



Roca 
LESS JAIL,
MORE FUTURE.

2017 ANNUAL REPORT



DEAR ROCA FRIENDS, PARTNERS, AND SUPPORTERS,

What does it mean to fight for social justice in this day and age?

It has been an incredibly difficult year for our young people. Criminal justice and immigration policies zeroed in on them. Fentanyl and other opioids were readily available wherever they turned. And the violence they have learned to live with is now strengthened by racism and increased gun access, both fueled by the current political climate.

As the world gets more tragic, less understandable, and simply scarier – much of it far from the daily headlines – we know that hope can arise when we all focus on what’s possible; when we look at violence and pain, and realize it’s preventable.

For us, social justice and hope in these turbulent times means to be where the risks are the highest. To stay with the young people most impacted by our society’s ills. To make sure that they, too, find a place where they belong.

We choose, once again, to commit all our work to the highest-risk young people.

Not only because it’s the right thing to do. Sadly, the cost of abandoning this vulnerable and volatile group of young adults is just too high.

When our friends ask us why the country pays so much to incarcerate young people, achieving such poor public safety outcomes; why violence in several American cities is spiraling out of control; why opioids are now the #1 cause of death for Americans under 50 – we think we have at least part of the answer: our society has left out the most feared and forgotten young people, hoping that magically, they will disappear.

We are not losing sight of these young people. From all the things we don’t understand, what we do know is that they, too, deserve the chance to live awesome, ordinary lives. These young people, our children, deserve safety, stability and hope.

This is what we are working so hard to achieve. We seek to help our young men and our young mothers – over a thousand young people this year – build safe, stable, and hopeful lives.

None of this would have been made possible without you. Your belief in young people, your partnership, and your support of our work help us find new ways to serve young people. And thanks to the remarkable and courageous young people we’re so lucky to know, we constantly have sources of inspiration to turn to in our work.

We invite you to be with us in this fight for social justice. Not easy, but absolutely worth it.



Molly Baldwin
Founder & CEO



Stewart Chapin
President of the Board of Directors

ROCA'S MISSION is to disrupt the cycle of incarceration and poverty by helping young people transform 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 communities statewide.



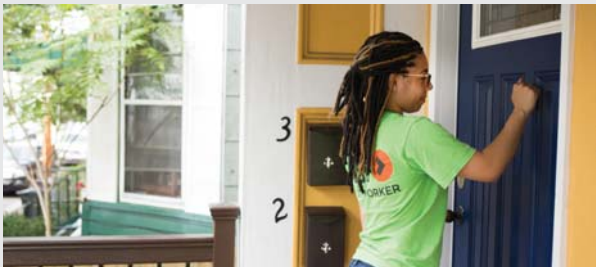
“

The Roca model operates differently in each site to meet the real risks impacting our young people. While the basics are the same, running programs in Boston with the gang structure there is a completely different story than the overdose issues we see in Lynn and the Central American unaccompanied minors we serve in Chelsea. The cities are different and so are the young people. These model tweaks are critical.”

— LILI ELKINS, CHIEF STRATEGY OFFICER

ROCA'S MODEL

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

84% OF THE **273** YOUNG MEN WHO COMPLETED THE
INTENSIVE TWO YEARS OF ROCA'S INTERVENTION MODEL HAD **NO NEW ARRESTS**



“

Our story is not only about how to reach high-risk young people – it is also about fundamentally changing ourselves. It is about learning what it takes to be truly worthy of working with them. It is about sticking with the ones who want nothing to do with us, being clear that relapse is part of change, and using data.”

— MOLLY BALDWIN, FOUNDER & CEO



ON THE WEB
Watch Molly's TEDx talk



ON THE WEB

Manny Burns, a Roca graduate, received this year the Vichey Phoung Award for the incredible changes he made. Watch.

HIGH-RISK YOUNG MEN'S PROGRAM

CHANGING THE NATIONAL CONVERSATION ON HIGH-RISK YOUNG PEOPLE

MOLLY BALDWIN, TEDX PENNSYLVANIA AVE, FEBRUARY 9TH, 2017:



Whether we understand why or why not, whether we like it or not, something has gone terribly wrong for so many of the young people in our country. In Chicago and Baltimore, in New York and New Orleans, too many of them have learned that violence is the only way to live, that shooting gains respect, that guns are normal, and that dying young is just what happens.


For these young people, 29 years ago and a day, we started Roca.

When I look back at the last 30 years and forward to the next 10, I know that change is possible. And change means changing ourselves first, so we can help the young people change. And they can change.

We have to stop pretending that it's OK that so many young men of color are murdered. We have to stop pretending that jail is the solution. We have to stop getting in each other's way as institutions and programs, and we have to start using data to do things that matter.

And we'd better be relentless, and drive each other crazy until we get it right. Because every young person, no matter how angry, matters. They are our children."





Gang rivalry in Boston is a matter of geography. If you are from a certain street, you belong. And if you are active and being sought after, your movement is restricted: shooting from a rival gang can reach you on the corner, at the bus stop, even in broad daylight at your front porch. **With 50% of Boston participants reporting that even leaving their block puts their life at risk**, breaking this cycle is emotionally and practically hard.

HIGH-RISK YOUNG MEN'S PROGRAM

ROCA BOSTON: CHANGING OURSELVES TO HELP YOUNG PEOPLE CHANGE



SHANNON MCAULIFFE, DIRECTOR, ROCA BOSTON:

Roca Boston's evolution mirrors the hard and bumpy journey of change our young men must travel. We had to try, stumble, learn, and repeat. Boston's complex gang landscape (over 200 separate gangs in the city with dynamic collaborations and rivalries) and consequent safety challenges required major adaptation to how this site runs, teaches, travels, and employs young men.

Adaptation ultimately required: 1) a locked and closed building; 2) a planned and vetted schedule allowing specific participants entry at strict appointed times; 3) hard end times to allow for safe departure of one group and entry of a new group; 4) organized youth worker pick-up and drop-off for higher risk young men who cannot safely travel (walk or ride) in public; 5) inconspicuous cars with tinted windows instead of vans with Roca lettering; and, 6) an educator exclusively delivering classes in homes or any other safe space for those too high risk to travel further distances.

Roca work crews had to change: location (from Boston to well outside Boston); public exposure (residential neighborhoods to more remote state parks and conservation areas); contact (work crews have separate start and end times so they never interact) and workers (vetted for collaborating and rival gangs and constantly re-vetted when street dynamics change and young men leave and enter our workforce).

Roca Boston is dedicated to constantly learning, adapting, and transforming to serve this unique, elevated-risk group of young men who deserve our best."





ROCA BOSTON SERVED

246

HIGH-RISK YOUNG MEN
IN FY17

“

I wasn't going to do Roca. With other programs it's like – you go, you go, but if you don't want to come, then don't. You don't have a choice with Roca. If I don't want to come, Tha will be on my door tomorrow, Adrian will be on my door. They annoy me. And then when I come I end up liking it.

My brother was shot 14 or 15 times. Every day I think I might get killed. I had safety issues, so my GED teacher came to my sisters' place and even brought chairs and a little table and the books to teach me.

My youth worker was the best. She showed me how to be an adult. She helped me get my first job at the movies, she was on my back about GED, she taught me how to schedule time, even made me set an alarm.

When I got my first paycheck, it was the best. Why? Because I worked for it.”

— ABDIE, PARTICIPANT, ROCA BOSTON



ON THE WEB

Like Abdie says, Roca youth workers really are relentless. Watch what other young people say about them.



ON THE WEB

Chris, a Roca Lynn participant, has an amazing relationship with his youth worker, Henry. Watch.



ROCA LYNN SERVED

114

HIGH-RISK YOUNG MEN IN FY17

The opioid epidemic has taken hold of our communities as a critical public health crisis and a national emergency. Last year, drug overdoses were the leading cause of death among Americans under 50. This crisis hasn't skipped the communities served by Roca: In Lynn, 65% of participants are severely abusing drugs, **40% are abusing opioids**, and 15% are assessed as being on the verge of overdose.



HIGH-RISK YOUNG MEN'S PROGRAM

ROCA LYNN: THE OPIOID FRONTLINE

EMILY FISH, ASSISTANT DIRECTOR, ROCA LYNN:



Our progress in addressing this epidemic has been exponential. Our growth on how we identify, talk about, and access substance abuse treatment has really improved. It's changed all our youth work but it's the only way to keep these young people alive and help them get to a place where they can start changing their lives.

Drugs are a lot stronger now, so it's life or death for them. We have young people who have been to seven detoxes, tried four or five in-patient and intensive out-patient treatments, got the Vivitrol shot, went to jail, and their family even sectioned [involuntary committed] them.

We are working closer as a team. We keep educating ourselves and receive trainings on all the treatment and response options. We allocate our time differently. We go to our partners. We use our cognitive behavioral theory (CBT) curriculum and support each other.

It's crazy how much of the team's time it all takes. Whole days. Driving to different treatment facilities, doing paperwork, working with the family, keeping the guy safe while they're waiting for a free bed. We sometimes send two youth workers to drive one young person an hour in each direction just because we need him to go to detox safely.

But we do it, because behavior change will start to happen only if you deal with the drug problem first. And we owe it to our young people."



A year after I overdosed, I'm still at Roca, I'm still alive, I'm not in jail, I've closed a lot of my cases. There's a lot of dark stuff you have to overcome before you get to the light, that's one thing I learned from Roca."

— T., ROCA LYNN PARTICIPANT



When we look around the country, we are sadly reminded that trusting the police and the criminal justice system is an ongoing challenge. From our own experience, we know that building true, impactful relationships with our police departments is possible – but we also know that no relationship is built overnight, and there are no shortcuts.

HIGH-RISK YOUNG MEN'S PROGRAM

ROCA SPRINGFIELD: THE POWER OF CRIMINAL JUSTICE PARTNERSHIPS

CHRIS JUDD, DIRECTOR, ROCA SPRINGFIELD:

“

We've celebrated Roca Springfield's seventh birthday this year. One of the most critical things I learned in these seven years is that building the right partnerships is critical for young people's success.

Given that we're so focused on high-risk young people, our key partners are law enforcement and criminal justice agencies. Calling any of our police departments here in Western Massachusetts, I know that on the other side of the line there's someone who really understands how Roca's work contributes to public safety. And believe me, I call a lot.

Time after time I learn that these channels of communication simply save lives. After all, our young people are still active in the streets, they carry guns and knives. When Sheriff Cocchi and his team allow us to meet young people behind the wall, they improve their chances of not seeing the same young man again in jail the next month.

With District Attorney Gulluni, I co-host a working group to develop creative approaches to young adults in the criminal justice system. Being able to sit at the same table with so many of our partners – including probation, the Hampden Sheriff Department, Department of Youth Services, and of course the police – is just remarkable.

Engaging other institutions in young people's journey is part of the Roca Intervention Model, and for good reason.”



ON THE WEB

Watch Attorney General Maura Healey sharing her Peacemaking Circle experience with Roca

**ROCA SPRINGFIELD
SERVED**

279

YOUNG MEN IN FY17

“

It was weird, at first, to sit with police officers and talk. But it made me realize we are not that much different.”

— JOEY, ROCA PARTICIPANT



**STATEWIDE,
ROCA WORKS
CLOSELY WITH**

3

**SHERIFF
DEPARTMENTS**

12

**CITY POLICE
DEPARTMENTS**

18

**PROBATION
DEPARTMENTS**



ON THE WEB

Watch police officers share their experiences with Roca

In 2016, nearly 60,000 unaccompanied children from Central America (mainly Honduras, Guatemala, and El Salvador) have fled to the U.S. from extreme poverty and violence – the second-highest annual exodus in the past decade. Hundreds of these young people came to Chelsea, East Boston, Everett, and other communities served by Roca.

The City of Chelsea came to Roca, worried about gang recruitment. Alone in a new country, these young people look for some sense of belonging – and Central American gangs like MS-13 and 18th Street take notice. Gang recruitment means being trapped again in a cycle of violence and being at a risk of immediate deportation back to the bloodshed they were finally able to leave.

Roca has shifted resources and flexed its focus to serve this critically high-risk group. We dedicated staff and management resources to start this unique project. The Chelsea Police Department, Roca's longstanding partner, is a national leader in its approach to these difficult issues. Together, we believe we have a way forward.

CENTRAL AMERICAN YOUTH INITIATIVE

ROCA CHELSEA: REFOCUSING ON THE YOUTH ON THE VERGE OF GANG RECRUITMENT



VICTORIA RAMIREZ-MORALES, YOUTH WORKER, ROCA CHELSEA:

I know what it's like to be an immigrant in this city. I've been there. And years after, now that I'm part of this place, I see these kids and I believe in them.

I really think we can help break that cycle. They had no opportunities in El Salvador. None. They've seen crazy things, terrible violence. And they have nothing here.

I currently have 24 guys on my caseload. Some on the streets, some in school, but they all need this relationship that will help them get through everything. After we built this trust we can work on the real stuff: CBT, classes, pre-vocational skills.

These are the things that will keep them away from the gang.

I have this guy who is still in school. He almost quit last year. I called him every morning and drove him there and back. He's now a senior, and I keep telling him: I want to see you in a suit."



ON THE WEB

Watch Chief Kyes' remarks at Roca's Annual Breakfast



We believe that trust is absolutely the key to enhancing public safety in the communities we serve. If we had to wear two hats, hat number one being a police officer like I have on here today, to enforce the criminal state law violations of the state – and then tomorrow at 6:00 o'clock in the morning, put on a different hat wearing a Federal Immigration raid jacket, walking up someone's back stair hallway, knocking on the door, looking for somebody that crossed the border and entered this country illegally – we would not get the trust of our residents."

— CHELSEA POLICE CHIEF BRIAN KYES, PRESIDENT OF THE MASSACHUSETTS MAJOR CITY POLICE CHIEFS, AT ROCA'S ANNUAL BREAKFAST, MAY 8TH, 2017





“

I imagined the United States like in the movies, like ‘Home Alone’. It was not like that. I just sat on the porch of my Aunt’s house and looked at the water. I would think that the smells here are so different from the smells back in Honduras. I was so lonely. Maybe that is why some guys get into gangs, the gangs tell them ‘we are your family, we will always be with you.’ We are alone most of the time. We have no one to talk to.”

— J., ROCA PARTICIPANT

“

Here at Roca, they are good people. They give you guidance. They all give something of themselves. Here I work, I eat, they help me out. This is home for me.”

— A., ROCA PARTICIPANT

ROCA CHELSEA SERVED

215

**HIGH-RISK YOUNG MEN IN FY17
AND KICKED OFF THE
CENTRAL AMERICAN YOUTH INITIATIVE**

83%

OF GRADUATES
WERE PLACED
IN A JOB

94%

OF THOSE PLACED
HELD A JOB FOR
6+ MONTHS

89%

OF GRADUATES
DELAYED
SUBSEQUENT
PREGNANCIES
BEYOND AGE 24



“

Sometimes I feel like I haven't done anything with my life. I get frustrated and I feel low and like I want to give up everything. And then my youth worker shows me that I have done a lot.

I dropped out at 10th grade, after the first month. I went back to work when my son was a month and a half old, but I got laid off. I didn't care about my education at the time so I didn't feel like I needed Roca, but Lorean didn't give up on me. She came to my house and would knock, and I'd pretend to not hear her or I'd tell her I wasn't home. And I'm so glad she didn't give up.


I want to be a police officer. Roca gave me support and push toward my goals. Now I'm working for it. I'm taking classes at college for criminal justice, I'm working every day at a restaurant, and I'm supporting my son, Aaron. I see my future more clearly now. I used to say, 'oh, I don't know, maybe'. And now I'm like 'yes!'"

— KARLA, PARTICIPANT, ROCA YOUNG MOTHERS PROGRAM



ON THE WEB

Watch the new Roca Young Mothers animation video



While teen pregnancy rates across the country have dropped dramatically, in several urban pockets high rates persist. The teen pregnancy rate in Chelsea, Roca's home town, was the third highest in Massachusetts in 2015, with 34 pregnancies for every 1,000 women. Recent research suggests that the group of young women who still become pregnant as teens are at very high risk, often exposed to violence and sexual abuse.

HIGH-RISK YOUNG MOTHERS PROGRAM

SERVING THE YOUNG MOTHERS LEFT BEHIND

The highest-risk young mothers don't show up for parenting classes. They won't say "yes" even to an experienced home visitor knocking on their doors and offering to help. Trauma and violence are just too present in their lives.

For them and for their babies, we created our High Risk Young Mothers Program. And we can't find anything like it in the country.

They are in desperate need of stability. A classic dual-generation approach – "focus on the child, try to do something with the parent" – won't be enough. These young mothers need carefully-designed services that create a safe place for them and their young children.

For nearly 30 years, we have been serving high-risk young mothers. Now, we're taking our High-Risk Young Mothers Program to the next level, and as always, use data and focus on outcomes first. We're ramping up our parenting curriculum, piloting our cognitive behavioral theory (CBT) with them, and continuing to create new opportunities for mothers to learn how to be the parents they want to be.

And we're not stopping there. This fall, Roca is expanding the Young Mothers Program to a second site in Western Massachusetts. These courageous young mothers continue to prove that against all odds, they can create a positive future for themselves and their children.

**THE YOUNG
MOTHERS
PROGRAM SERVED**

200

**HIGH-RISK
YOUNG MOTHERS**

AND

237

CHILDREN IN FY17



ON THE WEB

Kerry Gutierrez, a Roca graduate, received this year the Vichey Phoung Award for the incredible changes she made. Watch.

Established research shows that cognitive behavioral theory (CBT) tops the list of practices with proven evidence to reduce reoffending. The only problem: none of the existing CBT programs is designed to reach high-risk young people in community settings. They are all too long (25 classes!), too complicated (Writing! Homework! Group dynamics!), and are meant to be delivered by people with PhDs. So there's great science and evidence out there, but high-risk young people can't reach it.

COGNITIVE BEHAVIORAL THEORY (CBT) PROGRAM

BRINGING BEHAVIORAL HEALTH TO WHERE IT'S NEEDED THE MOST

Three years into our CBT project, we can say with confidence: we changed the game.

Together with our partners in MGH Community Psychiatry PRIDE and our young people, we designed a CBT curriculum tailored for high-risk young adults. It's simple, practical, and quick – and you don't need to be a mental health expert to teach it.

It isn't only a curriculum. It's a whole new approach to youth work. It's how we talk with young people, it's how we train, coach, and supervise our staff. And it's how we think about our work.

The feedback from young people and staff is amazing. But now it's our job to study how effective this program really is. We've completed three rounds of pilots, and we're now deep into an internal implementation study that will prepare us for external evaluation. Stay tuned.



“

You can use CBT everywhere you go. And I've noticed everywhere I go, I really do use CBT. You go to the RMV, you go to the supermarket, you can walk down the street, two-three times a day you use CBT. Anybody can get you mad, anybody can make you sad, anybody can piss you off. And you having these emotions, you got to use CBT, you got to think, and then you act. Sometimes you just think about your emotions, but you don't have to act on that. There's a way to cope with it, and it's CBT.

If there's another kid at the work crew, and he's ignorant and that starts to piss you off, you have to use CBT. Do I bug out on this kid for this stupid stuff he's doing, or do I keep doing my own thing, and relax, and not worry about it. All you remember, is that you can use CBT any place you go.”

— CARLOS, PARTICIPANT, ROCA SPRINGFIELD



ON THE WEB

Watch young people and staff sharing their CBT experience

- 10 CBT SKILLS
- 20-40 MINUTES EACH CLASS
- DESIGNED WITH AND FOR YOUNG PEOPLE
- TAUGHT BY PARAPROFESSIONALS

ROCA STAFF TAUGHT

3,967

CBT CLASSES IN FY17





Rigorous Evaluation

Roca works with six different evaluation partners to study the impact of each component of the Roca intervention model, including a randomized controlled trial (RCT) which evaluates Roca's High-Risk Young Men's program. The RCT is part of Roca's Pay for Success project, the largest in America, serving over 1,000 high-risk young people over a period of 8.5 years. Nearly halfway through the project, Roca continues to build a solid base of evidence on young people in the justice system.



ON THE WEB

Watch Glenn E. Martin, Founder and President of JustLeadershipUSA, talking about Roca's impact



ON THE WEB

Want to dig deeper?

- Read Harvard and DOJ’s report about Roca’s model
- Read Roca’s testimony on Raise the Age legislation



POLICY AND EVALUATION

INCREASING IMPACT ON THE NATION’S HIGHEST-RISK YOUNG PEOPLE

Roca is committed to increasing its impact on high-risk young people across the country. By studying our own practices, building evidence on “what works”, and taking active part in developing new policies and approaches to justice-involved young adults, we continue to prove that change is possible, in Massachusetts and beyond.

Young Adult Justice Working Groups

Roca leads ongoing work in Massachusetts to increase understanding of justice-involved young adults, learn from the science, deepen partnerships, and develop new approaches. These working groups include statewide and local leaders of the Massachusetts criminal justice system, meeting on a bi-monthly basis. The solutions developed by these groups – some are first-of-their-kind in the country – include young adult housing units in the jails, young adult sessions in the courts, specialized caseloads in some agencies, and more.

Raise the Age to 21

Roca and other partner organizations initiated a campaign to raise the age of juvenile court jurisdiction to 21. Roca was active in drafting the legislation, partnering with lead legislators, testifying in legislative briefings and hearings, and developing a campaign strategy. The bill would make Massachusetts the first state in the country to raise the age beyond 18. It is currently under consideration at the legislature.

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*
The Kresge Foundation*
The Laura and John Arnold Foundation*
Massachusetts Executive Office of Public Safety and Security (SSYI)*
Massachusetts Department of Public Health (Adolescent Sexuality Education Program)*
Youth Services, Inc **

\$100,000-999,999

Anonymous Donor
Anonymous Foundation
Anonymous Foundation*
Bank of America Charitable Foundation*
Barr Foundation*
City of Chelsea
City of Chelsea/US Department of Justice Office of Juvenile Justice and Delinquency Prevention**
Cummings Foundation*
The Devonshire Foundation*
The Hyams Foundation, Inc.*
The Irene E. & George A. Davis Foundation*
The Klarman Family Foundation*
The Laura and John Arnold 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)*
Massachusetts Department of Public Health (Substance Abuse Prevention)*
Massachusetts Division of Capital Asset Management & Maintenance
The Peter and Elizabeth C. Tower Foundation*
REDF*
Robert Wood Johnson Foundation*
State Street Foundation
The Trustees' Philanthropy Fund of Fidelity Charitable
United Way of Massachusetts Bay and Merrimack Valley*
Vertex Pharmaceuticals, Inc.*
W.K Kellogg Foundation*

\$10,000-99,999

Amelia Peabody Foundation
The Annie E. Casey Foundation
Molly Baldwin
Beacon Communities, LLC
The Bennett Family Foundation
Berkshire Bank Foundation*
Beveridge Family Foundation
Holly and David Bruce
Susan Okie Bush
Bushrod H. Campbell and Adah F. Hall Charity Fund
The Charles Hayden Foundation
City of Boston, Mayor's Office of Workforce Development (CDBG)
City of Chelsea, Chelsea Public Schools
City of Chelsea, Department of Housing and Community Development (CDBG)
City of Chicopee
City of Everett
City of Holyoke
City of Malden
City of Revere
City of Somerville
City of Springfield
City of Springfield, Office of Community Development (CDBG)
Howard Cohen and Myra Musicant
Community Foundation of Western Massachusetts
Eastern Bank Charitable Foundation
Matthew Feinberg
Fidelity Investments
Fitzgerald, Attorneys at Law
Frank Reed and Margaret Jane Peters Memorial Fund I*
Frank W. and Carl S. Adams Memorial Fund
Gardalucci Construction
George H. and Jane A. Mifflin Memorial Fund
Gisela B. Hogan Foundation
Goldman Sachs & Co
John Grossman
Mark Haggerty
Harbus Foundation
Highland Street Foundation
Barbara W. Hostetter
Jake and Beth Jacobs
Joanna Jacobson
Jane's Trust
The Janey Fund
John Hancock
Albert J. Kaneb
Stephen and Andrea Kaneb
Robert Kargman

William Kargman
Keith Construction Inc.
Liberty Mutual Foundation*
Gwen R. Libstag
Lovett-Woodsum Family Charitable Foundation*
Dan Lyons
Massachusetts Water Resource Association
Massachusetts Executive Office of Labor and Workforce Development/Commonwealth Corporation
Massachusetts Executive Office of Public Safety and Security (Metropolitan Mayor's Coalition)
Nathan Cummings Foundation
The Nordblom Family Foundation
Palmer Paving
Partners Health Care System
People's United Community Foundation
Rockport Mortgage
Santander Bank Foundation
Sarah W. Rollins Charitable Trust
Springfield Housing Authority
TD Charitable Foundation
The TJX Foundation
Gregory T. Torres
The Trust Family Foundation
Wolverine
Work 'n Gear
Yawkey Foundation II

John Biotti
BJ's Charitable Foundation
BlackRock
Boston Consulting Group
The Boston Foundation
Marjorie M. Bride and Dr. Terry McEnany
Brown Rudnick Charitable Foundation
Bunker Hill Community College
Kevin Burke
Janet Callahan
Christian Calvo
Cat
Stewart and Patricia Chapin
CohnReznick
The Colvest Group
John and Barbara Cook
Roger Crandall
CVS
Kimberly Davies
DevelopSpringfield
Nadira Dookharan
Drew Company
Elizabeth Drori
Michael Dunn
East Boston Savings Bank Charitable Foundation
Sandra B. Edwards
Ellen Abbott Gilman Trust
Paul English
Envestnet Asset Management, Inc.
Equity Resource Investments

Harbour Food Services
Annie Hildreth
Daniel E. Holland
Daniel S. Hyman
James W. Rollins Charitable Trust
Angie Janssen
Marian B. Johnson
Kayem Foods Inc.
Keen
Christine Kendall
Mark A. Keroack
Candace C. Kidston
Koi Design
Andrew Liazos
Charlotte Lord
Peter O. Lawson-Johnston
Eric Lubershane
Market Basket
MAXIMUS Foundation
Allison MacDonald
Sara Martin
Jaime Mason
Shamus McBride
Ellyn A. McColgan
Sarah McCrary
Melrose Daycare
The MENTOR Network Charitable Foundation
Maggie Moore
Moses Kimball Fund
Richard J. Murnane
nellie mae Education Foundation
New World Foundation
David Novotney
Dan O'Connell
Jenny O'Donnell
Robert O'Neill
Orville W. Forté Charitable Foundation
Daniel Passacantilli
Erna Place
Joan A. Quinlan
Ray Solem Foundation
Reasons to be Cheerful
Red Sox Foundation
Geoffrey Rehnert
Revere Funeral Home
Dwight Robson
James R. Salzano
Esther Schlorholtz
Schwab Charitable Fund
SEI Investments
Craig and Kari Shapero
The Simon Family Philanthropic Foundation
Sheraton Springfield
John and Jody Shue
Speedway Children's Charities
Lewis H. Spence
Spencer Foundation



\$1,000-9,999

4Girls Foundation Inc.
Adelard A. Roy and Valdea Lea Roy Foundation
AGC Partners
Geraldine Alias
Thomas and Marsha Alperin
The Architectural Team
John G. Bagley
H. Furlong Baldwin
Lawrence Bailis
Bear Properties
Nancy Benchoff
Benevity Community Impact Fund
Berkshire Bank
Peggy Bier Sturman
Jim Bildner

Fairway Payments, Inc.
Mike Fanning
Sonya and Karl Feitelberg
First Church of Christ - Longmeadow
Brian Fitzgerald
Frederick C. Lutze and Christian Rausch Family Foundation
Emily Freedman
Dianne Fuller Doherty
Gardiner Howland Shaw Foundation
The Gouchberg Charitable Foundation
Amy Gould
Robert Glovsky
David Greenberg
Sarah Greenhill
Hanover Insurance Group



TD Bank Financial Group
The TJX Companies, Inc.
Tides Foundation
Toys for Tots
USI Insurance Services
Ventry Associates
Walker & Dunlop
Brian Walsh
Wellesley College
Whip's Sporting Good
Marc Wolpov
Zagster
Ellen and Steve Zane
Yotam Zeira

\$0-999

A Gifted Baby
Leonard Albanese
Julie Albino
Anonymous
Emily Ahles
Deborah Amaral
Joseph A. Antolin
Christine Antonellis
AON Risk Management
Tina Aronson and Koby Rotstein
Robert and Susan Ash
Sarah Aspinwall
Ronald and Emily Axelrod
Anika Bachhuber
James Baghai
Michael Bailin
William C. Baker
Dawn Barkman
Jennifer Barrow
M. Barusch
Andrea Beck and Greg Price
Bob Bennett
Lisa Bennett
Myra Berges
Phyllis Birnbaum
Laurel Black
Kate Bluestein
Boston Document System
Boston Properties
Adam Boubker
Christopher Brazee
Connie Brazee
Dave Breder
Theresa M. Bresten
Walter W. Brewster
Amanda Brown
Ellen Bruce Gibbs
Vincent Buonanno
Eugene Buzderewicz
Johanna Callard
Kat Callard
Darrell Canby
Steven Canter
Kathryn Carlson
Kris Carter
Cameron Casey
Cataldo Ambulance Service
Anisha Chablani
Lachman and Nancy Chablani
Carey Chaplic
Michael Chase
Audrey Clark
Chapin Hall at University of Chicago
Christopher Carr & Companies

Richard Cole
Christopher Connelly
Christy Connelly
Elizabeth Connelly
John Connelly
Katherine Connelly
Patricia Connelly
Sean Connelly
Janet Cooper
Kevin Coppinger
Julie Cox
Classy
College of the Holy Cross
Community Credit Union
Kristen Craft
Natanja Craig
Nancy Csaplár
Thomas Curran
Steven D'Agati
John C. Daniel
A. D. Davis
Sueanne Davis
Alice Dembner
Elizabeth DeMontigny
Kathleen Dennehy-Fay
Sheila Desmond
Josh Dohan
John Dromey
Daniel Dylewsky
Seth Earley
East Cambridge Savings Bank
Elizabeth Eastwood
Roland Eavey
David Eisen
Dana Emanuel
Kendra Epstein
Mark Estrada
Jennifer Field
Karen Faul
Kate Fehsenfeld
Paul Feinberg
Steven Fincke
Alice Fisher
William Fitzgerald
James Foard
William and Gloria Foley
Peter J. Forbes
David Fry
Gary and Colleen Gallagher
James G. Galligan
Susanne Gallione
Judith Garcia
Lucinda Garthwaite
Jim Garvey
Caroline Gaudet
Stephen Gelling
John Gettler
Lenore Glaser
William J. Gibbons
Paul Glickman
Nigel Godley
Sophie Godley
Peter Gold
Eliza F. Greenberg
Julli Greenberg
Amy Grose
Matt Gross
Allen Grossman
Veena Gurshahani
Gymboree
Robert J. Haas

Hamilton Hackney
Mary H. Hackney
Molly Hale
Richard Hall
Stephen Hall
Andrew Halvorson
Jennifer Hanes
Catherine G. Harris
Paul Haugsjaa
Chris Hawes
Jon Hawley
Connie Hayek
Amy Helburn
Vickie Henry
Stewart Hererra
Robert Hildreth
Deborah L. Hirschland
Helen Horigan
Ann Houston
Institute for Child Success
Jeopardy Rocks
Ed Johnson
Just Give
Matthew Kamholtz
Jacquelyn Kaplan
Helen Kass
Mirtha Kastrapeli
William Kates
Juliette Kayyem
Nancey Kendall
Lori J. Kenschaft
Maggie Keohan
Judith Kidd
Barry Kirshon
C. B. Klimasmith
Kayla Knight
Peter Kochansky
Steve Laferriere
Louise Lake Hayman
Jason Land
James and Michelle Lapides
Kathleen Lawson
Ed LeClair
Martha Lemp
Michael Leyden
Libbey-Clarke Family Fund
Sarah Libbey
Keith Lietzke
Cynthia Livingston
Julia Livingston
Gabriele Loebbert
Deanne Loonin
Frank Lovell
M&T Bank
Daniel Macedo
Norman MacFarland
Barbara Mackey
Adrian Madaro
Diana L. Maldonado

Marcum Foundation, Inc.
Jason Marshall
Michelle Martone
Dwight McCrary
Sydney McCrary
Ruth McDermott
Thomas McGee
Dennis McGurk
Sean McKay
Bob McKinnon
Wendy L. McNeil
Andrea Merullo
Michael Miller
Kristan Mills
David Mindlin
Tom Montgomery
Dee Moore
Margot Morajka
Carolyn M. Moss
Robbert Najjar
Louise Neidle
Sanjay Newton
Network For Good
Max Nibert
John Nowaczyck
Peggy Obrecht
David O'Callaghan
Robert Okun
O'Neill & Associates
Yesenia Ortiz
Padd, Inc.
Emily Pardee
Anne S. Perkins
Ruth Perlin
Meghan Person
Julia Powell
Greg Price
Franklin Reece
John Reinstein and Nancy Gertner
Romona Reno
George Richardson
Rita Roberto
Edward Robitaille
Eric Rodriguez
Elizabeth Rodriguez-Ross
Nathan Rome
Allan Ropper
Nicole Rosenthal
Daniel Rowe
Larry Rowe
Jerry Rubin
Antoinette Russell
Douglas Russell
Carolyn Russo
Richard M. Russo
Bill Ryan
Susanne Salerno
Laura Santacroce

Alex Scheier
Stanley Schlozman
Nathaniel Schorr
Andrew Seligsohn
Stephanie Seller
Francis Sennott
Anja K. Shafer
Jessica Shah
Robert A. Shatten
Rob Shavell
Richard Shaye
Adam Shyevitch
Paul Simon
Ellen L. Simons
David Smikle
Allyn Smith
Joanne Snider
Garz Soule
Sparo Corporation
Lucia Speroni
Judith Sprague
Carl Sussman
Lee Teitel
Brian Trentsch
Steven M. Tritman
Truist
Jill Tsakiris
Bert Turner
Carol Tye
United Parish Brookline
Virginia Usen
Patrick Van Wert
Lorri Veidenheimer
Brittany Vetter
Steven Vincent
Deborah Wald
Gerard Ward
Anne Warner
Kaye Watts
Charles H. Weed
Westfield Housing Authority
Ashley White
Sandra Whitley
Jean Whitney
Peg Williams
Karyn M. Wilson
Andrea Wizer
Kwok-Keung Wong
David F. Woods
Peter Wyman
Louise Yoder
Norma Zack



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

(Treasurer of the Board of Directors)

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

FRANK COUSINS

Former Essex County Sheriff

ELIZA F. GREENBERG

Managing Partner

New Profit Inc.

MARK HAGGERTY

President

Fidelity Institutional Product

CHRISTINE KENDALL

Founding Partner

Smarter Give

JENNY R. NAYLOR

Vice President and Banker

J.P. Morgan Private Bank

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.*



ON THE WEB

Read Drucker Institute's article about Roca



ROCA YOUNG MOTHERS ADVISORY BOARD

CHRIS KENDALL, ROCA BOARD MEMBER AND CO-FOUNDER OF ROCA'S YOUNG MOTHERS ADVISORY BOARD:

“

The Young Mothers Advisory Board has provided me with the honor to support a group of young moms and their children as they overcome the profound barriers poverty creates. The Roca young mothers lack community support, stability, and institutional trust. Many live with their children in dangerous situations involving guns, violence, drugs, and housing instability. No parent deserves those circumstances in which to try to raise a child, and no child deserves to be raised in that kind of environment.

I got involved with Roca because, despite adequate resources, as the mother of three young children, I find parenting to be a challenge Every. Single. Day. It is hard for me to envision doing it without any resources or support - I am truly in awe of the Roca moms who do it.

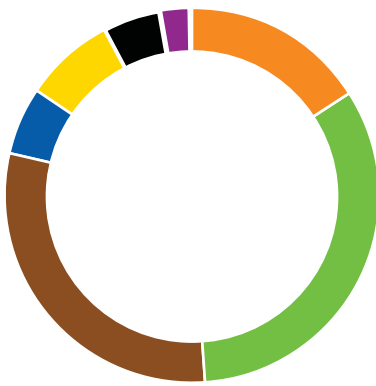
The Young Mothers Program is particularly compelling because it is working to transform lives. It is a four-year behavior change program that puts mothers on a track out of poverty, and gives their children a chance at a future. Also, I know it works because Roca measures everything they do and the numbers tell us the profound impact the program has on the lives of mothers and children. It is truly my honor to be a small part of this incredible program.”





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.

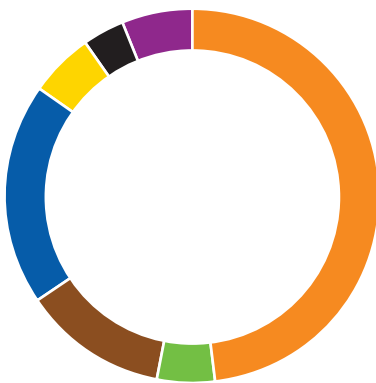


ROCA, INC & PALLIN YOUTH CENTER, INC

FY 2017 CONSOLIDATED REVENUES (IN MILLIONS)

Government - Federal & State	\$1.840	16.0%
PFS	\$3.777	32.8%
Private Grants & Contributions	\$3.399	29.5%
Special Events	\$0.680	5.9%
Earned Revenue	\$0.885	7.7%
Income from Investments	\$0.602	5.2%
In Kind Donations	\$0.286	2.5%
Rental Income	\$0.000	0.0%
Other	\$0.053	0.053%

TOTAL REVENUE	\$11.521	100%
----------------------	-----------------	-------------



ROCA, INC & PALLIN YOUTH CENTER, INC

FY 2017 CONSOLIDATED EXPENSES (IN MILLIONS)

Adult Wages	\$5.523	47.7%
Youth Wages	\$0.572	4.9%
Payroll Taxes & Fringe	\$1.407	12.2%
Program Services	\$2.199	19.0%
General & Administrative	\$0.763	6.6%
Development & Communications	\$0.412	3.6%
Capacity Building/Evaluation	\$0.704	6.1%

TOTAL EXPENSES	\$11.580	100%
-----------------------	-----------------	-------------





WWW.ROCAINC.ORG

CHELSEA

101 Park St.
Chelsea, MA 02150
TEL 617-889-5210
chelsea@rocainc.com

SPRINGFIELD

29 School St.
Springfield, MA 01105
TEL 413-846-4301
springfield@rocainc.com

BOSTON

845 Albany St.
Boston, MA 02119
TEL 617-442-3101
boston@rocainc.com

LYNN

52 Andrew St.
Lynn, MA 01901
TEL 781-780-9611
lynn@rocainc.com

YOUNG MOTHERS

101 Park St.
Chelsea, MA 02150
TEL 617-889-5210
youngmothers@rocainc.com