



MEET THE **MOMENT**



THE MOMENT IS NOW

DEAR ROCA FRIENDS,

Throughout this year of unprecedented challenges, I often find it hard to stay in the present—to be in the moment, and take the moment for all that it’s worth. As my thoughts drift between yesterday’s news stories and tomorrow’s possibilities, 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—on 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 trauma disrupts neurological development, leading to social, emotional, and cognitive impairment—most tragically, to casual homicides driven by instantaneous reaction, often fueled by social media, and ruled by fear. Young people who have experienced extreme levels of trauma, like those Roca serves, are more likely to engage in violence, and the more trauma they have, the more likely it is.

Many would argue that we must address the causes of this trauma—like poverty and systemic racism. While right and true, we know these things take time and, while we fight those causes, we can’t wait for them to be solved. We have to save lives now. We must stop the bleeding and work to break the cycle, one shooter and one victim at a time. Roca does this on the streets every day, armed with a seven-skill cognitive-behavioral theory (CBT) approach that is profoundly empowering and helps young people recover from trauma, gain agency over their choices, and reclaim their lives.

Advancements in brain science have taught us that you can’t just convince a young person to do something different if that person is stuck in survival mode and cannot access their pre-frontal cortex for healthy decision making. What does this mean? *It means we have to help young people manage their trauma before they can do anything else.* Jobs, GED programs, even credible messengers are not enough—that’s why Roca staff are equipped with the trauma-informed tools and strategies that young people need to change behaviors and interrupt violence immediately.

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) addresses trauma, 2) provides a program length that supports the time needed to make 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 enflamed 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.

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 and presidents.


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

**ROCA’S MISSION
IS TO BE A
RELENTLESS FORCE
IN DISRUPTING
INCARCERATION,
POVERTY, AND
RACISM BY
ENGAGING THE
YOUNG ADULTS,
POLICE, AND
SYSTEMS AT THE
CENTER OF URBAN
VIOLENCE IN
RELATIONSHIPS TO
ADDRESS TRAUMA,
FIND HOPE, AND
DRIVE CHANGE.**

 **ONLINE**
Help Roca’s young people meet the moment today:
donate.rocainc.org/Roca2021Appeal



“

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*



ONLINE

Read the full Washington Post opinion piece

OUR SINGULAR FOCUS

WE WORK WITH THE **YOUNG ADULTS**
AND **SYSTEM PARTNERS** AT THE
CENTER OF URBAN VIOLENCE.



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.



WHAT IT TAKES

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

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.

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—not when they are “ready” to participate, but while they 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.



1,240
YOUNG PEOPLE
SERVED

IN 21 COMMUNITIES
IN MASSACHUSETTS AND
BALTIMORE, MARYLAND

84%

OF YOUNG MEN
ENROLLED 2+ YEARS HAD
NO NEW ARRESTS

Q&A

Q.

What does it take?

A.

12-14 door knocks on average in Baltimore and **8-10 door knocks** in Massachusetts—just 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.



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.**

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

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

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:

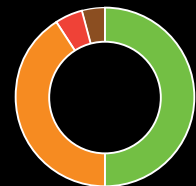
- In person
- Phone
- Chromebooks
- Facebook Live
- Facebook Messenger Groups
- WhatsApp
- Zoom

MORE THAN
400
**CHROMEBOOKS
AND HOTSPOTS**
DISTRIBUTED TO
YOUNG PEOPLE

MORE THAN
100
**TABLETS WITH
WIRELESS
CONNECTIVITY**
DISTRIBUTED
TO ROCA YOUTH WORKERS,
EDUCATORS, AND CREW
SUPERVISORS

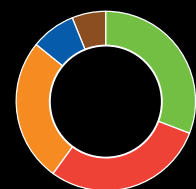
ALL
YOUTH WORKERS,
INSTRUCTORS,
AND SUPERVISORS
**TRAINED IN
DIGITAL
LITERACY**





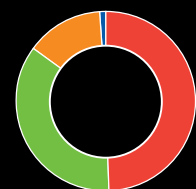
PARTICIPANTS

- Black or African American – 50%
- Hispanic/Latino – 41%
- White – 5%
- Two or more races – 4%



STAFF

- Black or African American – 31%
- White – 29%
- Hispanic/Latino – 26%
- Asian – 8%
- Two or more races – 6%



BOARD OF DIRECTORS

- White – 47%
- Black or African American – 34%
- Hispanic/Latino – 13%
- Asian – 1%



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.

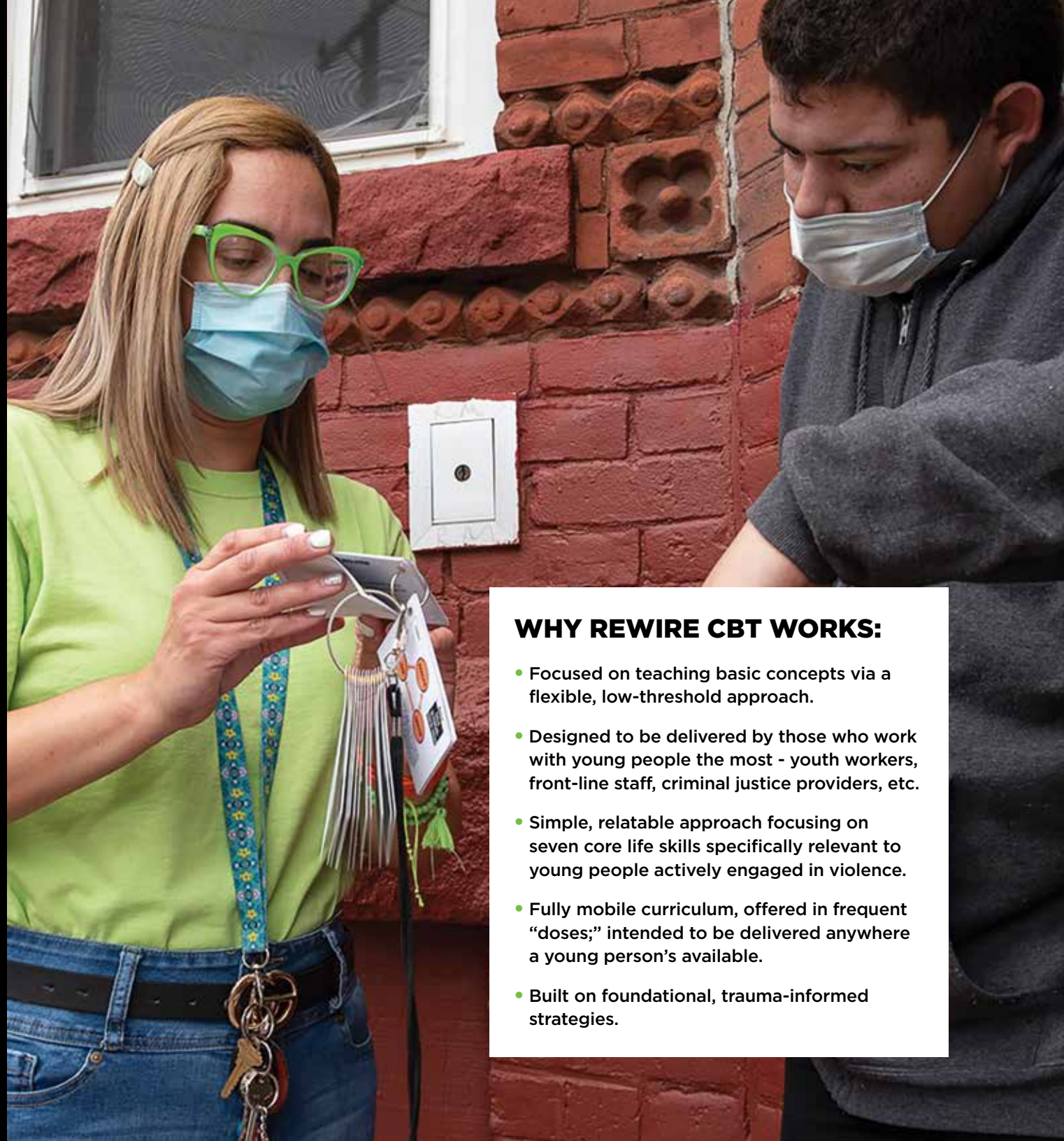
**Framework developed by Pro-Inspire, customized by Roca*

“

We can't afford to not approach our work from a **diversity, equity and inclusion** lens when we are serving critical risk youth who continue to be impacted by **structural racism** on a regular basis.

—CHIANTA MACK, ASSISTANT DIRECTOR OF LEARNING AND DEVELOPMENT





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 84% 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.

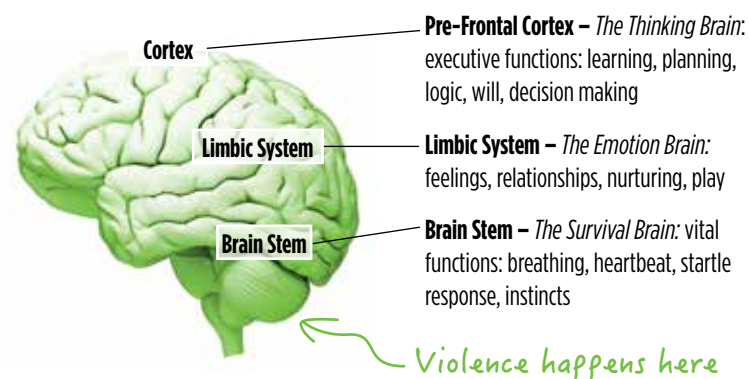
A MOMENT THAT SAVES LIVES

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.



Q&A

Q. Our brains can change at any time, but when is the brain most plastic?

A

- 0-5 years old;
- 18-24 years old; and
- After having a baby



“

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

ONLINE

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

ONLINE
Help Roca’s young people meet the moment today:
donate.rocainc.org/Roca2021Appeal

IN MASSACHUSETTS
IN 2018-2020,

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

**COMPARED TO THE STATE
RECIDIVISM RATE OF
52-56% FOR YOUTH
AGES 18-24 YEARS OLD**

ENROLLMENT IN
TRANSITIONAL
EMPLOYMENT – A CBT
“ACCELERATOR” AT ROCA
– **REDUCED THE
ODDS OF VIOLENT
RECIDIVISM BY
66%**



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.



ONLINE

Full Abt Associates reports available for download on Roca's Website

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.**

YOUNG PEOPLE USED CBT MOST COMMONLY TO COPE WITH:

- **Violence** (67%)
- **Relationships problems** (59%)
- **Job loss** (50%)
- **Educational setbacks** (38%)
- **COVID-19** (35%)
- **Childcare issues** (23%)



ONLINE

Help Roca's young people meet the moment today:
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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.

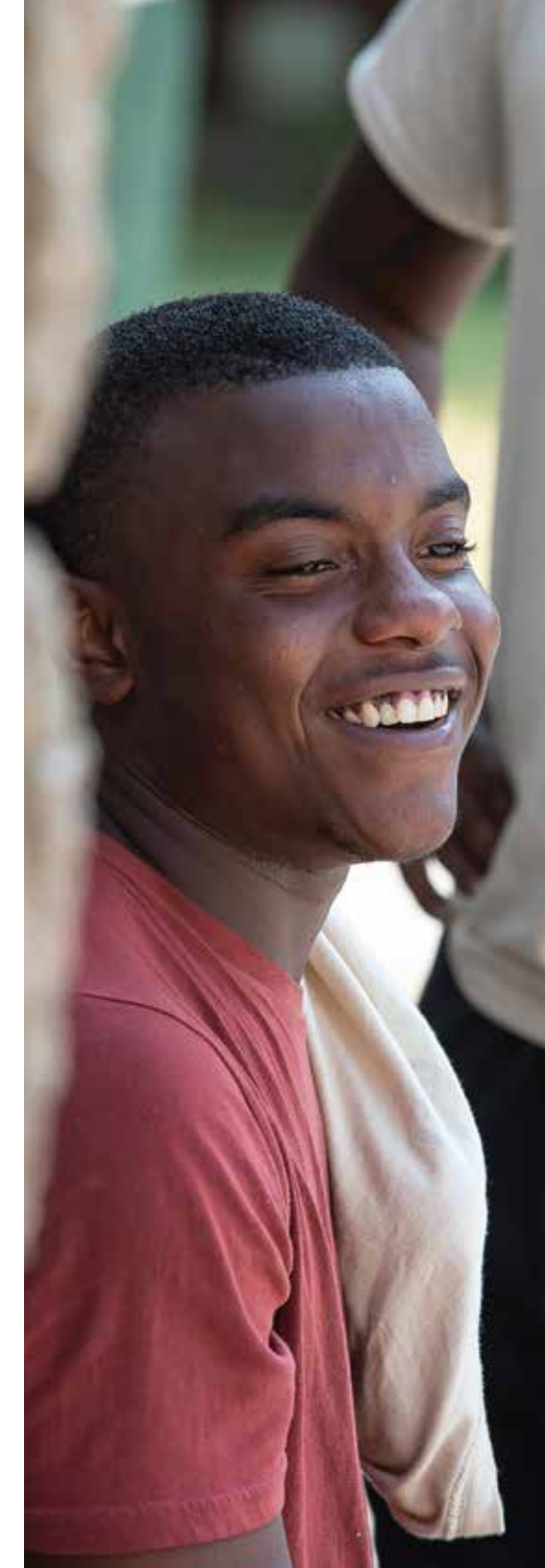
Roca Baltimore curbed retaliatory violence in 2021.

- 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

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



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.



ONLINE

Hear from Briana, a Roca young mother: <https://rocainc.org/who-we-are/voices/>

“

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



“

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



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.



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

TO OUR PARTNERS AND SUPPORTERS WHO MET THE MOMENT WITH US,

THANK YOU

\$1 MILLION +

The Abell Foundation, Inc*
The Annie E. Casey Foundation*
Anonymous
Arnold Ventures, LLC*
Bank of America*
BGE (Baltimore Gas and Electric)*
Bill and Melinda Gates Foundation*
Brown Capital Management*
City of Baltimore*
Dalio Education*
Exelon Corporate*
Harry and Jeanette Weinberg Foundation*
Johns Hopkins University*
Maryland Department of Health Services*
Massachusetts Department of Public Health*
Massachusetts Department of Transitional Assistance
Massachusetts Executive Office of Health and Human Services*
Massachusetts Executive Office of Public Safety and Security*
The Whiting-Turner Contracting Company*
T. Rowe Price Foundation*
US Department of Justice*
Youth Services, Inc.**

\$100,000 TO \$999,999

Alvarium Foundation
Arabella Advisors
Barr Foundation
Baystate Medical Center
Charles Hayden Foundation

City of Boston
City of Cambridge
City of Chelsea
City of Holyoke
City of Lynn
City of Springfield
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Essex County Sheriff's Department*
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Fish Family Foundation
Fondation Chanel, Inc*
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Maryland Department of Transitional Assistance
Massachusetts Department of Children and Families
Porticus Foundation*
Silicon Valley Community Foundation
State Street Foundation
TisBest Philanthropy
Tow Foundation
United Way of Massachusetts Bay and Merrimack Valley

\$10,000 TO \$99,999

Amelia Peabody Charitable Fund
Amelia Peabody Foundation
Anonymous
Balise Auto
Beacon Communities LLC
Bennett Family Foundation
Blue Cross Blue Shield Corporation
Blue Cross Blue Shield of Massachusetts Foundation
Howard Brown
Brown Advisory
Susan Okie Bush
Bushrod H Campbell and Adah F Hall Charity Fund
Capital Group Co Charitable Foundation
Carl and Ruth Shapiro Foundation
Center for Alternative Sentencing and Employment Services
Stew and Patricia Chapin
City of Chicopee
City of Everett
City of Revere
City of Salem
City of Somerville
Clayton Baker Trust
Comcast
Community Growth Partners
James Davies
Devonshire Foundation
Lili Elkins
Essex Community Foundation
Fidelity Investments
Maggie Moore and Michael Fleisher
Helen Ford
Frederick C. Lutze and Christian Rausch Family Foundation

New England Patriots Social Impact Fund
Furtherance Fund
Gisela B Hogan Foundation
Shira Goodman
Goulston and Storrs
Mark and Jeanne Haggerty
Jeffrey and Nancy Halis
Harbor House Collective
Highland Partners Charitable Fund
Hoffberger Foundation
Holyoke Landscaping
Barbara and Amos Hostetter
Hubspot
Jake and Beth Jacobs
Joanna Jacobson
Janey Fund
John H. & H. Naomi Tomfohrde Foundation
Al and Diane Kaneb
Stephen and Andrea Kaneb
Keith Construction Inc.
Christine and William Kendall
Lewis Family Foundation
Dan and Kerry Lyons
M&T Bank
Maguire Mechanical Services
Massachusetts Covid-19 Relief Fund
Massachusetts Department of Conservation and Recreation
MassMutual
MassMutual Foundation
Marjorie Bride and Terry McEnany
Alexandra and Luke Maynard
Merritt Companies
Mountain View
Howard Cohen and Myra Musicant

New Commonwealth Racial Equity and Social Justice Fund
NIKE, Inc.
Nordblom Family Foundation
Oechsle Family Foundation
Bob O'Neill
Greg Torres and Betsy Pattullo
Randy Peeler
Project Safe Neighborhoods
Virginia and James Purviance
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REDF
Rockport Mortgage
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Santander Bank
Nancy Savage
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Work 'N Gear

\$1,000 TO \$9,999

AAA Northeast
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Commonwealth Care Alliance
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Continental Realty Corporation
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Paul Cordilico
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Paul Doherty and Dianne Fuller Doherty
Steven Dorr

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Paul English
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Caroline and John Erhard
Mark Keroack and Ann Errichetti
Duncan and Sharon Evered
F.L. Putnam Investment Management Company
Jeff Feingold
Leslie Fenn
Fernway, LLC
Wayne Ferrari
Ferrari Foundation
Brian Fitzgerald
Fitzgerald & Company, Inc.
First Parish of Concord
John Flannery
Martha Martin and Stephen Foell
Timothy and Keith Forde
Johnnie Foreman
Emerson Foster
Michael and Sara Foster
William and Helena Foulkes
Martha Frahm
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Caroline Gaudet
Seth and Cynthia Lawry
L'Chaim Fund
Leonhardt Family Fund
Matthew Lesniak
Leveling the Playing Field
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“

I am a young man

A person with great ideas and big plans

I was born in the U.S.

But my origins

Are from other lands

I've fallen many times, but here I still

Stand

So curious and open-minded

I just want to understand

I got so much life ahead of me

I forgot I was

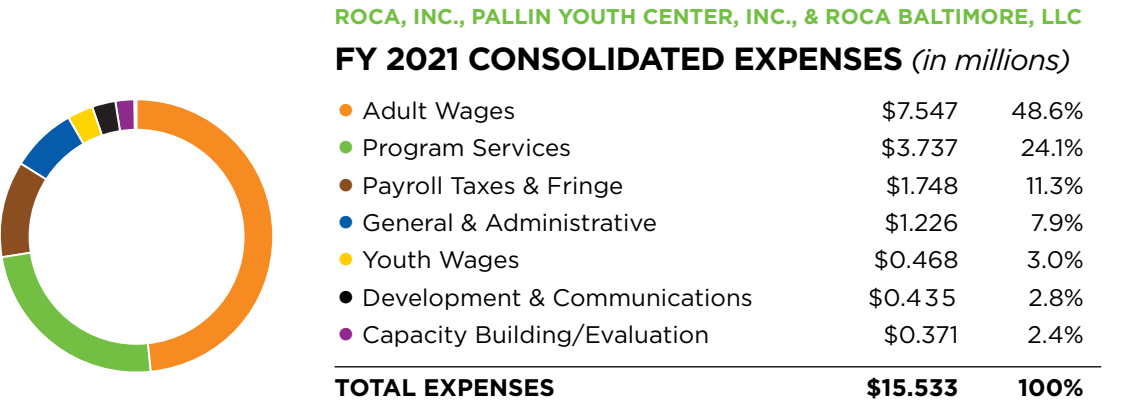
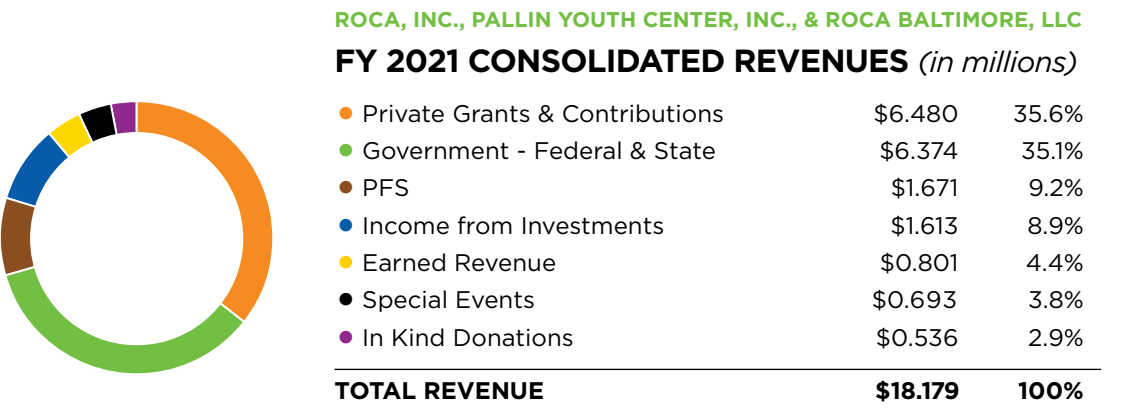
A Young Man

-ISH, ROCA CHELSEA PARTICIPANT

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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.





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