



2016 ANNUAL REPORT





DEAR FRIENDS, PARTNERS AND SUPPORTERS,

Roca, much like the young people we are so privileged to know, found itself walking on a tight rope this year: Ready to face new risks, pushing hard to move forward, always looking for balance.

The challenges around us haven't gotten easier. Racial tensions continue to impact young people and systems. Communities and police still struggle to find ways to build trust. Gun violence is off the charts, and so is drug use. And sadly, in an era of very limited public funding, more resources than ever are being spent on incarcerating young people.

In this year's annual report we're sharing with you the new risks we have recently taken here at Roca. We feel honored that you – our supporters, our partners, our friends – are taking these risks with us. We are humbled anytime we see the risks our young people are taking, by choosing to be with us and change their lives. They inspire us to take risks ourselves.

Our Pay for Success project is in its third year, providing hope for young people and for the systems around them. We have grown, served more young people (981 this year) and opened our new satellite office in Lynn. Our Cognitive Behavioral Theory (CBT) curriculum enters its last pilot phase, opening an exciting new path for behavior change.

More justice systems are realizing that they have a lot to learn about young adults. We're getting calls from communities and leaders, asking us what it takes to reduce recidivism among high-risk young people. With key partners, we're discussing necessary reforms here in our Massachusetts justice system. Major cities across the country are exploring with us if our Intervention Model can be implemented in their own systems.

Changes have happened in our young mothers program as well. After 18 years of hosting Healthy Families, the home visiting program, we are now focusing on the highest risk young mothers. It was our honor to partner with Children's Trust for so many years, and we are deeply grateful for the opportunity to have served thousands of young people, together. Roca's High Risk Young Mothers program is growing, committed to the young mothers who are not yet ready, willing or able to change, and need to be approached differently.

These changes are new, challenging and exciting. We keep learning every day from our young people, and keep changing with them. We thank you so deeply for your partnership and support. Thanks to you, young people are changing their lives at Roca every day.



Molly Baldwin,
Founder & CEO



Stewart Chapin,
President of the Board of Directors

ROCA'S MODEL

ROCA'S MISSION is to disrupt the cycle of incarceration and poverty by helping young people change their lives.

ROCA'S THEORY OF CHANGE is that young people, when re-engaged through positive and intensive relationships, can change their behaviors and develop life, education and employment skills to disrupt the cycles of poverty and incarceration.

ROCA ENVISIONS a world in which all young people lead healthy, hopeful lives while communities and systems change the way they work together to reduce the effects of incarceration, poverty and racism.

ROCA'S TARGET POPULATION includes two groups of young people: 17-24 year-old young men trapped in cycles of violence and incarceration and 16-24 year-old young mothers struggling to get out of violence and poverty. Roca has sites in Boston, Chelsea, Springfield and Lynn, Massachusetts and serves young people from 21 cities statewide.

A nationally-recognized intervention model that engages high-risk young people in long-term behavior change and skill-building opportunities. Using a 4-year Intervention Model, Roca proves that change is possible, even for the highest risk young people.



RELENTLESS OUTREACH

We knock on doors, engage and re-engage young people, and never give up



TRANSFORMATIONAL RELATIONSHIPS

We build meaningful relationships with young people for the purpose of behavior change



STAGE-BASED PROGRAMMING

Our programming is tailored to meet young people where they are, cognitively and behaviorally



ENGAGED INSTITUTIONS

We strategically engage systems and organizations in young people's change process



PERFORMANCE-BASED MANAGEMENT

We rigorously track data and continuously evaluate our strategies and outcomes





711

**HIGH-RISK YOUNG MEN
WERE SERVED
THIS YEAR**

**BY THE END
OF THE YEAR,**

76%

STAYED WITH ROCA

“

So many of our young people have this uncharted territory, these amazing things about them that have been hidden, that they haven't been able to express. Roca drags that out of them.

- LUCIANA SOUSA, ROCA BOSTON YOUTH WORKER

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THE HIGHEST RISK YOUNG PEOPLE NOT YET READY, WILLING OR ABLE

At Roca, we are focused exclusively on the young people who are not yet ready, willing or able to change. Young people who show up, who come to classes, who are ready to advance themselves – are simply not Roca guys. We refer these “ready” young people to the great programs in our communities that teach anything from HiSET, to college, to vocational training. The young people who shut the door, who ignore us and call us names, those are Roca people.

It's counterintuitive, but we do it. We have designed a model for those who deny services, those who do not show up, those who say “I don't need anything.” We're here for them, even if they come for a day or two and then disappear for weeks. With enough time and the right approach, they too can and do change.

“

Before Roca, every day I would wake up, drink an energy drink, plug in my phone and start selling drugs. Later in the day I'd start using drugs. I'd go home drunk or high, wake up the next morning, and do it again.”

- CHRIS, ROCA PARTICIPANT

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“I was having trouble finding a job, my probation fees were stacking on top of each other and they were trying to surrender me. My probation officer suggested Roca.”

- ROY, ROCA PARTICIPANT

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KNOCKING ON THE RISKIEST DOORS **RELENTLESS**

We are relentless. We keep coming back again and again, going out to the streets, knocking on doors. We track what we do, so we know that relentlessness works. After days, weeks and months, young people trust our Youth Workers and start coming to Roca.

We know that relapses will come and we plan for them. When young people stop showing up, we go back to the streets and bring them back again. Our Youth Workers are trained to expect exactly that: rejections, relapses and relentless attempts to connect.

For those who seek Roca's advice – cities, criminal justice agencies, programs – we always say: The highest risk young people will not show up on their own. If we want to see any change happening, we must go to them. If we seek long term change, coming 100 times isn't enough – we need to come 101 times, 102 times, whatever it takes.

“

Roca's understanding of high-risk young people makes them one of the most innovative and successful interventions in the country. In a time where justice systems struggle to reduce recidivism among young adults, Roca proves that it is possible. Roca is a true model for other programs, and certainly a relentless one.

- VINNY SCHIRALDI, HARVARD KENNEDY SCHOOL'S PROGRAM IN CRIMINAL JUSTICE

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THIS YEAR, ROCA'S YOUTH WORKERS HAD

16,613

IN-PERSON CONTACTS WITH YOUNG MEN.



5,080

TIMES THEY KNOCKED AND NO ONE ANSWERED THE DOOR.
THEY KEPT ON TRYING THE NEXT DAY.



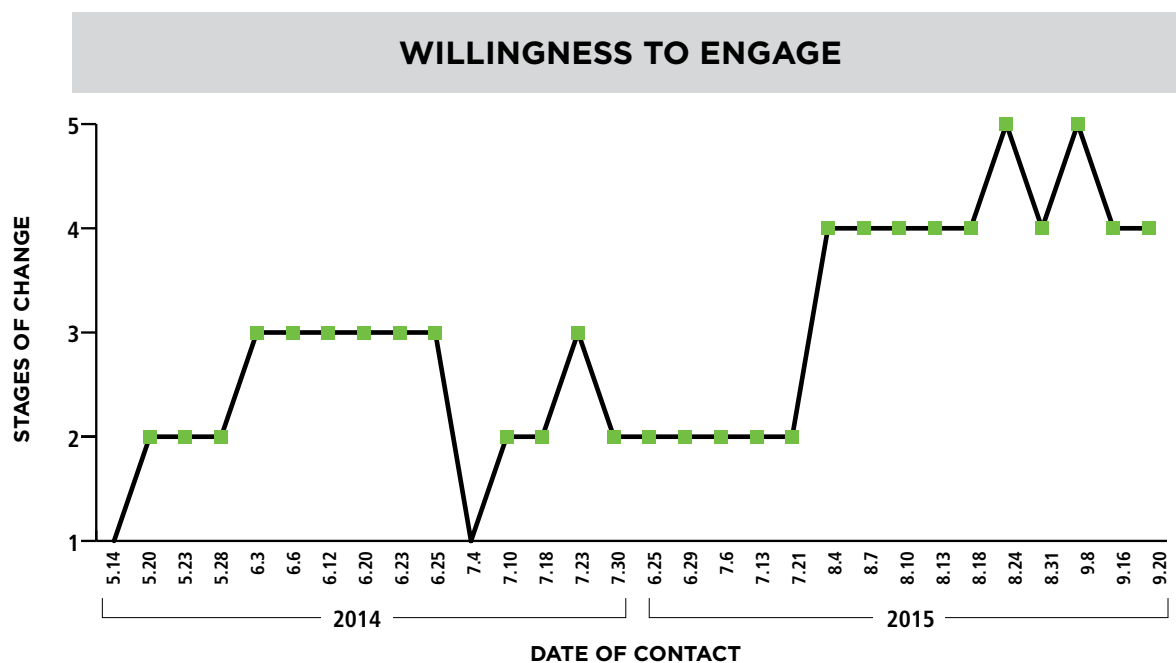
THE RISK OF TRUST

RELATIONSHIPS THAT CHANGE LIVES

People change in the context of relationships. While we all know and feel this, the hard question is how to make relationship building part of a comprehensive intervention model – how to track relationships, analyze them and evaluate their effect.

Roca's Youth Workers build what we call Transformational Relationships with young people – one-on-one connections for the purpose of behavior change. They track how responsive the young person is and his level of engagement. With their supervisors, Youth Workers look at the data and analyze the relationship over time: Is it moving forward? What holds it back? What can be done differently?

We have identified patterns in young people's relationships with their Youth Workers. We have built our Intervention Model based on these patterns. Transformational Relationships help young people disrupt the cycle of poverty and incarceration.



Tracking Transformational Relationships with a participant in Roca's performance management system, Efforts to Outcome (ETO).

RISKY CHANGES

NEW PROGRAMMING: CBT

Roca's stage-based programming has one main goal: creating programming opportunities that high-risk young people can actually use, even if they rarely show up, even if they are still not ready to change their lives. Our education classes (GED/HiSET), our job readiness programming and our life skills curriculum are all adapted to meet this goal.

We've been in the search for an effective Cognitive Behavioral Theory (CBT) curriculum for a few years, but the programs we found were nearly useless for our young people. So together with Community Psychiatry PRIDE clinic at Massachusetts General Hospital, and with support from the Laura and John Arnold Foundation, we have developed a new way of bringing CBT to young people in the community.

Our new CBT curriculum – 10 basic skills, short classes and constant reinforcement by all Roca staff – makes CBT part of Roca's daily operations. It teaches us how our thoughts, feelings and actions are all connected, and what we can do today if we want to act differently. Change is hard for everyone, and is even harder for those who haven't had a lot of support growing up. CBT gives our young people practical tools to bring about the change they want and need.

“

I like the CBT skill that is called 'Flexing My Thinking.' If I'm in a group and something goes missing, I automatically think that people are blaming me. But then if I think about it from a different angle, I can think, maybe they are just asking for my help to find it or something like that. I can really flex my thinking in situations like that.

- EARL, ROCA PARTICIPANT

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Roca 
**LESS JAIL,
MORE FUTURE.**



“ Roca, out of all the organizations, they have the best relationships, they have the best intelligence and they have the best outreach in this critical population. Roca, in my opinion, is at the pinnacle of actually doing the work and is committed and is reliable for getting this relationship done. If we can duplicate what we're doing with Roca in my District throughout the city and throughout the state, then I think we will hit upon the Holy Grail. When we make a referral to Roca we know that our reputation and our name is safe because Roca will deliver. The counseling, the GED, the employment, the job training... we know Roca will deliver and follow up - all of those things, we are confident that when we pass the baton, it's getting done.”

- CAPTAIN HASEEB HOSEIN, BOSTON POLICE DEPARTMENT



87%

**OF THE 238 PARTICIPANTS WHO
COMPLETED THE INTENSIVE TWO YEARS
OF THE INTERVENTION MODEL
HAD NO NEW ARRESTS**

79%

**OF ALL 711 ROCA PARTICIPANTS
HAD NO NEW ARRESTS**

BUILDING THE BRIDGE

MOLLY BALDWIN

In our work with young people, we are in a constant race for more time. We want to spend as much time with them as we can: time in conversations face-to-face, time in classes, time in work crews. With the right opportunities and just enough time, change can happen.

In the race for more time, we must ask ourselves where our young people spend the rest of their time, and with whom. Sadly, we know that their time is spent in the streets much more than at work or in school. Even more sadly, they spend long hours with the adults you usually want to keep at arm's length: police officers.

We used to think we could do our work without the police. We used to think that, with enough outreach and programming, young people would not meet cops again. There's no other way to say it: we were wrong. We have no chance keeping high risk young people alive and safe without our police partners.

While the gaps between communities and their police departments around the country seem to only grow, we choose to build more bridges. We don't wait until the police come to us – we reach out to them too, relentlessly. We sit in peacemaking circles together, we knock on doors together, we share information, and together, we learn how to help young people stay safe and out of prison.

We stay in the conversation, even when it's difficult.

It is a challenging time to be a police officer in America and, for many people and communities, it is a tough time to trust the police. Roca is not blind to any of this. In some cities, police use of force is off the charts and systemic racism is still the norm. At the same time, the challenges of being an effective police department, with the current levels of gun violence and drugs, are also striking. But if we want to help young people make hard changes and want to help communities stay safe, we have to stay in the conversation with the police. We have to build the bridge.

And the hard truth is that there are no magic solutions to our work or these relationships, no short cuts.

We have come a long way in our work with police departments. In some of the cities we serve, the gang unit has Roca on speed dial and vice versa. In other cities, we're still connecting – inviting police officers to sit in peacemaking circles with young men, explaining our intervention model, coming again and again until we find our path, together.

Day after day, we build a relationship. Day after day, we learn what we can do together for the young people in our communities. Day after day, we change the reality in which we live: we just can't afford to continue to lose so many young people.

Young people need time for their change process, and so do institutions. At Roca, we believe it's our job to stay with our young people and with our police departments over time – days, months and years. With enough time, change can happen. No bridge is built overnight.

“With Roca, we are at the point now where we just pick up the phone and talk to one another like we all work together. We have built up the relationship and the trust factor that it's second nature now. Roca understands that these kids are going to reoffend, they are going to have repeat issues and they don't say to them 'If you screw up, you're out'. So, I applaud Roca for continuing to take them back because if they didn't, where would they go? Most organizations have strict rules and regulations and if you violate them you are out. But here (at Roca) they have rules and regulations but they tolerate failure. So, the way Roca is trying to do it with help from us, the more people we can keep out of trouble, getting people back on the right road, the better for all of us.”

– CAPTAIN DAVE BATCHELOR, CHELSEA POLICE DEPARTMENT

“Roca is something tangible, you're seeing results from it.”

– DETECTIVE JAMES SLATTERY, SOMERVILLE POLICE DEPARTMENT

“The people I've dealt with at Roca have been incredibly committed. They are out on the streets, they are hiring the right people, they are at crime scenes, people tell me they see them all the time, and they continuously want to be engaged. They are dealing with the hardest of people that we on the Boston PD have ever dealt with, they are really hardcore people but they believe in what they are doing and I respect that.”

– DEPUTY SUPERINTENDENT KELLY NEE, BOSTON POLICE DEPARTMENT

“Roca has never let us down. Ever. The communication and just being able to form these relationships with the people from Roca, and I'm talking from your street workers all the way up to your executive staff. It's just an unbelievable experience for us. This is definitely a brand new style of policing to the point where we're being asked to come and speak to other police departments in other parts of the country to try and show them the value of having partnerships and the value of not just putting people in jail and throwing the key away, because that doesn't work.”

– OFFICER BILLY PHILLIPS, CAMBRIDGE POLICE DEPARTMENT

A SPECIAL THANK YOU:



For the past 18 years, Roca has had the privilege of partnering with The Children's Trust, operating the Harbor Area Healthy Families Program. It was our honor to serve young families in the communities north of Boston through this tremendously important home visiting program.

Thousands of young families received Roca's Healthy Families home visits since 1998. These home visits provided family support and coaching, which wrap around first-time parents and help them create stable, nurturing environments for their children.

Roca remains an avid supporter of the home visiting model. Our home visitors were privileged to meet so many young people in the years Roca hosted the Healthy Families program, and helped them develop parenting skills, overcome challenges and set personal goals. We have learned, grown and developed in these 18 years of work with The Children's Trust. Roca will continue to refer young mothers who are receptive to home visits to other Healthy Families providers in the area.

“

Working in the Healthy Families program taught me more about how to help young parents every time I did a home visit. What kept me motivated is that I felt these parents really needed me and I knew they wanted change. It took a little while, but when I'd trust myself and keep showing up, I saw them start doing new things that were good for them and their kids.

- PAOLA ROJAS, FORMER SUPERVISOR AND HOME VISITOR FOR HEALTHY FAMILIES

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OVER **2500**

YOUNG PARENTS RECEIVED
ROCA'S HEALTHY FAMILIES HOME VISITS SINCE 1998.

141

**HIGH-RISK YOUNG
MOTHERS WERE SERVED
THIS YEAR**

73%

**ENGAGED IN
STAGED-BASED
PROGRAMMING,
INCLUDING EDUCATION,
EMPLOYMENT
AND LIFE SKILLS**

95%

**DELAYED SUBSEQUENT
PREGNANCIES AND
WERE ON TRACK TO MEET
THE GOAL OF DELAYING
FURTHER PREGNANCIES
BEYOND AGE 24**



FOCUSING ON THE HIGHEST RISK

SCALING IMPACT: ROCA'S HIGH RISK YOUNG MOTHERS PROGRAM

From its very first day, Roca has been working with young mothers. In almost three decades of work, we have learned what deems young mothers high risk: they are not ready, willing or able to accept help from services that might benefit themselves and their children.

Our young mothers face challenges at every step. They have dropped out of school and have never worked. Sadly, they face violence and trauma, immigration challenges and are involved in intervening systems. Many of them engage in behaviors that are risky for them and for their children, and they have very little support.

For them, we have adapted our Intervention Model, and started to do what we do best: go on relentless outreach, build transformational relationships with each one of them, provide specialized programming, track data and develop partnerships with institutions and systems.

Building on the success of our young men's program, Roca's High Risk Young Mothers program is scaling its impact. This year, we have served more young mothers than ever before, upgraded the programming, continued internal evaluation and are building capacity for continued growth.

“

One of my favorite things about my job, is when I get selfies from young moms at work. One woman sent me one and said she was in her happy place. For the first time in her life, she has a schedule, she has child care, she can be there for her kids when they get out of school. I love knowing this is just a step, that I am helping these young moms build pathways for themselves.

- GINA JOSETTE, HIGH RISK YOUNG MOTHERS PROGRAM

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DECREASING RISK **THERE IS NO PROGRESS WITHOUT A JOB**

Employment is at the core of the long-term outcomes Roca seeks. Young people who can't get a job and can't hold a job, can't stay out of trouble and can't move out of poverty.

With work, they have a future.

From their first day at Roca, young people learn how to work. Our Transitional Employment Program gives young people the opportunity of working on work crews, earning real wages and learning critical job skills. Roca's workforce readiness curriculum and pre-vocational trainings equip our young people with a set of hard and soft skills necessary for long-term employment.

Employers are our partners. Each employer that hires a young person from Roca, brings our society one step closer to disrupting the cycle of poverty and incarceration.

“

These young men are learning what it means to create a quality project. This program also makes sense from a business side—Roca adds value and helps us complete tasks in a more cost-effective manner.”

- MICHELE BOOTH, SPRINGFIELD HOUSING AUTHORITY

”

“

The young women at DCAMM are not only learning skills on how to use the technology, but also how to work independently in an office. On our end, we train them and so far they have been great workers—very steadfast and diligent. We're very happy with their work and their performance.”

-MEL KLAYMAN,
DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE (DCAMM),
MASSACHUSETTS EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

”



270

YOUNG MEN
AND

33

YOUNG MOTHERS
WERE ENROLLED IN ROCA'S
TRANSITIONAL
EMPLOYMENT
PROGRAM

185

YOUNG MEN WERE
PLACED IN A JOB

88%

OF THOSE PLACED HELD
THEIR JOB 6+ MONTHS

48

YOUNG MOTHERS WERE
PLACED IN A JOB

94%

OF THOSE PLACED HELD
THEIR JOB 6+ MONTHS

DONORS LIST

Roca is extraordinarily grateful to receive generous financial support from numerous foundations, corporations, government agencies, small businesses and individuals. Without this incredible generosity, it would be impossible to carry on the important work of helping high-risk young people change their lives. Thank you for your trust and partnership.

\$1 MILLION +

Anonymous Corporation*
Massachusetts Executive
Office of Public Safety and
Security (SSYI)*
The Children's Trust*
The Kresge Foundation*
Youth Services, Inc **

\$100,000-999,999

Amelia Peabody Charitable
Fund
Anonymous Donor
Anonymous Foundation
Anonymous Foundation
Barr Foundation
City of Chelsea
Cummings Foundation*
Fidelity Charitable Gift Fund*
Goulston & Storrs
Jacobson Family Foundation
Massachusetts Department of
Children and Families*
Massachusetts Department of
Conservation and Recreation
Massachusetts Department of
Public Health (MPPTI)*
Massachusetts Department
of Public Health (Teen
Pregnancy Prevention)*
REDF*
Robert Wood Johnson
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State Street Foundation
The Boston Foundation
The Irene E. & George A. Davis
Foundation*
The Klarman Family
Foundation*
The Laura and John Arnold
Foundation*
The Peter and Elizabeth C.
Tower Foundation*
The Trustees' Philanthropy
Fund of Fidelity Charitable
United Way of Massachusetts
Bay and Merrimack Valley*
W.K Kellogg Foundation*

\$10,000-99,999

Albert J. Kaneb
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Beacon Communities LLC
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Adah F. Hall Charity Fund
Cabot Family Charitable Trust
City of Boston, Mayor's Office
of Workforce Development
City of Chicopee
City of Everett
City of Holyoke
City of Malden
City of Revere
City of Somerville
City of Springfield, Office of
Community Development
Clipper Ship Foundation
Community Consulting Teams
Crown Publishing
Dan Lyons
Eastern Bank
Eastern Bank Charitable
Foundation
Elizabeth Pattullo
Ellen Abbott Gilman Trust
Ellyn A. McColgan
Equity Resource Investments
Executive Office of Health and
Human Services, Bureau of
Substance Abuse Services
Executive Office of Labor and
Workforce Development,
Department of Industrial
Accidents
Fidelity Investments
Frank Reed and Margaret Jane
Peters Memorial Fund I
Frank W. and Carl S. Adams
Memorial Fund
George H. and Jane A. Mifflin
Memorial Fund
Goldman Sachs & Co
Gregory T. Torres
H. Furlong Baldwin
Harbus Foundation
Highland Street Foundation
Howard Cohen
Jane's Trust
Joanna Jacobson
John Grossman
John Hancock Life Insurance
Company

Kargman Charitable &
Education Fund
Keith Construction Inc.
Liberty Mutual Foundation
Lili Elkins
Lovett-Woodsum Family
Charitable Foundation*
Lucinda Garthwaite
Ludcke Foundation
Mark Haggerty
Massachusetts Department
of Public Health (Substance
Abuse Prevention)
Massachusetts Department
of Public Health (Youth
Violence Prevention)
Massachusetts Division of
Capital Asset Management &
Maintenance
Massachusetts Water
Resource Association
Metro Apartments
Metropolitan Mayor's Council
Microsoft
Nathan Cummings Foundation
Oak Foundation
Palmer Paving
Partners Health Care System
People's United Community
Foundation
Razoo Foundation
Rockport Mortgage
Roy A. Hunt Foundation
Santander Bank Foundation
Springfield Housing Authority
Stephen Kaneb
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Susan Okie Bush
TD Charitable Foundation
The Charles Hayden
Foundation
The Devonshire Foundation
The Doe Family Foundation
The Janey Fund
The Nordblom Family
Foundation
The Trust Family Foundation
Womenade Boston
Work 'N Gear
Yawkey Foundation II

\$1,000-9,999

Adelard A. Roy and Valdea
Lea Roy Foundation

AGC Partners
Allan Ropper
Allie Maynard
Amy Gould
Andrea Phillips
Anthony Garcia
AON Risk Management (1500)
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BJ's Charitable Foundation
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Dwight Robson
East Boston Savings Bank
Charitable Foundation
Edward Doherty
Elizabeth Shue
Envestnet Asset Management,
Inc.
Eric Lubersbane
Fitzgerald, Attorneys at Law
Frederick C. Lutze and
Christian Rausch Family
Foundation
Frederick H. Bedford Jr.,
and Margaret S. Bedford
Charitable Foundation

Gardiner Howland Shaw
Foundation
Geoffrey Rehnert
Gladys J. Abdow
Gymboree
Harbour Food Services
James Lapides
James W. Rollins Charitable
Trust
Janet Callahan
Jerome W. Canter
Jim Bildner
John Biotti
John C. Morrison and Eunice
B. Morrison Charitable
Foundation
John Cook
John Shue
Joseph J. Fico
Kara Bodeur
Kayem Foods Inc.
Keith Van Orden
Kelly Kalick
Kimberly Davies
Kiwanis Club of Springfield
Koi Design, LLC
Larry Lucchino
Lesley University
Lewis H. Spence
Light Foundation
Linda Bowden
Lowe's
Malden Housing Authority
Marc Wolpow
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Marsoft
Mary L. Keihler
Massachusetts Bay Bankers
Association
Matthew Feinberg
MAXIMUS Foundation
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McCarter & English LLP
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Metro Credit Union
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Moses Kimball Fund
Neighborhood Developers Inc.

New England Patriots Foundation	Angie Janssen	Eliza F. Greenberg	Kathryn Price	Richard Cole
New World Foundation	Anika Bachhuber	Elizabeth Connelly	Kelly Baker	Richard Fischer
Nixon Peabody LLP	Anja K. Shafer	Elizabeth DeMontigny	Kenn Turner	Richard M. Russo
Northeastern University	Anmol Mehra	Elizabeth Eastwood	Kenneth Lindauer	Richard Small
Northern Trust Bank	Anne S. Perkins	Elizabeth Rodriguez-Ross	Kirshon Paint & Window Treatments	Rick Ames
Orville W. Forté Charitable Foundation	Anne Warner	Ellen L. Simons	Krista Gale	Rita Roberto
Palmer Paving Corp	Barbara Mackey	Emera Energy	Kristin Schena	Robert A. Shatten
Paul Doherty	Ben Forman	Eric Nelson	Kwok-Keung Wong	Robert Ash
Peabody Properties	Ben Markens	Eric Rodriguez	Lachman V. Chablani	Robert Coly
People's United Bank	Bettie Kaitz	Eugene Buzderewicz	Larry Rowe	Robert Gelling
Philadelphia Insurance Companies	Betty Athanasoulas	F. L. Roberts & Co.	Laurel Elkjer	Robert J. Greeley
PSG Framing	Bob Mckinnon	First Church of Christ - Longmeadow	Laurence Traiman	Robert J. Haas
Ray Solem Foundation	Brian Fitzgerald	Franklin Reece	Lawrence Bailis	Robert Provost
Red Sox Foundation	Brown Advisory	Gary DeLong	Lee Teitel	Robert Weiner
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Robert M. Hurd	Candace C. Kidston	Gary Leach	Lisa Bennett	Ronald A. Abdow
Robert A. Deleo	Carbone Metal Fabricator, Inc.	Garz Soule	Lisa Gralnek	Ronald H. Axelrod
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Robert Leonhardt	Carol Adey	Georgia Johnson	Louise Neidle	Ruth McDermott
Robert Verrier	Carolyn M. Moss	Gerald Lewis	Lucinda Garthwaite	Sal N. Didomenico
Salem Five Bank	Cataldo Ambulance Service	Gerard Ward	Lynn Housing Authority	Salem Five Charitable Foundation
Samuel Rotondi	Catherine Daume	Gregory Darnall	M&T Bank	Sam Hiersteiner
SEI Investments	Catherine G. Harris	Haley Griffin	Mark Muniz	Sandra B. Edwards
Shamus McBride	Charles Gay	Hamilton Hackney	Mary Gardill	Sanjay Newton
Speedway Children's Charities	Charles Grimes	Harbor Management	Mary H. Hackney	Sarah Hay
Spencer Foundation	Chris Toomey	Harris Gilliam	Max Nibert	Sarah Libbey
Stanley Schlozman	Christine Antonellis	Harvard Pilgrim Health Care Foundation	Meghan Joyce	Scott Ployer
State Street Corporation	Christine Bertarelli	Helen Horigan	Meghan Sherwood	Sean Connelly
Stephen R. Langlois	Christine P. Magri	Helena Foulkes	Melanie Conant	Shannon McAuliffe
Stewart Chapin	Citizens Bank	Holiday Houck	Meredith J. Christensen	Sheila Desmond
Sungard Systems International	Clara Wainwright	Ilana K. Katz	Michael Chase	Sheila White-Jackson
Symmes Maini & McKee Associates	College of the Holy Cross	Iva L. Gillet	Michael Connelly	Shippin L. Page
TD Bank Financial Group	Constance Martin	James Houghton	Michael Haroz	Six Flags New England
The Architectural Team	Cynthia Livingston	James McHugh	Michelle Booth	Sparo Corporation
The MENTOR Network Charitable Foundation	Cynthia Sulaiman	Janet Pirello	Michelle Harper	Springfield Housing Authority
The Nellie Mae Education Foundation	D.W. Equipment Rentals	Jeffrey Bayard	Michelle K. Gouin	Stephen Schultz
The TJX Companies, Inc.	Dale Frey	Jeffrey Cicolini	Molly Cohen	Steven Fincke
The TJX Foundation	Dan O'Connell	Jennifer Cohen	Molly Hale	Steven M. Tritman
Thomas Anthony Pappas Charitable Foundation	Daniel Dylewsky	Jessica Ruhlin	Molly Tully	Steven Vincent
Thomas C. Barry	Daniel E. Holland	Jessica Shah	Monica Beletsky	Stewart Herrera
Thomas M. Alperin	Daniel Greenberg	Jill Tsakiris	Monica Shah	Sue Adams
Toys For Tots	Daniel Passacantilli	Jillian Pinola	Mr. Plotner	Susan Houston
Toys R Us	Daniel Reed	Jim Garvey	Nancy Benchoff	Susan Landibar
USI Insurance Services	Darcie Deluca	Joan A. Quinlan	Nathaniel Schorr	Susan Sullivan
Walker & Dunlop	Darell Canby	Joan Mchenry Hoblitzell	Nicholas Brynolfson & Liz Vyas	The Colony Group LLC
Whip's Sporting Goods	Darlene Perrone	Joanne Morris	Nigel Godley	Theresa Lynn
	David A. Ocallaghan	Jody Shue	Nora Marantz	Theresa M. Bresten
	David Demelo	John Dromey	Norma Zack	Thomas Curran
	David F. Woods	John Gettler	Padd, Inc.	Thomas McGee
	David Fry	John Mairo	Patrick Van Wert	Thomas Wilkinson
	David Miller	John Nowaczyck	Paul Feinberg	Tim Wright
	David Mindlin	John Reinstein	Paul Glickman	Tricia Baffoli Haskins
	David Novotney	Joseph A. Antolin	Paul Haugsjaa	Trust
	Dawn Barkman	Joseph M. Vinard	Paul Rupp	United Way of Rhode Island
	Deanne Loonin	Joseph Moore	Peggy Obrecht	UTEC
	Deborah Lewis	Joshua Blouwolf	Penelope Hunt	Vickie Henry
	Deborah Wald	Joshua Cohen	Peter Gold	Virginia Felisher
	Dennis McGurk	Joshua De Souza	Peter J. Forbes	Virginia P. Purviance
	Diane Fleming	Joshua Dohan	Peter Kochansky	Walter W. Brewster
	Dominic Debonis	Judith Kidd	Peter O. Lawson-Johnston	Wendy L. Mcneil
	Dunn Early Foundation	Julia Livingston	Porter Terry	Wendy MacDonald
	Ed Clark	Katherine Connelly	Ramona Reno	William Fitzgerald
	Ed Le Clair	Katherine Dylewsky	Rebecca Leventhal	William Foulkes
	Edward Krayner	Katherine Johnson	Rebecca Martin	
	Edwin Pelto	Kathleen M. Dennehy-Fay	Richard Bluestein	
	Elaine Almeida			
	Eleanor Mcnerney			

\$0-999

* = Multi-year award or multiple grants

**The MA Juvenile Justice Pay for Success Project is supported by the Commonwealth of Massachusetts Executive Office of Administration and Finance, the U.S. Department of Labor, Goldman Sachs, Inc., Living Cities, the Kresge Foundation, The Laura and John Arnold Foundation, New Profit and The Boston Foundation



BOARD OF DIRECTORS*

Roca extends its deepest thanks to the devoted volunteers who serve on our Board of Directors. Your leadership, guidance and commitment shape Roca's work every day and impact our organization and the young people we are so privileged to serve.

STEWART CHAPIN

Trustee

Bennett Family Foundation

(President of the Board of Directors)

BRIAN FITZGERALD

President & CEO

Fitzgerald Company, Inc.

(Vice President of the Board of Directors)

CANDACE KIDSTON

Former Senior Vice President,

Financial Planning & Analysis

ABP Corporation

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DWIGHT ROBSON

Chief Public Strategy & Marketing Officer

The Mentor Network

(Secretary of the Board of Directors)

GREG TORRES

President

MassINC

(Honorary Board Member)

MOLLY BALDWIN

Founder & CEO

Roca, Inc.

JIM BILDNER

Senior Research Fellow &

Adjunct Lecturer in Public Policy

Hauser Center for Nonprofit Organizations,

Harvard University

KEVIN BURKE

Former Secretary of Public Safety

Professor, Endicott College

MATTHEW FEINBERG

Attorney at Law

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ELIZA F. GREENBERG

Managing Partner

New Profit Inc.

MARK HAGGERTY

President

Fidelity Institutional Product

CHRISTINE KENDALL

Founding Partner

Smarter Give

JOHN M. SHUE

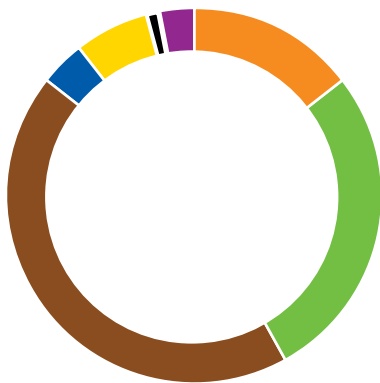
Managing Director, Private Equity

Harvard Management Company, Inc.

*The list is representative of Board Members and Officers as of the time of publication.

FINANCIALS

The selected financial information as presented represents the results of the combining operations of Roca, Inc. and Pallin Youth Center, Inc. Pallin youth Center is an affiliated not-for-profit corporation of Roca, Inc. and shares a common Board of Directors. Pallin Youth Center was formed in 1996 as a 501(c)(2) of the Internal Revenue Code for the sole purpose of holding title to property. Combining statements is required under Generally Accepted Accounting Principles.

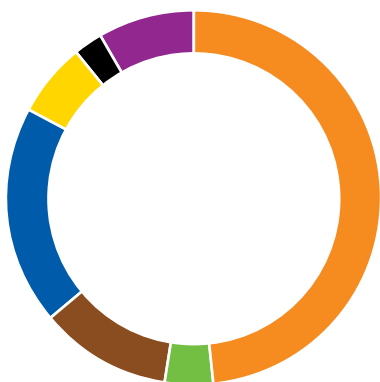


ROCA, INC & PALLIN YOUTH CENTER, INC

FY 2016 COMBINED REVENUES (IN MILLIONS)

Government - Federal & State	\$2.060	14.7%
PFS	\$3.822	27.3%
Private Grants & Contributions	\$6.105	43.6%
Special Events	\$0.570	4.1%
Earned Revenue	\$0.877	6.3%
Income from Investments	\$0.135	1.0%
In Kind Donations	\$0.414	3.0%
Rental Income	\$0.000	0%
Other	\$0.004	0%

TOTAL REVENUE	\$13.987	100%
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ROCA, INC & PALLIN YOUTH CENTER, INC

FY 2016 COMBINED EXPENSES (IN MILLIONS)

Adult Wages	\$5.049	48.3%
Youth Wages	\$0.451	4.3%
Payroll Taxes & Fringe	\$1.190	11.4%
Program Services	\$1.981	18.9%
General & Administrative	\$0.652	6.2%
Development & Communications	\$0.287	2.7%
Capacity Building/Evaluation	\$0.848	8.1%

TOTAL EXPENSES	\$10.458	100%
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