MEET THE

MOMENT
THE MOMENT IS NOW

Throughout this year of unprecedented challenges, I often find it hard to stay in the present—to be in the moment, and to deeply understand and engage with the challenge itself. My thoughts drift between the need to do much more for those who are suffering the most and the need to do something that is sustainable, is powerful, and is inclusive. It’s hard to know what social, economic, or public health travesty to address first.

At Roca, though, this pressure keeps us centered. As urban violence spikes in the wake of social unrest, systemic racism and a global pandemic, we maintain an unshakeable focus on those young people at the highest risk to shoot or be shot—meeting these young people where they are, in the moment they are in. No matter the place. No matter the time.

To meet this moment is critical, because the nature of urban violence is not what it used to be. Trauma is more widespread. The daily experience of danger, loss of life and deepening impoverishment brought about by COVID-19 has intensified the toxic stress already faced by young people living in our most disenfranchised communities. Greater social isolation has fueled increased levels of PTSD, depression, and substance abuse. Scientists and researchers agree that exposure to toxic stress already faced by young people living in our most disenfranchised communities. Greater social isolation has fueled increased levels of PTSD, depression, and substance abuse.

I believe that every moment of every life is precious. Perhaps what we need at this precise, delicate moment is an influx of grace. An eight-to-ten second pause, a few breaths in and out, as we learn from CBT—so we can act as opposed to react. So we can teach, apply and practice the tried and tested emotional skills that truly change us, rewire our thinking, reframe our perspectives and impact how we move through this world.

This is the moment to focus on the problem we can solve. As community violence intervention specialists, Roca knows that change is possible. With time, evidence-based tools, and a little grace, it happens for young people, for new parents, for police veterans, for parents, for presidents.

While it may seem obvious, it is worth stating that violence prevention, while critical in and of itself, is not the same as intervention. Intervention is a specialized response to the violence happening now. It involves a relentless focus on those most likely to shoot or be shot, requires comprehensive safety and risk mitigation, and—most importantly: 1) addressing trauma, 2) provides a program length that supports the time needed for sustained changes in behavior, and 3) requires cross-system coordination that includes, at a minimum, the cooperation of law enforcement and community partners over the long term.

I’m so proud to share with you in the following pages the ways in which Roca met the moment time and again in 2021. Roca transformed our Intervention Model into a truly portable, truly hybrid virtual and in-person practice—a timely upgrade to our work that served us well in an increasingly unpredictable pandemic. This will continue to serve our young people in an era when violence is much more mobile, often fueled by social media platforms intended to give permanence and immutability to even the most harmful messages. We launched the Roca Impact Institute to deliberately expand our systemic reform work—and impact communities across the country. We also tested the efficacy of our work through two third-party evaluations of our model. These evaluations, each of which was three years in duration, proved that what we do with young people works, and the sooner they receive services, the better they do. We opened a new site in Hartford, CT, formally expanding our direct services to a third state.

We could not do this vital work without the support and partnership of so many. Thank you for meeting this moment with Roca. Thank you for helping us do this work, at this moment, now.

Sincerely,

MOLLY BALDWIN
Founder & Chief Executive Officer

Throughout this year of unprecedented challenges, I often find it hard to stay in the present—to be in the moment, and to deeply understand and engage with the challenge itself. My thoughts drift between the need to do much more for those who are suffering the most and the need to do something that is sustainable, is powerful, and is inclusive. It’s hard to know what social, economic, or public health travesty to address first.

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DEAR ROCA FRIENDS
Perhaps most important, they are traumatized — deeply wounded and haunted by the violence they have already experienced in life. Studies show higher rates of post-traumatic stress disorder among these men than among veterans of the wars in Iraq, Afghanistan and Vietnam. ... Reach them and you can stem our nation’s problem with violent crime.

— THOMAS ABT, AUTHOR OF BLEEDING OUT: THE DEVASTATING CONSEQUENCES OF URBAN VIOLENCE—AND A BOLD NEW PLAN FOR PEACE IN THE STREETS

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YOUNG ADULTS AT THE CENTER OF URBAN VIOLENCE
16-to-24-year-olds who have experienced extensive trauma and are the primary victims or drivers of urban violence
• Most likely to shoot or be shot
• Involved in the criminal justice system
• Have low literacy and typically no high-school degree or GED
• Have no formal or sustained employment history
• Involved with guns, gangs, and drugs
• Have failed out or dropped out of programs, schools, & jobs
• May be young parents

TO WHAT END? Healing from trauma. Reduced violence and incarceration. Improved parenting. Individual agency restored.

SYSTEM PARTNERS AT THE CENTER OF URBAN VIOLENCE
Adults in critical public systems that impact young people and influence urban violence
• Public safety leaders
• Police officers
• Judges, probation officers, and court system officials
• Corrections officers
• Prosecutors and defense attorneys
• Child protective services

TO WHAT END? Transformed system leaders. Cops and young people that understand each other. More equitable and just policy and practices.
We work with one individual at a time—one young person, one police officer, one sheriff—using science-based tools and strategies for healing and change. And we work with each person for years at a time, because that’s how long change takes.

**WHAT IT TAKES**

**THERE ARE NO SHORTCUTS TO VIOLENCE INTERVENTION.**

**ROCA’S INTERVENTION MODEL**

1. **CREATE SAFETY AND STABILITY**
   Roca builds trust with young people through relentless outreach—even through setbacks. Because you can’t undo a lifetime of trauma overnight, Roca youth workers develop deep relationships over 2-4 years that help young people begin to heal from their hurt and anger, the key to success later on.

2. **TEACH LIFE-SAVING SKILLS**
   We teach a relatable and simple version of cognitive behavioral theory (CBT) in the streets, so young people can choose how they want to respond, disrupt negative cycles, and take control over their lives.

3. **PRACTICE SKILLS, RELAPSE, AND REPEAT**
   Roca provides trauma-informed employment, education, parenting, and life skills programs that serve as spaces for young people to change, relapse, and change further—developing relationships that are “ready” to participate, but which struggle to move steadily forward. Relapse is a critical stage of change.

4. **ENGAGE INSTITUTIONS AND SYSTEMS**
   We relentlessly and intentionally partner with police departments and systems that directly face urban violence. We build meaningful relationships, coordinate intervention strategies, and share data to improve outcomes for young people.

**Q&A**

**What does it take?**

12-14 door knocks on average in Baltimore and 8-10 door knocks in Massachusetts—until they open the door. Then the real work begins to build a relationship, create safety and trust, and teach, apply and practice life-saving CBT skills.

**Q&A ONLINE**

Watch more about Roca’s Intervention Model: https://rocainc.org/who-we-are/voices/

**ONLINE**

Help Roca’s young people meet the moment today: donate.rocainc.org/Roca2021Appeal
A YEAR LIKE NO OTHER
ROCA OPERATED AT FULL CAPACITY DURING THE PANDEMIC AND IMPROVED OUR RESULTS.

CHANGING THE WAY WE WORK OVERNIGHT
VIRTUAL PROGRAMMING WAS BORN OUT OF NECESSITY. WE MADE THE MOST OF IT.

New ways to engage those hardest to reach will strengthen our Intervention Model for years to come.

Programs now delivered:
- In person
- Phone
- Chromebooks
- Facebook Live
- Facebook Messenger Groups
- WhatsApp
- Zoom

PROGRAM RETENTION
Percentage of participants retained in the Intervention Model throughout the year

- 86% of young men*
- 94% of central American youth
- 90% of young mothers

PARTICIPATION
Percentage of participants that engaged in programming

- 86% of young men**
- 83% of central American youth
- 96% of young mothers

*89% of Massachusetts young men and 77% of Baltimore young men
**85% of Massachusetts young men and 88% of Baltimore young men

FY 2021 saw some of Roca’s highest program retention and engagement rates.

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JUSTICE IS A VERB

WE INTENTIONALLY CHOOSE TO COME TOGETHER AND USE OUR DIFFERENCES TO MAKE US STRONGER; REJECT ALL BIGOTRY, RACISM, AND HATE; AND LEAD WITH LOVE, NOT FEAR.

As racism perpetuates cycles of fear and deep trauma, we focus our work on healing. In the face of divisiveness aimed at driving us further apart, we focus on relationships and community. In the face of misinformation designed to confuse and overwhelm, we seek knowledge and build cognitive behavioral skills that empower us to act.

How Roca’s Building A Race Equity Culture*

1. Senior Leaders & Managers - Increasing representation across all levels. Strengthening leadership and accountability. Engaging in extensive training and development opportunities.
2. Board of Directors - Diversifying representation. Commissioning champions. Learning and embracing principles and actions of racial justice to better serve the organization.
3. Community - Collecting and acting on feedback through peacemaking circles and surveys. Cross-systems coordination to reduce incarceration and violence.
4. Learning Environment & Culture - Supporting teams to drive anti-racist work across organization. Driving learning across the organization. Making the DEI work related to the mission explicit.
5. Data - Using disaggregated data to ensure DEI representation. Completed initial compensation review. Increased salaries for frontline staff.

*Framework developed by Pro-Inspire, customized by Roca
A MOMENT THAT SAVES LIVES
OUR YOUTH WORKERS BRING COGNITIVE-BEHAVIORAL THEORY (CBT) SKILLS TO THE STREETS TO HELP YOUNG PEOPLE LEARN TO TAKE AN 8-10 SECOND PAUSE SO THEY CAN ACT AS OPPOSED TO REACT.

What Brain Science Tells Us About Violence

You can’t just talk a young person out of committing gun violence – because few talk themselves into it in the first place. Most bloodshed in our cities happens reactively. Instantaneously. Without forethought. This is the impact of trauma on the brain. While we can’t undo the trauma or excuse the systemic racism that young people face, Rewire gives them a profoundly empowering tool to access their pre-frontal cortex and reclaim the power of choice.

59% OF YOUNG MEN*, 74% OF CENTRAL AMERICAN YOUTH, AND 73% OF YOUNG WOMEN WHO PRACTICED CBT MADE MEASURABLE IMPROVEMENTS IN BEHAVIORAL HEALTH

*52% of Massachusetts young men and 64% of Baltimore young men

WHY REWIRE CBT WORKS:

- Focused on teaching basic concepts via a flexible, low-threshold approach.
- Designed to be delivered by those who work with young people the most - youth workers, front-line staff, criminal justice providers, etc.
- Simple, relatable approach focusing on seven core life skills specifically relevant to young people actively engaged in violence.
- Fully mobile curriculum, offered in frequent “doses” intended to be delivered anywhere a young person’s available.
- Built on foundational, trauma-informed strategies.

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ONLINE Learn more about the CBT delivered by Roca: rocainc.org/how-we-do-it/our-intervention-model/

Rewire by Roca is not just for young people – it’s for everyone working at the center of violence. When I first started working with corrections officers behind the wall, they had the attitude of ‘This kid’s never gonna change.’ It was just ‘Go to segregation.’ After Rewire training it was more about ‘What can we do to help him with his trauma?’ It’s a huge shift.

—SULAI ROSA, RE-ENTRY COORDINATOR

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OF THE TWO THIRDS OF YOUNG MEN WHO CAME TO ROCA WITH A VIOLENT RECORD
80% STOPPED ENGAGING IN VIOLENCE
70% OF ROCA YOUNG MEN DID NOT RECIDIVATE WITHIN 3 YEARS

ACROSS ROCA:
• Increased monthly CBT programming attendance DECREASED THE PROBABILITY OF AN ARREST for any offense.
• Increases in the number of different CBT skills reviewed increased the PROBABILITY OF EMPLOYMENT.
• More frequent engagement with CBT was associated with USING DRUGS LESS OFTEN.

WHAT WE KNOW
ROCA’S INTERVENTION MODEL WORKS.

Abt Associates completed a three-year implementation evaluation of Roca’s Intervention Model and a three-year outcomes evaluation of Roca’s CBT curriculum. These studies found that Roca reduces the recurrence of violence and recidivism while increasing young people’s readiness for employment. And the sooner we deliver CBT to shooters and victims, in a clear and simple way, the better they do in the long run.

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CBT hit me hard, for real. I’m gonna keep doing it to get me where I’m supposed to be.

—SHYHEIM, ROCA BALTIMORE PARTICIPANT

OUR THIRD YEAR IN BALTIMORE DURING A PANDEMIC, MORE THAN 4 OUT OF 5 BALTIMORE YOUNG MEN SHOWED MEASURABLE IMPROVEMENTS IN BEHAVIORAL HEALTH.

More than four out of five young men enrolled two or more years also had no new arrests—a result directly related to CBT practice.

Roca Baltimore curved retaliatory violence in 2021.

- Ran a city-wide After-Shooting Protocol providing 24-28 hour door knocks to non-fatal shooting victims, resulting in 40 new Roca enrollees to date.
- Ensured that young people completed at least two cycles of Rewire CBT within their first year.
- Deepened partnership with Baltimore system partners—Police, Parole and Probation, and the MD Department of Juvenile Services.

ONLINE Hear directly from our Baltimore young men: https://rocainc.org/who-we-are/voices/

240 YOUNG MEN SERVED
77% RETAINED IN THE MODEL THROUGHOUT THE YEAR
88% PARTICIPATED IN PROGRAMMING (EDUCATIONAL, VOCATIONAL, LIFE SKILLS, TRANSITIONAL EMPLOYMENT)
81% PRACTICED AND APPLIED CBT
84% WHO PRACTICED CBT MADE MEASURABLE IMPROVEMENTS IN BEHAVIORAL HEALTH
84% HAD NO NEW ARRESTS
YOUNG MOTHERS’ PROGRAM

NOW SERVING HARTFORD, CT AND 11 MASSACHUSETTS COMMUNITIES.

Roca’s young mothers’ program is a high-touch, trauma-informed intervention for one of the hardest groups to reach: young women at the center of urban violence. We specialize in serving 16-24 year old mothers who are untrusting victims of trauma and violence and are fearful of losing their children.

We thank the City of Hartford, Dalio Education, the Hartford Foundation for Public Giving, the Tow Foundation, and Santander Bank for this incredible opportunity to work in Hartford as of Fall 2021.

When I needed their help, they actually helped me out a lot. Me, I’m impulsive, so at Roca we do a lot of coping skills and how to talk with people, how to be under pressure, you know?

—SANDRA, ROCA YOUNG MOTHER

IN FY 2021
ROCA SERVED
186 YOUNG MOTHERS AND
240 CHILDREN FROM 11 MASSACHUSETTS COMMUNITIES

90% RETAINED IN THE MODEL THROUGHOUT THE YEAR

95% PRACTICED AND APPLIED CBT

73% WHO PRACTICED CBT MADE MEASURABLE IMPROVEMENTS IN BEHAVIORAL HEALTH

90% DEMONSTRATED WORKFORCE READINESS GAINS

74% OF MOTHERS ENROLLED 2+ YEARS PLACED IN OUTSIDE JOBS

87% DELAYED FURTHER PREGNANCIES BEFORE THE AGE OF 25

Hear more from Brian, a Roca young mother: https://rocainc.org/who-we-are/voices/
EXPANDING OUR IMPACT

THE ROCA IMPACT INSTITUTE BUILDS THE CAPACITY OF ORGANIZATIONS THAT WORK WITH YOUNG PEOPLE MOST LIKELY TO SHOOT OR BE SHOT

The Roca Impact Institute provides intensive coaching to support our partners in changing minds and practices to disrupt cycles of incarceration, poverty, and racism.

The work of the Roca Impact Institute is grounded in the CREDIBILITY of our unique, time-tested intervention model, our SPECIALIZED EXPERTISE in violence intervention, our RELENTLESS FOCUS on those most likely to commit violence, and our innovative approach, which recognizes that people working at the center of urban violence also experience and feel THE IMPACT OF TRAUMA.

WHAT WE OFFER

• Focus on the young people most likely to shoot or be shot, especially through effective program design and theory-of-change planning.
• Proven trauma-informed interventions such as Rewire CBT, relentless outreach, transformational relationships and restorative circles.
• Prioritization of safety and accountability through supervision, performance management, and risk mitigation.
• Focused cross-system coordination to reduce violence among young people who are the hardest to reach.

Rewire allows my officers a way when they are going into a situation to be clear-minded, to be present, to stop, to be in the moment.

—POLICE LIEUTENANT

ONLINE

Watch more about Roca’s system change work: https://rocainc.org/who-we-are/voices/

INSTITUTE HIGHLIGHTS

CLIENTS IN 4 STATES

200+ PEOPLE FROM 15 AGENCIES TRAINED IN REWIRE IN YEAR 1

100% OF SURVEY RESPONDENTS SAID THEY WOULD RECOMMEND REWIRE

OUR CLIENTS

• Police departments
• Corrections departments
• State juvenile service and juvenile justice departments
• Divisions of parole and probation
• Hospital violence response teams
• Youth violence prevention programs
• Community-based organizations
• Community violence intervention programs
• Local and national foundations

POLICY LEADERS
THANK YOU

TO OUR PARTNERS AND SUPPORTERS WHO MET THE MOMENT WITH US.
The selected financial information represents the results of the combining operations of Roca, Inc., Pallin Youth Center, Inc., and Roca Baltimore, LLC. Pallin Youth Center is an affiliated not-for-profit corporation of Roca, Inc., formed in 1996 as a 501(c)(2) of the Internal Revenue Code for the sole purpose of holding title to property. Roca Baltimore, LLC is a fully consolidated legal entity that provides the same services in Baltimore as are provided in Massachusetts. Each shares a common Board of Directors with Roca, Inc. Combining statements is required under Generally Accepted Accounting Principles.

### ROCA BOARDS AND ADVISORS

#### BOARD OF DIRECTORS
- **Christine Kendall**
  - President of the Board
  - Founding Partner
  - SmarterGive
- **Chief Michael Davis**
  - President
  - Vice President for Campus Safety
  - Chief of Police, Northeastern University
- **Maggie Moore**
  - Co-Vice President of the Board
  - Former Vice President
  - Goldman Sachs
- **Joshua Reed-Diawuoh**
  - Co-Treasurer of the Board
  - Founder and CEO
  - GRIA Food Co.
- **Dwight Robson**
  - Co-Treasurer of the Board
  - Co-Founder and Principal
  - Preston Group Strategic Advisors
- **Jay Ash**
  - President and CEO
  - Massachusetts Competitive Partnership
- **Stewart Chapin**
  - Trustee
  - Bennett Family Foundation
- **Brian J. Fitzgerald**
  - President and CEO
  - Fitzgerald & Company, Inc.

#### BOARD OF MANAGERS FOR ROCA BALTIMORE
- **Branville Bard, Jr.**
  - Vice President for Public Safety
  - Johns Hopkins University
- **Marc Broady**
  - Vice President of Community Affairs
  - Welfare Development
- **Steve Big**
  - Chairman
  - Subarain Foundation
- **Chris Duncan**
  - Manager of Customer Care
  - BSG
- **Daniel L. Edgers**
  - Senior Vice President or Corporate Finance
  - Ehrman Corporation
- **Duncan J. Evered**
  - Managing Director/Senior Portfolio Manager
  - Brown Capital Partners
- **Robert Wallace**
  - Managing Director
  - BITHGROUP Technologies
- **Greg Torres**
  - Honorary Board Member
  - President
  - MassHIC
- **Molly Baldwin**
  - Founder & Chief Executive Officer
  - Roca, Inc.

#### ROCA IMPACT INSTITUTE ADVISORY BOARD
- **Ana Bermudez**
  - Commissioner
  - NYC Department of Probation
- **Andre Davis**
  - Former City Solicitor
  - City of Baltimore
- **Chief Michael Davis**
  - Vice President for Campus Safety
  - Chief of Police, Northeastern University

### FINANCIALS

**ROCA, INC., PALLIN YOUTH CENTER, INC., & ROCA BALTIMORE, LLC**

**FY 2021 CONSOLIDATED REVENUES** (in millions)
- **Private Grants & Contributions** $6.480  35.6%
- **Government - Federal & State** $6.374  35.1%
- **PFS** $1.671  9.2%
- **Income from Investments** $1.613  8.9%
- **Earned Revenue** $0.801  4.4%
- **Special Events** $0.693  3.8%
- **In Kind Donations** $0.536  2.9%

**TOTAL REVENUE** $18.179  100%

**ROCA, INC., PALLIN YOUTH CENTER, INC., & ROCA BALTIMORE, LLC**

**FY 2021 CONSOLIDATED EXPENSES** (in millions)
- **Adult Wages** $7.547  48.6%
- **Program Services** $3.737  24.1%
- **Payroll Taxes & Fringe** $1.748  11.3%
- **General & Administrative** $1.226  7.9%
- **Youth Wages** $0.468  3.0%
- **Development & Communications** $0.435  2.8%
- **Capacity Building/Evaluation** $0.371  2.4%

**TOTAL EXPENSES** $15.533  100%