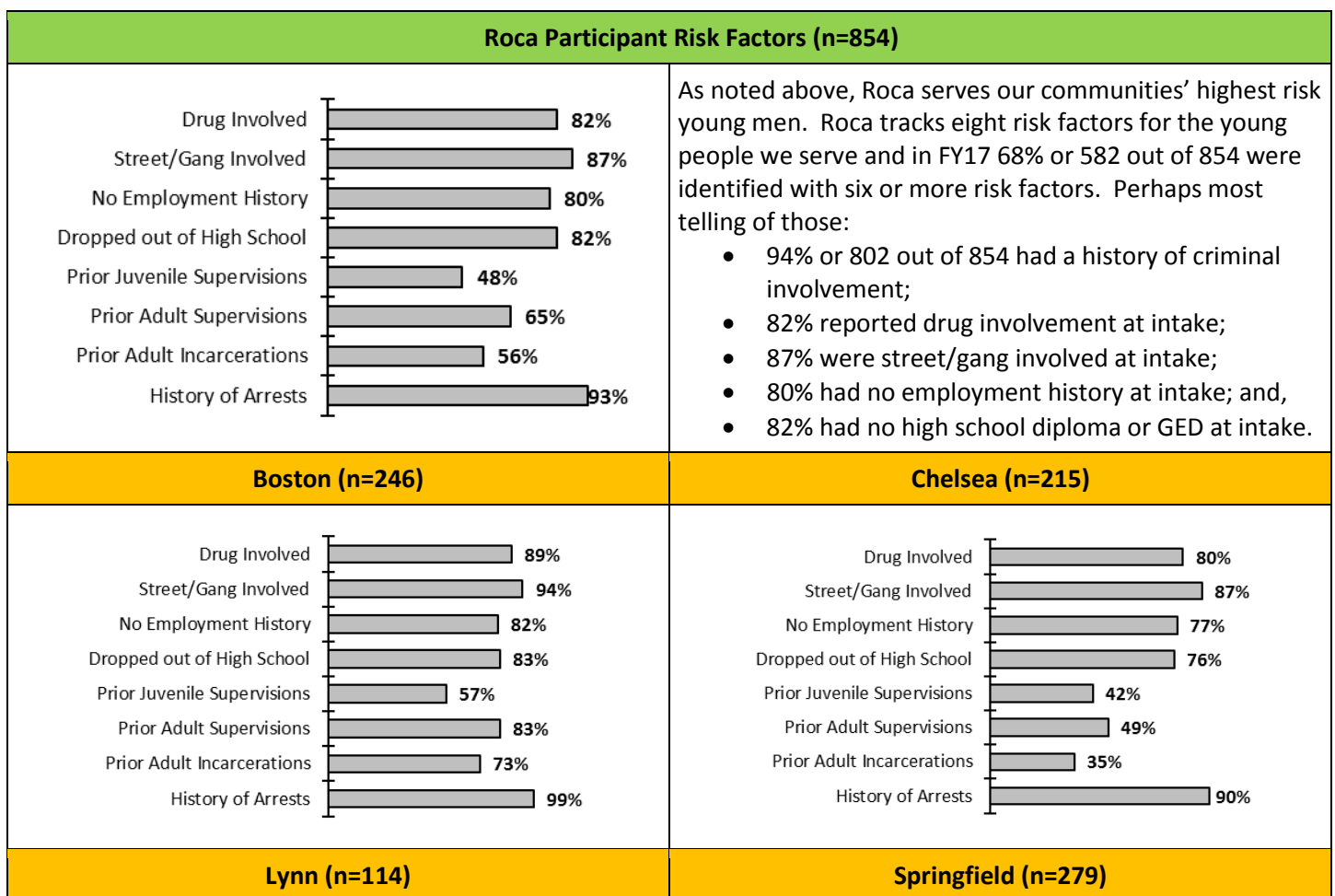
- **Opioids.** The percentage of young people who battle drug addiction, and particularly heroin, fentanyl and other opioids, is higher than ever before. Opioids are particularly affecting young people served at our Chelsea and Lynn sites, which primarily serve the smaller urban communities outside the City of Boston.

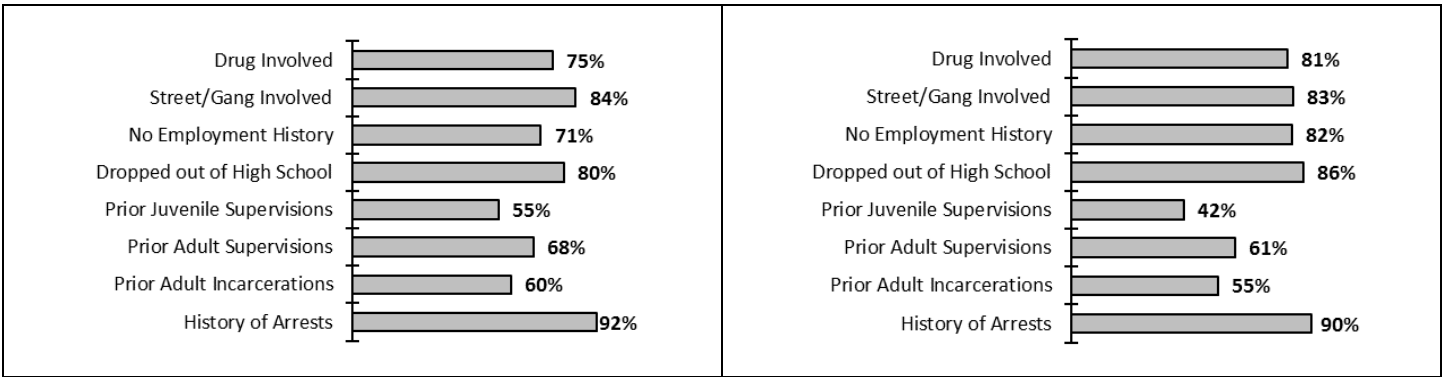
In Lynn, for example, nearly 40% of participants are abusing opioids and 15% are assessed by the staff as being on the verge of overdose, given their aggressive daily use of substances. More than 65% of Lynn’s participants are abusing substances, compared to prior years where this number might only run as high as 35%. For purposes of this discussion, Roca has defined abuse as the use of a substance 3 or more times per week where that substance use impedes engagement in programming and/or employment. Across the whole organization, young people in the throes of addiction, incidences of drug-related crime and arrests, as well as overdoses and deaths, are on the rise. Roca believes this increase in abuse is tied directly to the ease in obtaining fentanyl and other opioids, an increase that has impacted not only the communities Roca serves but communities across the country.

- **Trauma.** Across all our sites, our frontline workers must contend more than ever with increased trauma levels among young people. The traumatic incidents our young people have been exposed to is often related to their closest family members, their childhood friends, and their neighbors. These incidents include extreme violence, death, abuse of all kinds, neglect, and other incidents with long-term and wide-ranging impacts.

While U.S.-born young people are dealing with more trauma and violence in their pasts than we have ever seen before, Central American youth – most of them unaccompanied minors – meanwhile report witnessing truly unspeakable atrocities committed upon friends and family members, both while abroad and while on the journey to the United States. As a result, Roca’s young people present with greater degrees of anxiety, depression, and increasingly severe mental health issues than they did, even two years ago. They are more engaged in criminal behaviors and even less ready than before to get a job and hold a job.

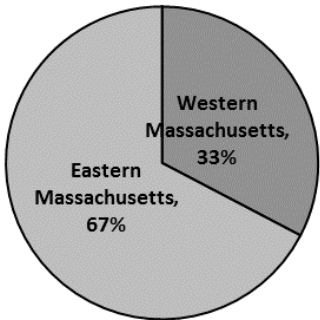
Details on the risk factors of the young men we served in FY 2017 are outlined below.





**BASIC DEMOGRAPHICS**

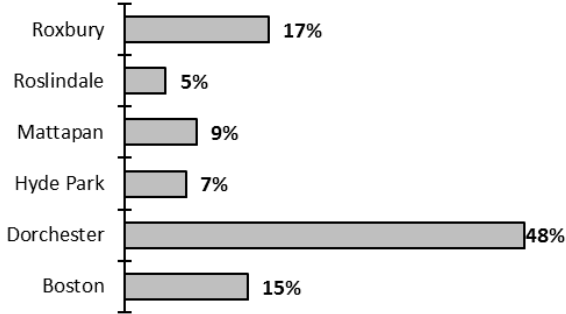
**City/Neighborhoods (n=854)**



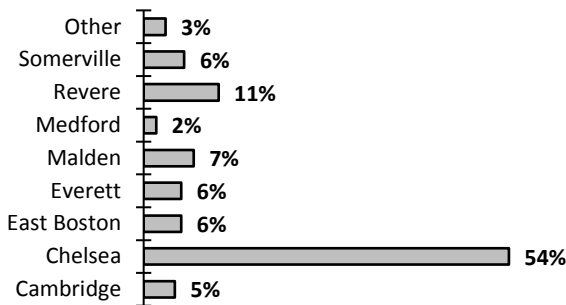
Roca serves young men from 21 communities across the Commonwealth. In FY17, services were delivered out of three locations in Eastern Massachusetts, serving 67% of Roca’s program participants (Boston, Chelsea and Lynn), and one site in Western Massachusetts (Springfield), serving 33% of our program participants.

Details regarding the specific communities served by each site are provided in the charts below.

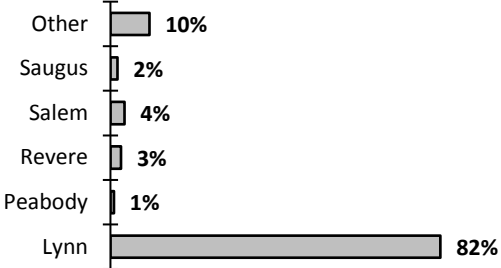
**Boston (n=246)**



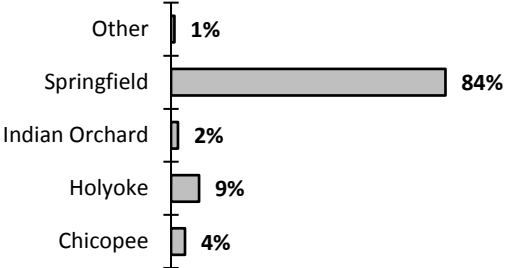
**Chelsea (n=215)**



**Lynn (n=114)**

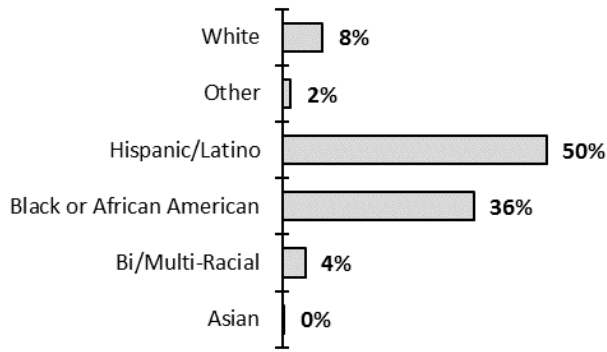


**Springfield (n=279)**





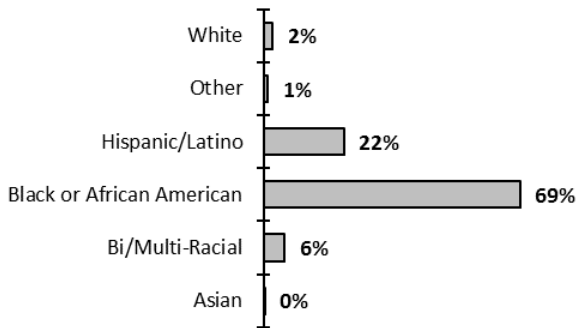
**Race/Ethnicity (n=85%4)**



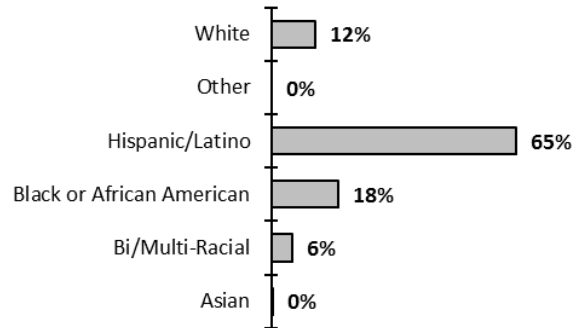
The majority of the young people that Roca serves are young people from communities of color: 50% are Hispanic/Latino; 36% are Black/African American; 4% are Bi/Multi-Racial; and, 2% are from other communities of color.

The ethnic/racial breakdown of participants from each site varies, in large part, based on the communities the site serves. This breakdown is detailed in the tables below.

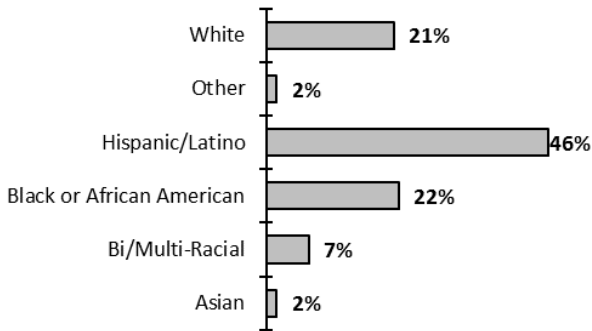
**Boston (n=246)**



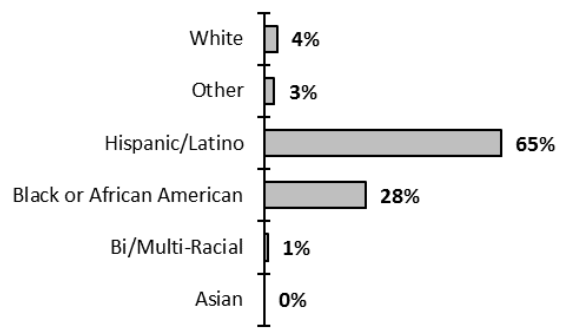
**Chelsea (n=215)**



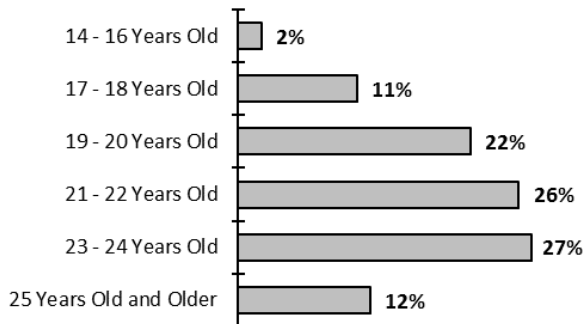
**Lynn (n=114)**



**Springfield (n=279)**



**Age Range (n=854)**

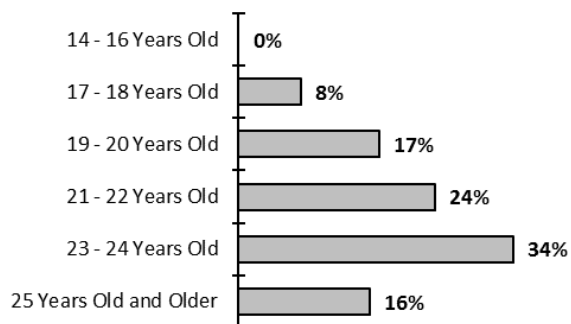


Roca predominantly serves young men between the ages of 17 and 24. In fact, the majority of the participants Roca serves are between 21 and 24 years of age (53%), with the average age at enrollment being 22.1.

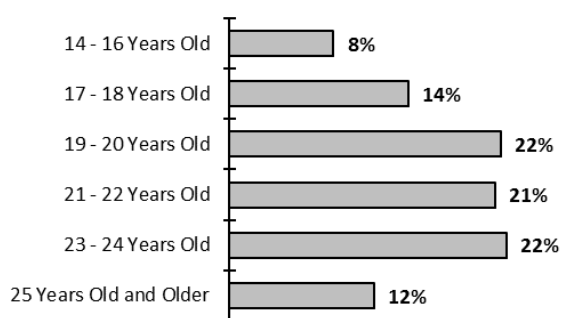
Roca Chelsea serves a small group of Central American youth in Chelsea between the ages of 15 and 17 who meet all risk factors for Roca engagement based on significant community need.

Additionally, there are a small number of participants who Roca served in FY17 who are 25 or older (12% of those served). These young men began their engagement in the Intervention Model prior to their 24<sup>th</sup> birthday.

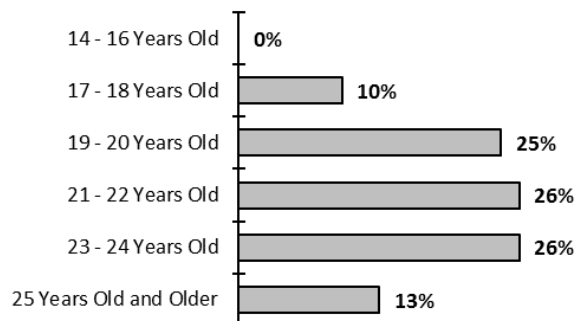
**Boston (n=246)**



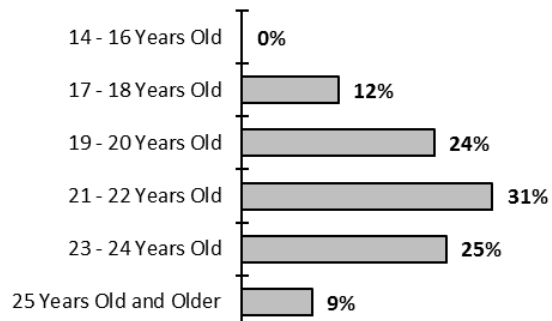
**Chelsea (n=215)**



**Lynn (n=114)**



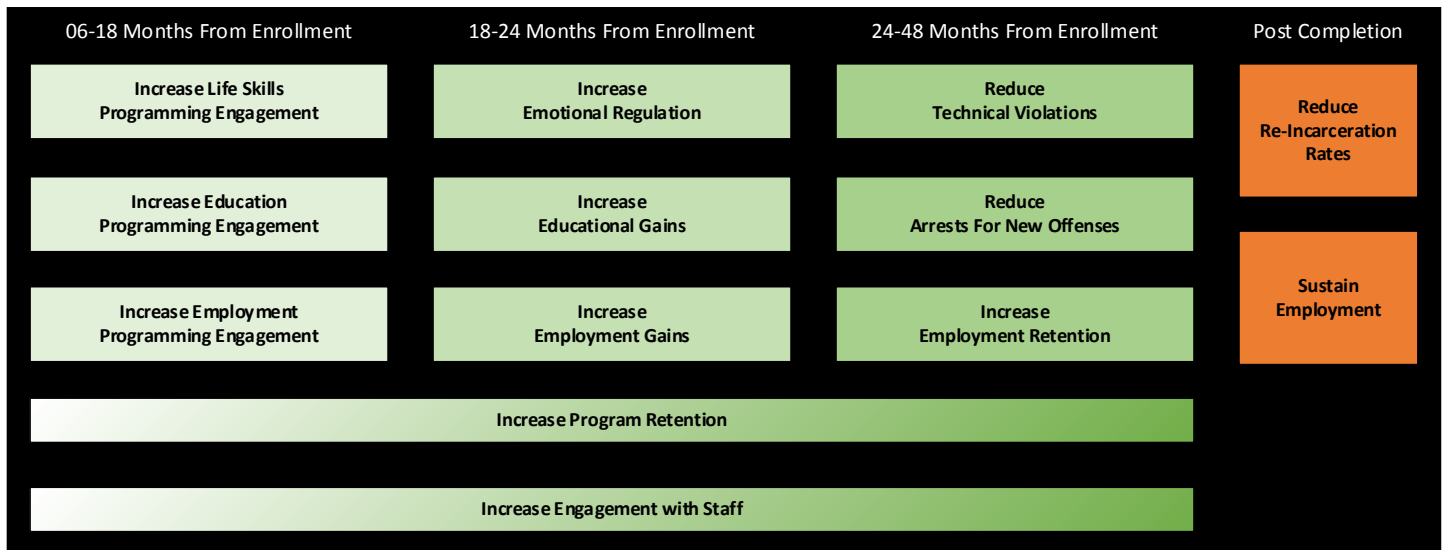
**Springfield (n=279)**



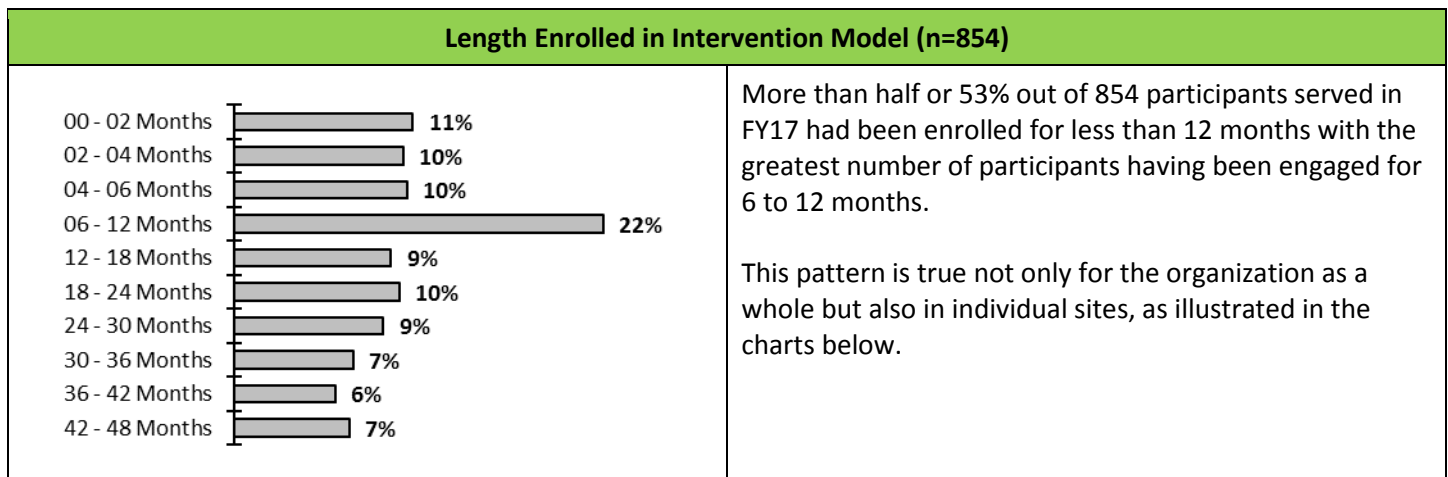
## Results Framework

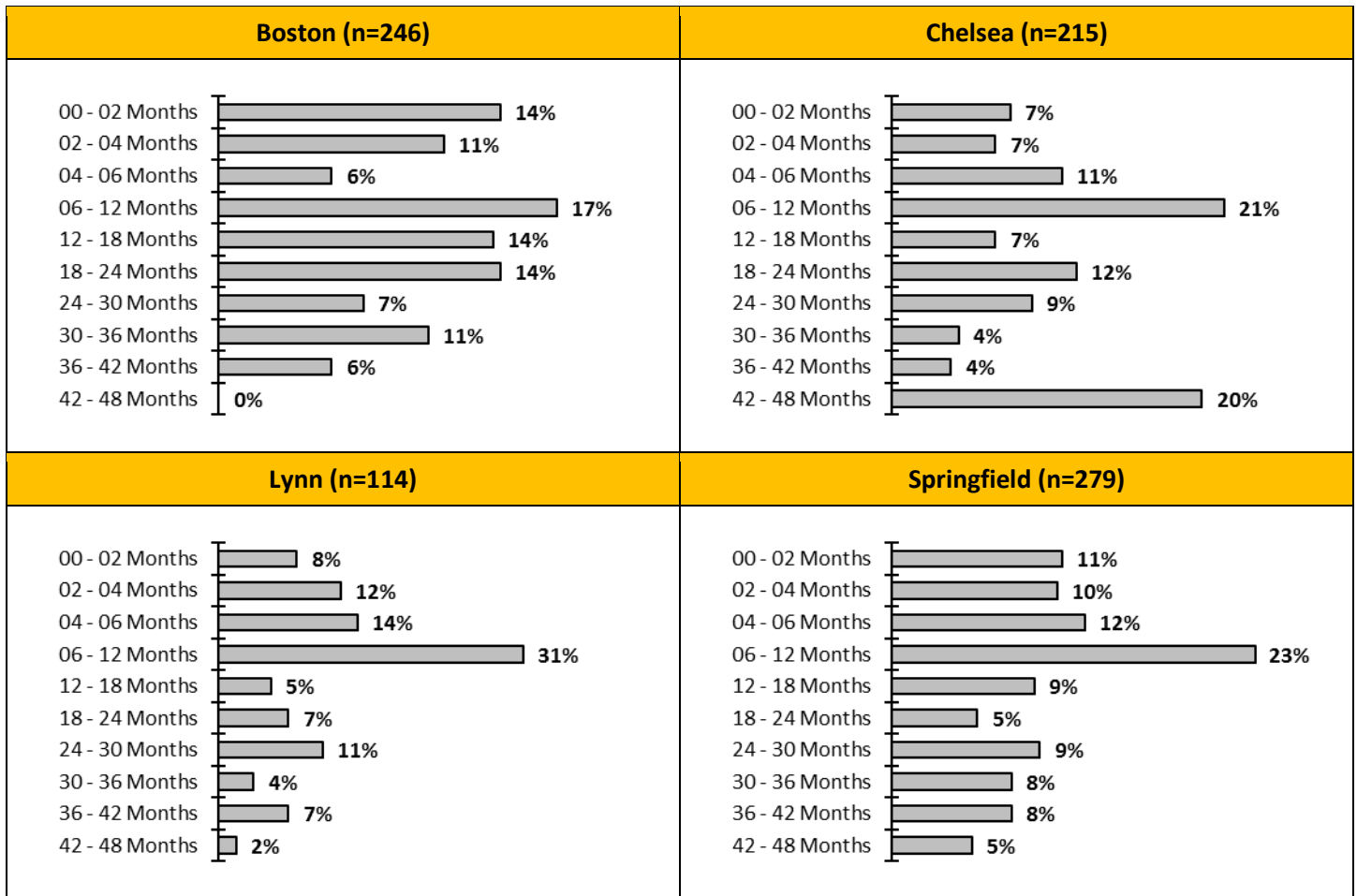
Roca's Interventional Model is a 4-year behavioral change and skills development intervention that helps young people avert future incarceration and learn to go to work. Participants are expected to demonstrate intermediate recidivism and employment outcomes in years 3 and 4 while long-term outcomes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





## Program Retention and Attrition

### 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.

#### FY17 Retention and Attrition:

The graphics below illustrate Roca's one-year retention rate for any participants served during the FY17 fiscal year.

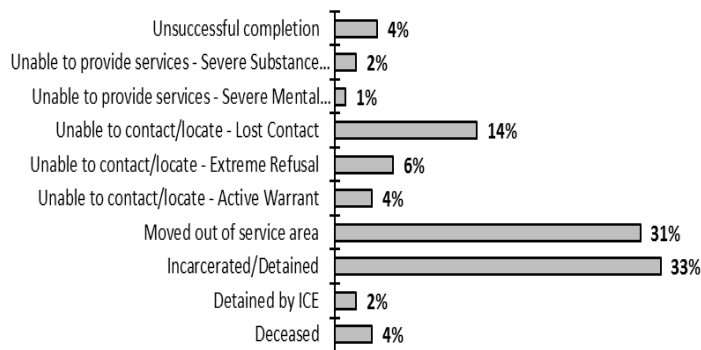
Roca Retention				
<b>78%</b>				
664 out of 854				
Boston	Chelsea	Lynn	Springfield	
<b>74%</b>	<b>78%</b>	<b>84%</b>	<b>79%</b>	By the end of Fiscal Year 2017, 78% or 664 participants served were still actively engaged in or completed Roca's intervention model while 22% or 190 were dismissed due to mobility or other unsuccessful reasons.

When examining two-years of programming, Roca, on average, retains 55% of all enrollees for 24 full months.

#### Attrition and Attrition Reasons:

Roca Attrition				
<b>22%</b>				
190 out of 854				
Boston	Chelsea	Lynn	Springfield	
<b>26%</b>	<b>22%</b>	<b>16%</b>	<b>21%</b>	As noted above, 190 of the 854 young people served during FY17 (22%) were no longer engaged or did not successfully complete the model. This outcome varies somewhat by site, with 16% of participants in Lynn and 26% of Boston participants attriting from the Intervention Model.

### Attrition Reasons



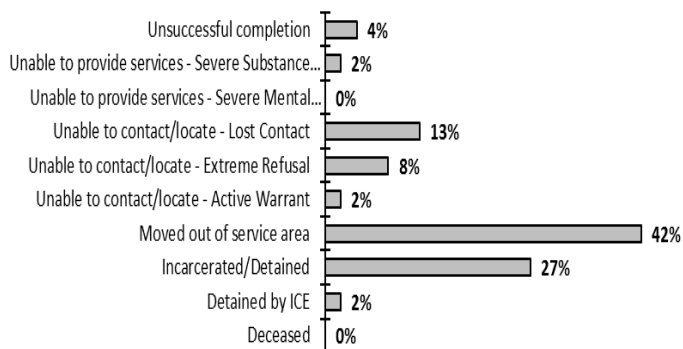
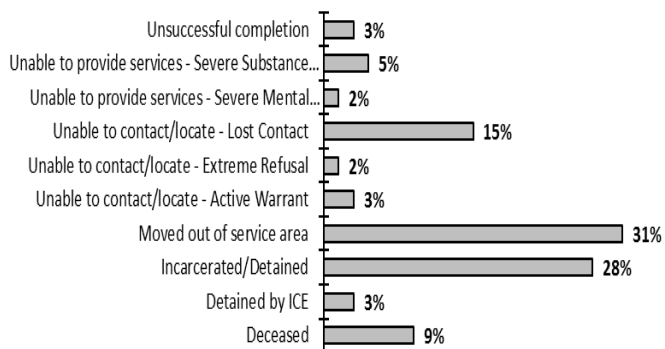
Of those terminated, 33% (63 out of 190) were terminated as a result of long term incarceration or detention, 4% (8 out of 190) were deceased, 2% (4 out of 190) were detained by ICE, 3% (6 out of 190) were terminated due to severe substance abuse or mental health issues.

Due to the transitory nature of the very high-risk young men Roca serves, 33% (63 out of 190) were dismissed because they moved out of the service area.

The tables below provide these breakdowns by site and show some clear variations in termination patterns based on location.

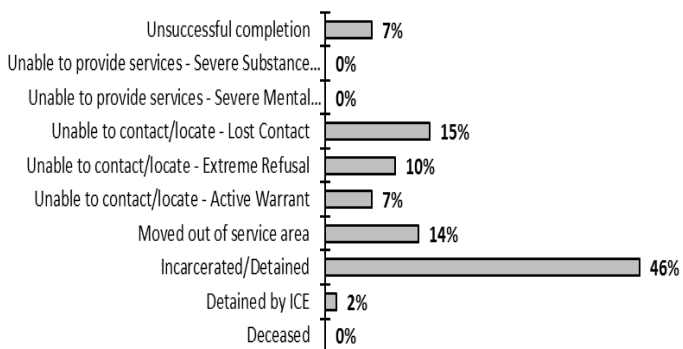
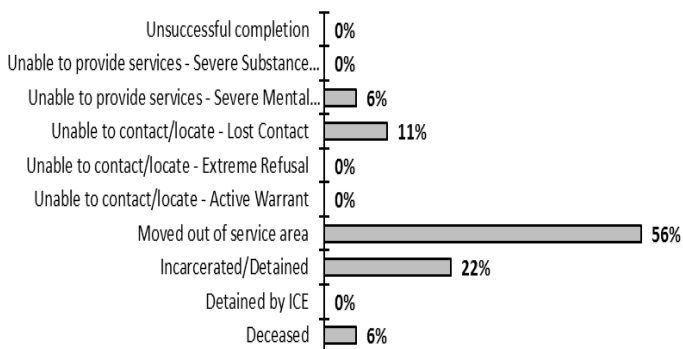
#### Boston (n=65)

#### Chelsea (n=48)

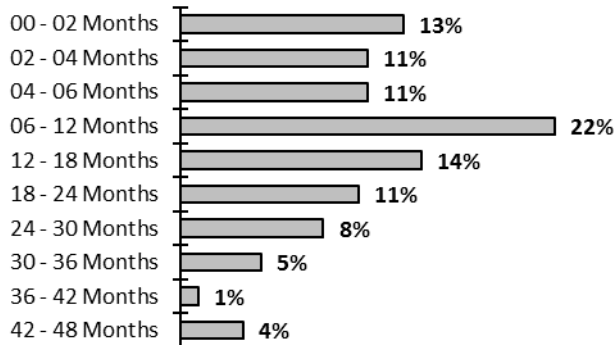


#### Lynn (n=18)

#### Springfield (n=59)



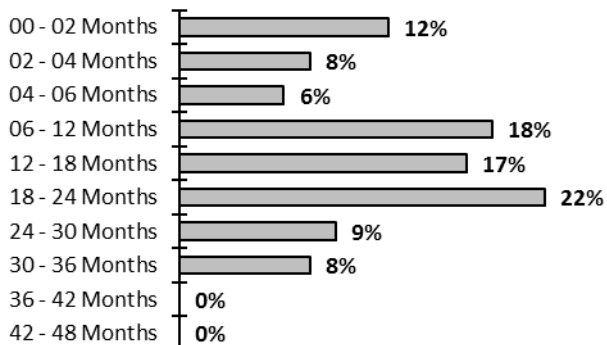
**Length Enrolled Prior to Dismissal**



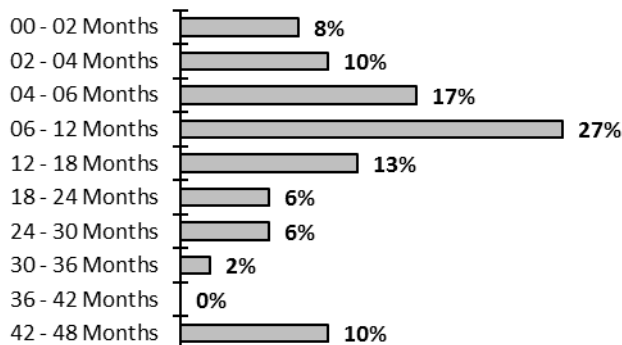
Typically, it takes 4-6 months to begin building a strong relationship with each young person. Despite multiple efforts by program staff, there is a higher likelihood of losing young people during this period as it is the time we are just beginning this relationship development.

As a result, and not surprisingly, as detailed in the chart to the right, of the 190 who were dismissed, 35% were within 6 months of enrollment, 22% were dismissed within 6-12 months of enrollment.

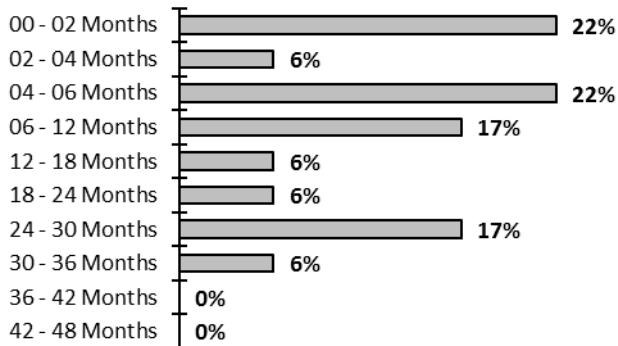
**Boston (n=65)**



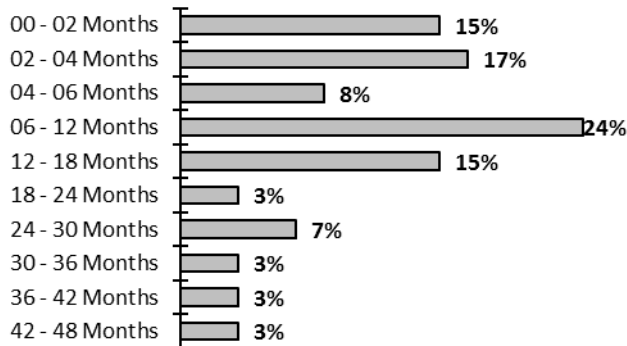
**Chelsea (n=48)**



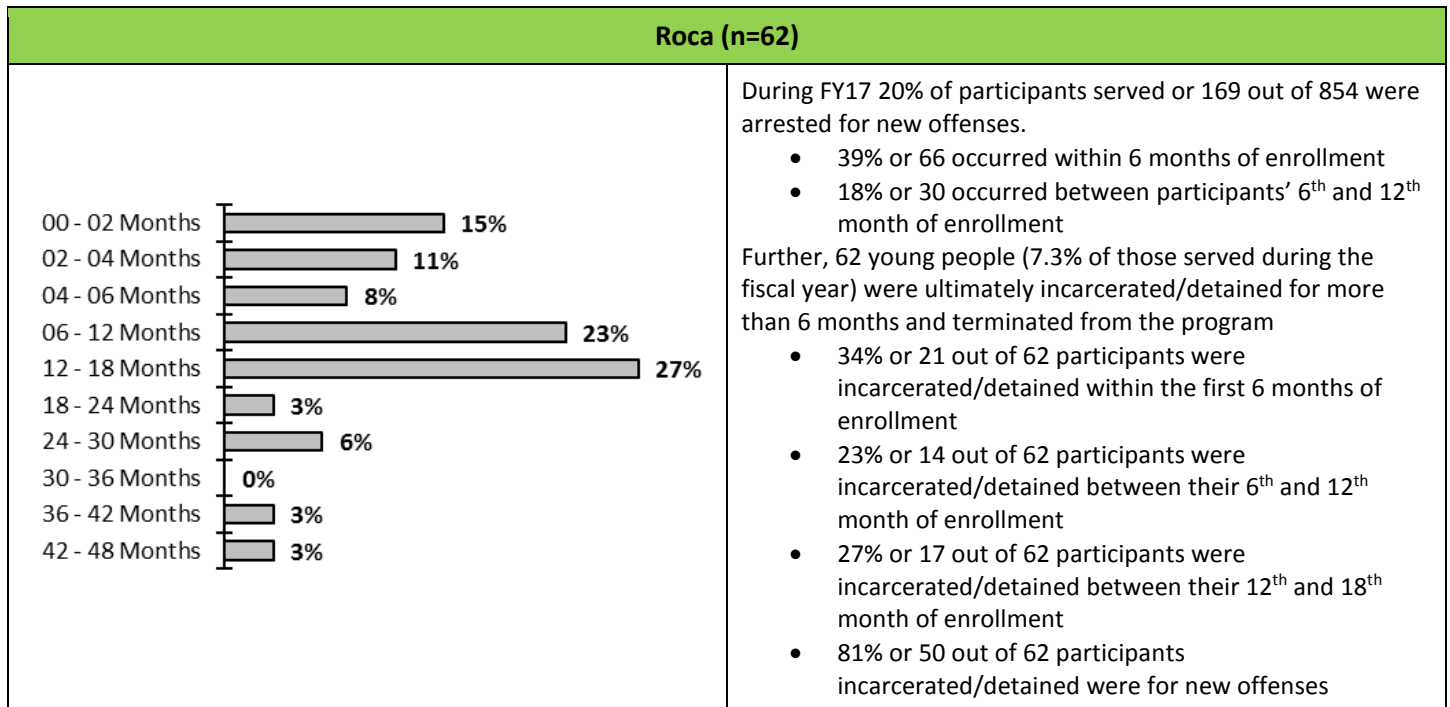
**Lynn (n=18)**



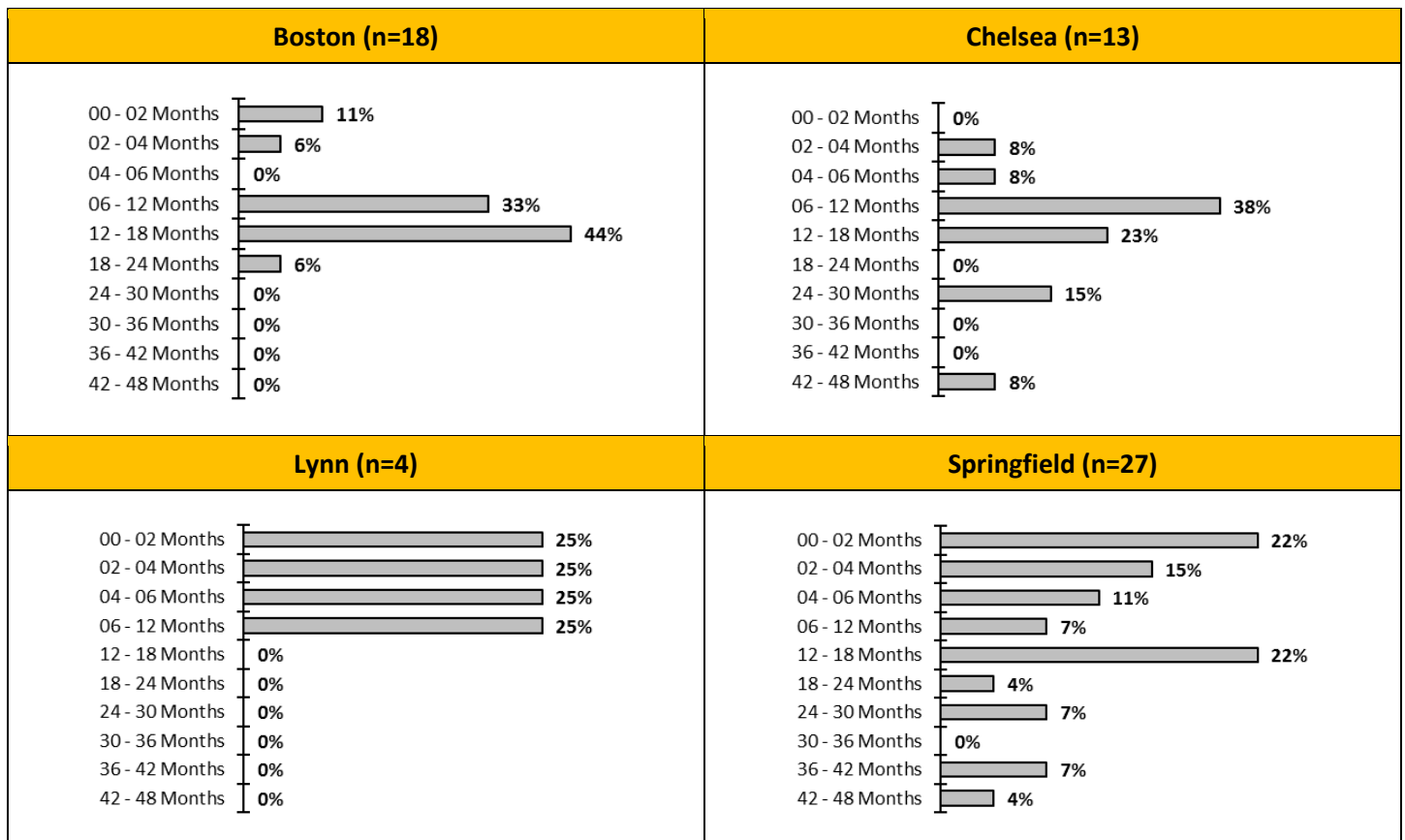
**Springfield (n=59)**



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



These patterns vary by site served, with Boston's arrest patterns showing significant differences from other sites, as detailed in the tables below. Roca is currently investigating these differences, trying to understand if differences in the how services are delivered may potentially be impacting this timing.

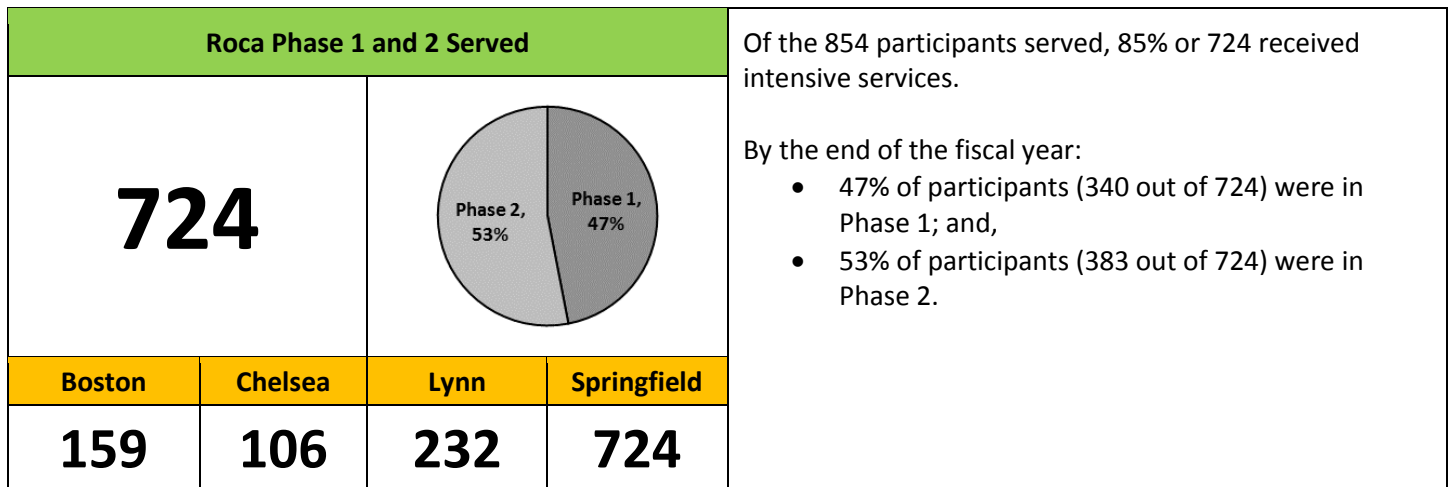




## Performance Measures

### 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.



### 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.

Weekly Average Contact Rates (2x/wk)			
<b>62%</b>			
<b>Boston</b>	<b>Chelsea</b>	<b>Lynn</b>	<b>Springfield</b>
<b>68%</b>	<b>58%</b>	<b>66%</b>	<b>58%</b>

- Youth worker contacts with young people are critical to helping them to change their negative behaviors over time.
- Contact percentages do not include efforts made by the youth worker that did not result in a face-to-face or a verbal conversation with the participant.

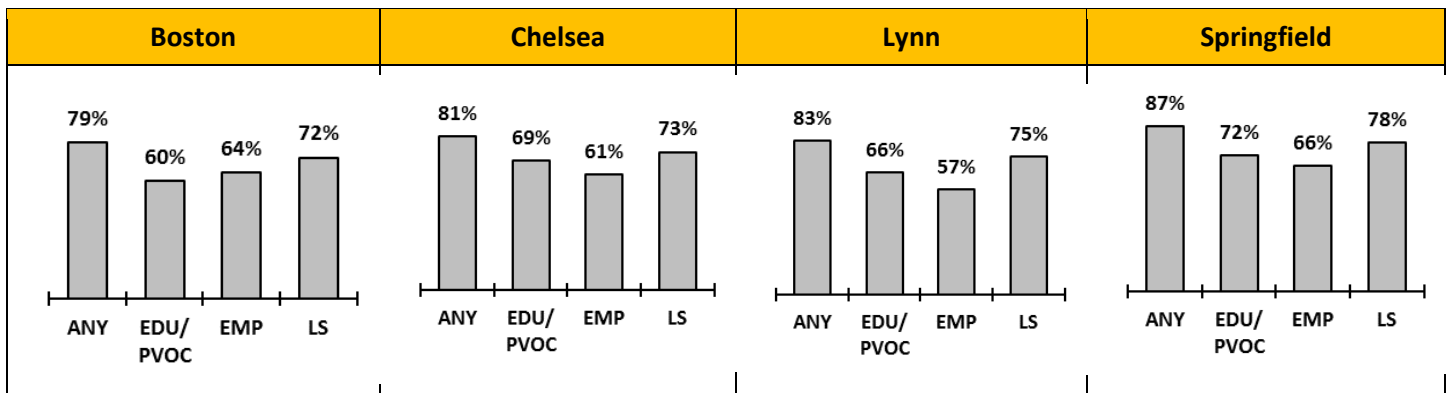
### Increase Programming Engagement

#### 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 FY17.

Engaged in Programming			
<b>83%</b>	<p>A bar chart with four bars representing engagement levels by site. The x-axis categories are ANY, EDU/PVOC, EMP, and LS. The y-axis represents percentages. The bars are labeled with their respective values: ANY (83%), EDU/PVOC (66%), EMP (63%), and LS (74%).</p>	In FY 17, 83% of Roca participants were engaged in programming, including educational and prevocational training (EDU/PVOC), employment programming (EMP) and life skills programming (LS). Engagement levels for programming vary by site based upon the participant base and level of risk based on Roca’s internal risk assessment tool. Details on programming received at each site can be found below.	
<b>Boston</b>	<b>Chelsea</b>	<b>Lynn</b>	<b>Springfield</b>
<b>79%</b>	<b>81%</b>	<b>83%</b>	<b>87%</b>



**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 2018, the following tables illustrate the number of young people engaged in the formal component of the CBT curriculum, by site during FY17.

CBT Engagement			
<p><b>63%</b></p> <p>459 out of 724</p>			
Boston	Chelsea	Lynn	Springfield
<p><b>64%</b></p> <p>145 out 227</p>	<p><b>58%</b></p> <p>93 out 159</p>	<p><b>66%</b></p> <p>70 out 106</p>	<p><b>65%</b></p> <p>151 out 232</p>

Of those engaged:

- 75 or 16% completed one skill
- 59 or 13% completed two skills
- 62 or 14% completed three skills
- 50 or 11% completed four skills
- 45 or 10% completed five skills
- 38 or 8% completed six skills
- 36 or 8% completed seven skills
- 40 or 9% completed eight skills
- 31 or 7% completed nine skills
- 23 or 5% completed ten skills

### Cognitive Behavioral Therapy (CBT) Skills Received:

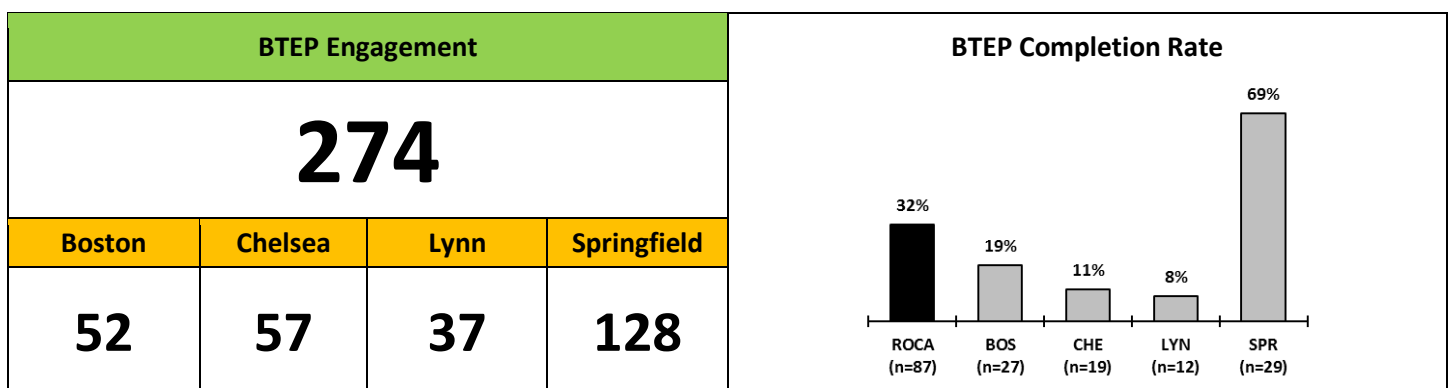
CBT Skill	BOS (n=145)	CHE (n=93)	LYN (n=70)	SPR (n=151)	ROCA (n=459)
Skill 01: Label Your Feelings	62%	57%	46%	46%	53%
Skill 02: Feel Your Feelings	48%	47%	50%	46%	47%
Skill 03: Filling Up Your Tank	52%	45%	41%	54%	50%
Skill 04: Being Present	39%	51%	49%	44%	45%
Skill 05: Facing Reality	39%	61%	44%	53%	49%
Skill 06: Act in Line with What You Value	45%	70%	67%	56%	57%
Skill 07: Approach! Don't Avoid	48%	43%	36%	37%	41%
Skill 08: Flex Your Thinking	40%	43%	49%	45%	44%
Skill 09: Problem Solving	34%	52%	36%	52%	44%
Skill 10: Conflict Resolution	30%	31%	26%	32%	30%

### Basic Transitional Employment (BTEP) 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.



Throughout the fiscal year, Roca enrolled 274 participants in Basic Transitional Employment. Of those enrolled:

- 70% or 193 were still actively enrolled at the end of the fiscal year  
(**BOS:** 50% or 26; **CHE:** 95% or 54; **LYN:** 92% or 34; **SPR:** 63% or 80)
- 19% or 52 were terminated for exceeding BTEP’s 18-month program limit or were dismissed from Roca’s Intervention Model for unsuccessful reasons  
(**BOS:** 40% or 21; **CHE:** 2% or 1; **LYN:** 5% or 2; **SPR:** 22% or 28)
- 10% or 28 participant successfully completed  
(**BOS:** 10% or 5; **CHE:** 4% or 2; **LYN:** 3% or 1; **SPR:** 16% or 20)

**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.

**Increase Educational and Employment Gains**

Educational Gains				
<p><b>61%</b> 112 out of 184</p>				
<b>Boston</b>	<b>Chelsea</b>	<b>Lynn</b>	<b>Springfield</b>	
<b>57%</b> 41 out 72	<b>59%</b> 26 out 44	<b>50%</b> 11 out 22	<b>76%</b> 35 out 46	

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

Of those enrolled for 18 months or longer, 61% or 112 out of 184 made educational gains.

High School Equivalency	BOS	CHE	LYN	SPR	ROCA
Needs High School Equivalency	47	31	15	40	133
Made HiSET Pre and Post Score Gains	51%	74%	53%	65%	61%
Attained High School Equivalency	5	3	0	2	10

Additional High School Equivalencies were attained for those not in this cohort:

- BOS: 4 additional for a total of 10 attained
- CHE: 2 additional for a total of 5 attained
- LYN: 2 additional for a total of 2 attained
- SPR: 2 additional for a total of 4 attained

Industry Recognized Certifications	BOS	CHE	LYN	SPR	ROCA
Needs Industry Recognized Certifications	73	86	25	64	248
Attained Industry Recognized Certification	58%	30%	20%	47%	42%

Employment Gains			
<p><b>82%</b> 162 out of 198</p>			
<b>Boston</b>	<b>Chelsea</b>	<b>Lynn</b>	<b>Springfield</b>
<p><b>84%</b> 62 out 74</p>	<p><b>74%</b> 35 out 47</p>	<p><b>63%</b> 17 out 27</p>	<p><b>96%</b> 48 out 50</p>

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, 82% or 162 out of 198 made employment gains.

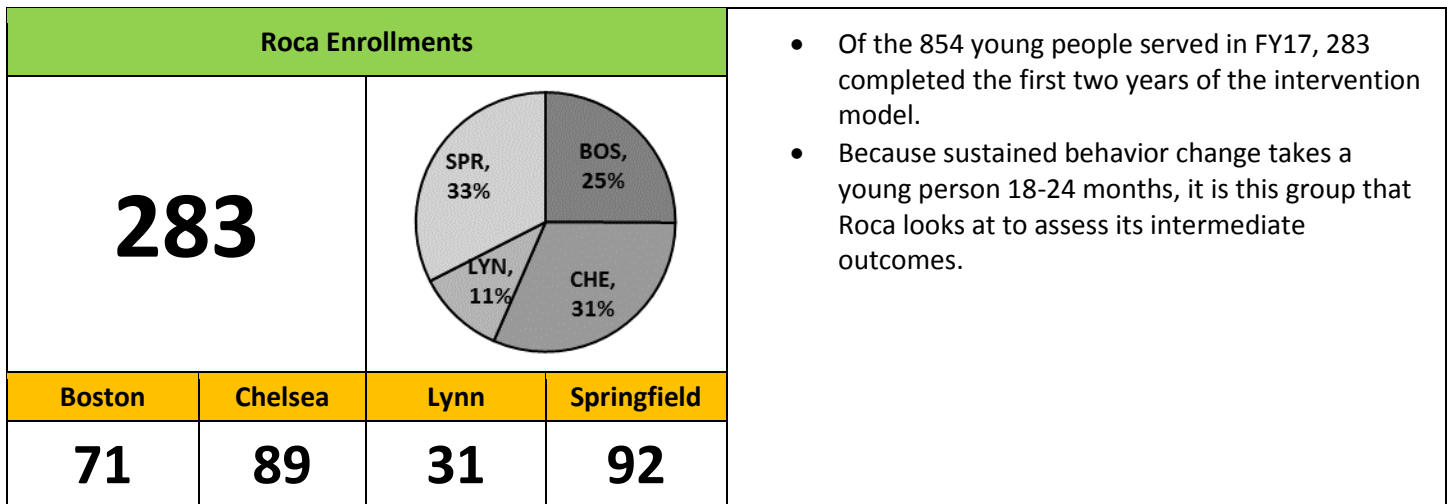
## Intermediate Outcomes

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

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

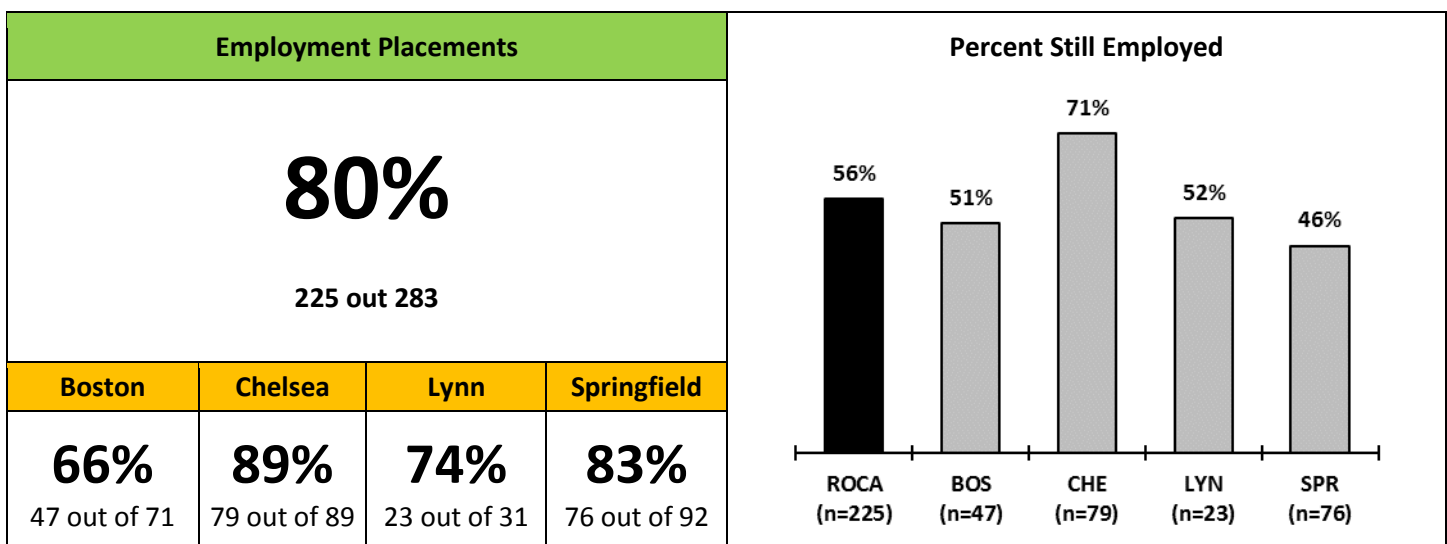
Data for young people who have completed two years of the intervention model is provided in the illustrations below.

### Two-Year Graduates

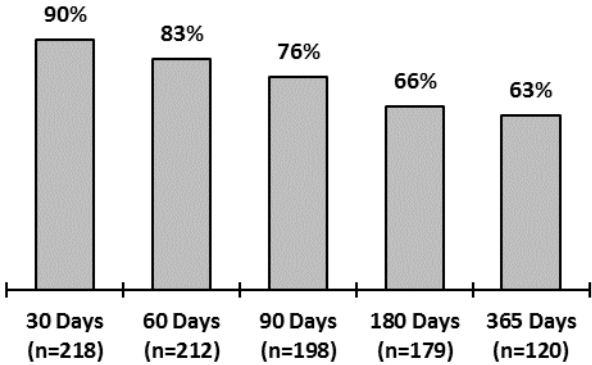
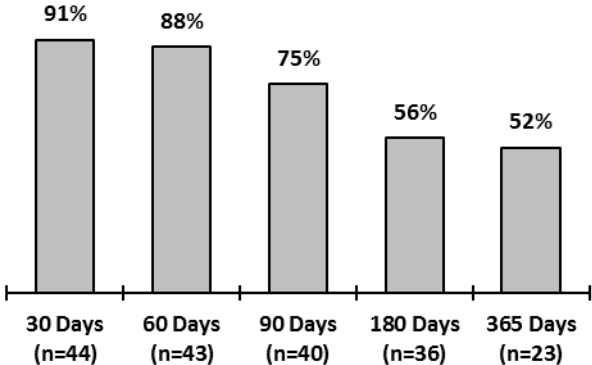
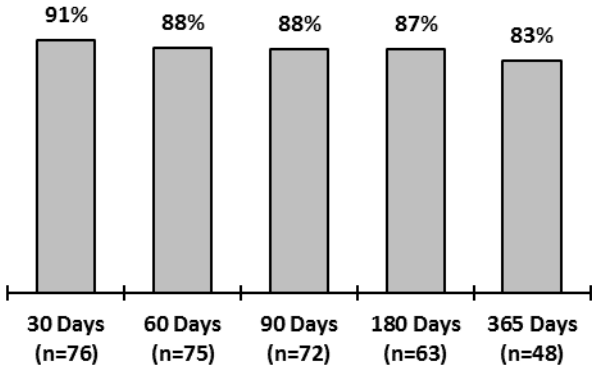
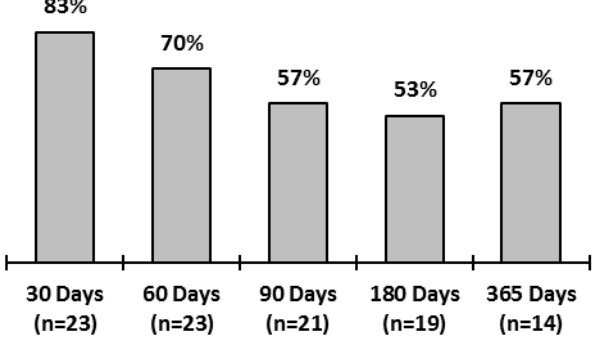
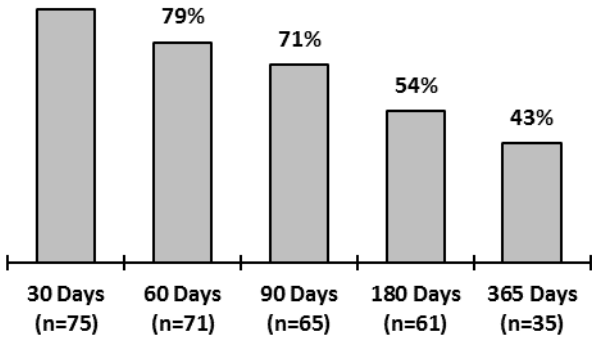


### Increase Employment Retention

Of those enrolled for 24 months or longer, 80% or 225 out of 283 were placed in unsubsidized employment, this is an increase from 78% in FY16. This can be seen in the table below.



**Days Retained:**

Employment Retention	
 <p>90% 83% 76% 66% 63%</p> <p>30 Days (n=218)   60 Days (n=212)   90 Days (n=198)   180 Days (n=179)   365 Days (n=120)</p>	<p>Below are employment retention rates for those enrolled for 24 months or longer and placed in unsubsidized employment.</p> <ul style="list-style-type: none"> <li>• Of those still being served who were placed in employment at least 30 days ago, 90% successfully worked 30 days (196 out of 218 young men).</li> <li>• Of those still being served who were placed in employment at least 90 days ago, 76% successfully worked 90 days (151 out of 198 young men).</li> <li>• Of those still being served who were placed in employment at least 180 days ago, 66% successfully worked 180 days (118 out of 179 young men).</li> <li>• Of those still being served who were placed in employment at least 365 days ago, 63% successfully worked 365 days (76 out of 120 young men).</li> </ul>
Boston	Chelsea
 <p>91% 88% 75% 56% 52%</p> <p>30 Days (n=44)   60 Days (n=43)   90 Days (n=40)   180 Days (n=36)   365 Days (n=23)</p>	 <p>91% 88% 88% 87% 83%</p> <p>30 Days (n=76)   60 Days (n=75)   90 Days (n=72)   180 Days (n=63)   365 Days (n=48)</p>
Lynn	Springfield
 <p>83% 70% 57% 53% 57%</p> <p>30 Days (n=23)   60 Days (n=23)   90 Days (n=21)   180 Days (n=19)   365 Days (n=14)</p>	 <p>91% 79% 71% 54% 43%</p> <p>30 Days (n=75)   60 Days (n=71)   90 Days (n=65)   180 Days (n=61)   365 Days (n=35)</p>



**Reduce Arrests for New Offenses:**

No New Arrests				
<p><b>84%</b></p> <p>237 out of 283</p>				<p>Of those enrolled for 24 months or longer, 84% or 237 out of 283 did not get arrested for a new offense since their 24<sup>th</sup> month of enrollment. Roca successfully achieved its targeted goal of 80% for the fiscal year.</p> <p>Further, it should be noted that these rates again vary by site served and may be impacted by the way the Intervention Model is delivered in any given site. Roca is studying this issue further during FY18 to gain a better understanding of how to serve young people as effectively as possible.</p>
Boston	Chelsea	Lynn	Springfield	
<p><b>79%</b></p> <p>56 out of 71</p>	<p><b>88%</b></p> <p>78 out of 89</p>	<p><b>90%</b></p> <p>28 out of 31</p>	<p><b>82%</b></p> <p>75 out of 92</p>	