Roca’s Intervention Model & Pay for Success in Massachusetts

Keeping High Risk Young Men Employed and Out of Prison
Why We Are Here

Roca means rock in Spanish. **Roca’s mission is to help disengaged & disenfranchised young people move out of violence & poverty.** Roca helps young people to change their behavior and shift the trajectories of their lives. We are creating a foundation as solid as a rock for young people to change their lives through:

- **Truth:** We are truthful about everything that is going on with young people, the challenges in their lives, and that change is hard but possible.
- **Trust:** We are committed to building trust through relationships and staying in them over long periods of time.
- **Transformation:** We provide opportunities for participation in life skills, education and employment.

Most importantly, we are hopeful no matter what!
Who We Serve

Roca’s **Target Population:**

- **Gender:** Male
- **Age Range:** 17-24 years old
- **Geographic Location:** Live in contextually determined radius that promotes participation in center based services
- **Risks:** Justice Systems Involved or Juvenile Justice Systems involved with risk indicators predictive of adult criminal justice system involvement
- **Employment:** No work history
What We Are Accountable For

- **Intermediate Outcomes:** (2-4 years from enrollment)
  - Educational Gains
  - Employment Placement/Retention
  - No New Arrests
  - No New Technical Violations

- **Long Term Outcomes:** (5 years from enrollment)
  - No Re-Incarcerations
  - Retained Employment
Roca’s **Intervention Model** is based on a framework for change used in medical and mental health fields and includes:

- **Relentless Outreach and Follow-Up** all the time
- **Transformational Relationships** (our intensive case management model)
  - Phase 1 - Engagement
  - Phase 2 - Behavior Change
  - Phase 3 - Sustaining
- **Stage Based Programming** (drop in, structured, formal)
  - Life Skills/Engagement
  - Education/Pre-Vocational Training
  - Employment
- **Work with Engaged Institutions**
  - Formal and Informal systems change
8 Evidence Based Practices for Community Corrections

1. Assess Actuarial Need (Risk/Need)
2. Enhance Intrinsic Motivation
3. Target Interventions
4. Skill Train with Directed Practice
5. Increase Positive Reinforcement
6. Engage On-Going Support in Natural Communities
7. Measure Relevant Processes/Practices
8. Provide Measurement Feedback
A Framework for Change

Change is a process that happens over time and in stages. These **Stages of Change*** include:

- **Pre-Contemplation** = No
- **Contemplation** = Maybe
- **Planning** = Getting Ready
- **Action** = Acting Differently
- **Sustaining** = More Than 51%

As change is often difficult for any of us, **Relapse** is often part of the process and can happen at any point in the stages of change.

*Roca has taken Prochaska’s stages of change and adapted them for a very high-risk youth development model. Backed by evidence from multiple disciplines (e.g. substance abuse, medicine, harm reduction, etc.), promoting young people through the stages of change allows them to develop the intrinsic skills, desires, and capacities to successfully move towards safety and economic independence.
FY13 Outcome Highlights For Very High-Risk Young Men

- In FY13, Roca served a total of 469 young men
  - 74% (348) were retained and remain actively engaged
  - 85% of all participants in Phases I and II were engaged in Stage Based Programming
    - 78% were engaged in life skills/engagement programming
    - 64% were engaged in employment programming
    - 63% were engaged in pre-vocational programming
  - 249 unduplicated participants were served in Transitional employment

- FY13 Phase 3 Intermediate Outcomes
  - 89% had no new arrests
  - 95% had no new technical violations
  - 69% retained employment
Reduction in Incarceration and Increase in Employment

*Assessments of impact based on comparison of similar populations. (not randomized control studies)*

**Incarcerations**

- 5-Year Roca Study:
  - 65% Incarcerations
  - 67% Reduction
  - 22% Incarcerations

- 3-Year State Study:
  - 55% Incarcerations
  - 33% Reduction
  - 37% Incarcerations

- 5-Year State Study:
  - 22% Incarcerations

**Employment**

- 5-Year Roca Study:
  - 55% Employment

- 3-Year State Study:
  - 44% Employment

- 5-Year State Study:
  - 100% Increase
The aggregate economic benefit of Roca’s work is dramatic.

While we invest $24,500 in our Intervention Model for four years of programming with each young person alternative costs to society are massive.

It costs MA approximately $47,500 per year for person in prison, with **average sentences of 4.75 years for all people of all ages**, resulting in a total average cost per person of $225,625, plus additional costs to families and communities (Information from MA DOC).

The Journal of Criminology estimated the average lifetime expenses of social services and incarceration for a high-risk individual is **between $250,000 and $2,000,000**.
Project Size and Youth Served

- **Project will serve approximately 1,300 youth**
  - Original project set to serve 924 youth; the $11.67M US DOL Pay For Success grant enables us to scale up to serve 1,300 youth

- **Project will run for 8.75 years**: 4.75 years of enrollments with 4 years of services/follow-up delivered to each youth

- **Up to $38M in success payments** made by the Commonwealth to repay investors for reductions in recidivism, increases in employment, and increases in job readiness

- Outcomes are measured through a **rigorous statistical evaluation**

**Scope**

**Target population is young men ages 17 to 23** who are in the Probation system or aging out of DYS

**Services will reach youth in three parts of the Commonwealth:**

- **Boston Area**: Boston (adult probationers only)
- **Chelsea Area**: Cambridge, Everett, Lynn, Malden, Medford, Revere, Somerville, Winthrop, East Boston, Charlestown
- **Springfield Area**: Agawam, Chicopee, East Longmeadow, Holyoke, Longmeadow, Ludlow, Springfield, West Springfield, Westfield
## Entities Involved in the Project

<table>
<thead>
<tr>
<th>ENTITY</th>
<th>RESPONSIBILITIES</th>
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<tbody>
<tr>
<td>Office of the Commissioner of Probation (OCP)</td>
<td>Refer youth to program</td>
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<tr>
<td>Department of Youth Services (DYS)</td>
<td>Refer youth to program</td>
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<tr>
<td>Dept. of Criminal Justice Information Services (DCJIS)</td>
<td>Provide CORI data for a) screening youth and b) measuring success</td>
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<tr>
<td>Executive Office for Admin. and Finance (EOAF)</td>
<td>Oversee procurement and payment</td>
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<tr>
<td>Executive Office of Labor and Workforce Dev’t (EOLWD)</td>
<td>Serve as fiscal agent for US DOL grant; provide employment data to measure success</td>
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<tr>
<td>Executive Office of Education (EOE)</td>
<td>Provide data to measure educational impact</td>
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<tr>
<td>Roca</td>
<td>Deliver services to youth</td>
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<tr>
<td>Youth Services Inc. (YSI)</td>
<td>Serve as fiscal intermediary and project manager</td>
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<tr>
<td>Sibalytics</td>
<td>Implement evaluation plan</td>
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<td>Public Consulting Group (PCG)</td>
<td>Verify correct implementation of evaluation plan</td>
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<tr>
<td>Investors</td>
<td>Provide working capital to YSI</td>
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Gray shading: Commonwealth entities
Orange shading: non-governmental entities
**Outputs and Outcomes**

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<th>Outcomes</th>
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| 1,302 Youth Served Through Roca | Social Impact (Base Case)  
• 45% reduction in bed days of incarceration  
• 30% increase in employment |
| Rigorous Random Control Trial (RCT) Evaluation | Government Procurement Tied to Results and Savings |
| Government Procured Project Management | Path to Sustainability for High Performing Organizations |
| | A New Paradigm for Philanthropy |
Incarceration Savings and Payments

State Makes Payments Based on Tangible Savings

![Graph showing savings and payments](chart.png)

Target Case: 65% Reduction
Base Case: 45% Reduction
Sr. Loan Repayment: 22% Reduction

There are additional PFS sources not included here.
Why Roca is Engaged in PFS Financing

1. Roca believes it has created what can become a systemic response to violence, poverty and incarceration for very high risk young men.

2. If outcomes are achieved, Pay for Success financing offers the ability to create a sustainable public funding source while still saving governments money.

3. Because Roca has taken on a portion of the risk itself, pay for success financing offers an opportunity to generate revenues, above and beyond success payments to support ongoing growth.
PFS Provider Risks and Opportunities

OPPORTUNITIES

- Expanded level of service delivery including new communities
- Expanded service delivery in Boston
- Participation in randomized control trial evaluation
- Access to public data systems to demonstrate success of model
- Establish predominant public funding source
- Attract future support and position Roca for future project
- Potential for future scale and sustainability
- Significant government change

RISKS

- Increased public attention, scrutiny and interest
- Pitfalls associated with random control trial evaluation
- Need to scale up institutional relationships in new communities
- Challenges associated with working with MA Probation
What it takes – The Provider Perspective

- Must clearly **understand their own costs** and be able to negotiate service fees that allow for all costs to be recouped.

- Must **understand their own programmatic outcomes** and be able to negotiate realistic, achievable project targets/outcomes.

- Must be able to **demonstrate clear cost savings** for the government.

- Providers **must have strong operational and administrative capacity**, for both the negotiation and the implementation of the project.
Lessons Learned

- Providers should implement models with known outcomes and control expansion to protect their ability to provide work.

- Working with the State budget office has been critical to project success, but all key state partners should be at the table to make the project work.

- Administrative data systems proved to be one of the most challenging components of the process.

- The negotiation process took significantly longer than expected and required more institutional capacity (legal and financial) than initially considered.

- Appropriate levels of internal capacity are critical to deal with unexpected contracting and operational challenges.