2021 - 2022

SAN MATEO COUNTY
**PROBATION
DEPARTMENT**

FRESH LIFELINES FOR YOUTH
ANNUAL EVALUATION

Helping People
Build Better Communities

ABOUT THE RESEARCHER

Applied Survey Research (ASR) is a nonprofit social research firm dedicated to helping people build better communities by collecting meaningful data, facilitating information-based planning, and developing custom strategies. The firm was founded on the principle that community improvement, initiative sustainability, and program success are closely tied to assessment needs, evaluation of community goals, and development of appropriate responses.

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Program Descriptions

FLY's mission is to partner with youths to unlock their potential, disrupt the pipeline to prison, and advance justice in California and beyond.

Youths involved in the juvenile justice system or those at risk of system involvement often lack the skills they need to thrive. FLY's programs address this gap by helping youths acquire multiple internal and external positive supports and strengths that are important for adolescent development.

FLY's programs promote safety in the community and prevent juvenile detention by working with juvenile justice-involved youth, and those at risk of involvement, to identify and develop their strengths and work towards positive long-term goals. These programs provide opportunities for youths to develop critical thinking, experience peer leadership, and engage in community service and service learning.

The Leadership, Law, and Reentry programs are described as follows:

- *Law Program (JJCPA/JPCF)*: Youths receive 12 sessions of FLY's law-related education curriculum, consisting of weekly two-hour sessions that focus on key experiential components (e.g., role plays, juvenile justice system stakeholder visit, recognition ceremony). The curriculum is interactive and incorporates social-emotional learning practices to provide: a) knowledge of youths rights and responsibilities under the law, b) a safe space for trying new behaviors and identities, c) a community that supports positive actions and choices, d) training on empathy and social awareness, and f) self-efficacy to recognize one's own potential.

- *Leadership Program (JJCPA/JPCF)*: During this 10-month program, youths receive one-one-one coaching, case management, and peer mentoring support to activate positive change. Youths who have completed the Law Program, are attending an expulsion school, or who are referred by the Probation Department are invited to apply to join the Leadership Program. They then attend an interview and orientation. This intake method mirrors a job interview to help youths build vocational skills. After acceptance into the program, youths attend a retreat with the rest of the cohort in the Santa Cruz Mountains where they learn how to set personal, education, and professional goals, as well as engage in leadership and community activism. Throughout the rest of the program, FLY case managers regularly meet one-on-one with youths to help them engage with and achieve their goals. Youths identify pro-social and community service interests, which guide the choice of monthly activities as a group. In the second half of the program, youths design, plan, and engage in service learning projects to address an issue in their communities. Aside from providing community service to their neighborhoods, youths develop an understanding of how their choices and actions can create positive outcomes for themselves and others.

- *Reentry Program (YOBG):* The Reentry Program typically starts inside locked facilities, with program staff leading Law Related Education as a way to meet and establish relationships with detained youth. In this early phase, case managers work to meet 1:1 with youths to understand their goals, strengths, and needs for Reentry. Upon release, the Reentry Program typically lasts 9 months, following a Critical Time

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Intervention model. During this time, case managers provide one-on-one support to youths as they reestablish connections with family, school, work and other community resources, helping manage any conflicts and address new needs as they arise. Over the course of the program, the case manager steps back to pressure-test the network of support, ensuring the young person has what they need to accomplish their long-term goals. Throughout the year, the Reentry program offers pro-social and community events for youths to engage with peers who are working on similar goals.

Programmatic Challenges

FLY's programs continued to grapple with the challenges of COVID-19 surges and the continued disruptions in both access to and services for the young people they serve. They transitioned between in-person and virtual programming throughout the fiscal year, balancing the need for interpersonal connection with public health risks. They are proud that - to their knowledge - no youths or families were exposed to COVID-19 as a result of FLY's work, but still were able to provide in-person case management, classes, and events for the majority of the year.

Law Program: Fortunately, this fiscal year the Law Program was able to work with stakeholders to return to in-person services in both the Fall and Spring Semester. One of our greatest challenges in the Fall however, was that due to shelter-in-place many stakeholders had not had the opportunity to get to know the youths from the previous year, since it had been on Zoom. That meant that many of the youths referred to the program in the Fall were not necessarily FLY's target population. Another challenge was that, due to COVID-19, we were not able to offer field trips to college campuses and actually had to cancel a graduation due to an increased number of cases at the time. While we know the youths still had a meaningful experience in the program, we wish they could have enjoyed the full experience.

Leadership Training Program: One of the challenges the Leadership team faced this fiscal year was the transitioning of a Case Manager three months after the program had started. Staff transitions are difficult, especially when youths are already in a cohort and have a relationship with the case manager. The Program Coordinator and Program Manager took youths from that caseload under their wing. However, since these were additional duties, we struggled to meet with youths as frequently as we intended during the months until we could fill the case manager role. Another challenge was going from in-person to virtual during the winter due to COVID-19 cases going up. The team went back to virtual meetings and events and youths held the best attitude through it all. Another challenge was connecting with other external partnerships for community service events. Most required volunteers to be vaccinated and some of our youths were not vaccinated. The team got creative and made their own community service events and they held them at the FLY office, such as making hygiene kits for our homeless neighbors.

Reentry Program - We were very excited to return to the facilities in-person for most of this fiscal year. Our biggest challenges in Reentry recruitment, however, occurred in the instances when we were unable to be in-person at the facilities. The case managers really rely on in-person meetings to recruit youths for the program, so without those meetings it would be difficult to find youths once they were released and to engage youths' interest in the program. Consistent 1-on-1 access to the youths facilities could ensure that we are able to enroll our target number of participants each fiscal year.

Evaluation Methods

Programs provided by FLY are funded by San Mateo County Probation Department's (Probation) Juvenile Probation and Camp Funding (JPCF), Juvenile Justice Crime Prevention Act (JJCPA), and Youthful Offender Block Grant (YOBG). FLY monitors programs and reports client, service, and outcome data to Probation and its evaluator, Applied Survey Research (ASR). The methods and tools used to collect the data include:

- *Participants and Services:* Grantee programs collected demographic data (e.g., race/ethnicity, gender, etc.) and service data (e.g., type of services, hours of services, etc.) for individual participants. Program staff entered this data into their own data systems prior to transferring the data to ASR for analysis.

- *Risk Factors (JJCPA and JPCF only):* Grantee programs used two assessments, the Juvenile Assessment and Intervention System (JAIS) and the Child Adolescent Needs and Strengths (CANS) assessment, to provide a standard measure of risk, life functioning, and areas of strength and need for youths:

  - JAIS: Grantee programs used the JAIS to provide a standard measure of risk for youths. This individualized assessment is a widely used criminogenic risk, strengths, and needs assessment tool that assists in the effective and efficient supervision of youths, both in institutional settings and in the community. It has been validated across ethnic and gender groups. The JAIS consists of a brief initial assessment followed by full assessment and reassessment components (JAIS Full Assessment and JAIS Reassessment). The JAIS assessment has two unique form options based on the youth's gender. Probation has elected to administer the JAIS to all youths receiving services in community programs for at-risk and juvenile justice involved youth. The JAIS Girls Risk consists of eight items, and the JAIS Boys Risk consists of ten items. Each assessment yields an overall risk level of 'low,' 'moderate,' or 'high.'

  - CANS: This is a multi-purpose tool developed for children's services to support decision-making in determining level of care and service planning, to facilitate quality improvement initiatives, and to allow outcome monitoring. The CANS consists of items scored on a 4-point scale of 0-3, with a score of two or three indicating an actionable need. The assessment groups items into several core modules, including Youths Strengths, Risk Behaviors, Behavioral/Emotional Needs, Life Functioning, Caregiver Strengths and Needs, and Acculturation. Secondary modules that can be triggered by answers to specific core module items include School, Trauma, Substance Use, and Juvenile Justice.

- *Risk Indicators:* Grantee programs evaluated certain risk indicators upon entry for JJCPA youths, including if the youths had an alcohol or other drug problem, a school attendance problem, and whether they had been suspended or expelled from school in the past year.

- *Outcomes:* Like all JJCPA funded programs, FLY reports on five justice-related outcomes for program participants occurring within 180 days post entry. They are:

  - arrests

  - probation violations

  - detentions

- court-ordered restitution completion

- court-ordered community service completion

In fiscal year (FY) 2021-22, the outcome measures reported for FLY include Arrests and Probation Violations. The prior year's cohort of program participants serves as the reference or comparison group to interpret FY 2021-22 outcomes.

FLY also collected seven program-specific outcome measures in its JJCPA and JPCF funded Law and Leadership Programs to track progress toward the goal of improving the youths' outcomes:

- youths have access to positive adult role models

- youths have more confidence to deal with negative peer pressure

- youths are less likely to break the law

- youths have more tools to make healthier choices

- youths make positive changes

- youths have hope for their future

- youths are more motivated to make changes to the systems that affect them

For YOBG-funded Law program, FLY collected the following program-specific outcome measures:

- youths report they now have access to a positive adult role model

- youths report they are less likely to commit crimes and more likely to make healthier choices

- youths will gain the skills to resist negative peer pressure

- youths will report school improvement in attendance or performance

- number of youths who receive reentry services

- *Evidence-Based Practices*: JJCPA-funded, JPCF-funded, and YOBG-funded programs are encouraged to follow evidence-based practices. To augment Probation's knowledge of which programs are being implemented by funded partners, each funded JJCPA and JPCF program has provided a catalog of its practices since the FY 2017-18 evaluation period, and YOBG started this practice in FY 2020-21. After receiving this information, ASR runs the cataloged practices reported through several clearinghouses to determine whether each practice is an[1]:

  - evidence-based theory or premise

  - evidence-based model, shown by multiple experimental or quasi-experimental studies to be effective

  - evidence-based practice or modality shown to promote positive outcomes

  - evidence-based tool or instrument that has been validated (concurrent and predictive)

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[1] For the full list of evidence-based practice clearinghouses used to evaluate programs, please see the JJCPA/JPCF Comprehensive Report for FY 2021-22.

Evaluation Findings

FY 2021-22 HIGHLIGHTS

- The number of youths served increased by 69% in FY 2021-22. However, youths spent slightly less time in the program (2.8 months) and had less service hours (7.6 hours) compared with FY 2020-21.

- Youths risk levels differed by funding stream. According to the JAIS Risk Assessment, JJCPA-funded youths tended to be at higher risk (40% 'moderate' and 20% 'high' risk) while JPCF-funded youths scored within the 'low' and 'moderate' JAIS risk classification (86% and 11%, respectively).

- FLY assessed 100% of the youths served in the Leadership Program using the CANS. Many strengths were identified for youths, including family support, social connectedness, and the educational setting. At first assessment, 33% of JJCPA-funded youths and 0% of JPCF-funded youths had three or more actionable needs across Risk Behavior, Behavioral and Emotional needs, Caregiver, and Culture modules. Small changes among youths with identified needs occurred between assessments over the year.

- In FY 2021-22, the percentage of youths arrested for a new violation stayed the same and youths with probation violations decreased from FY 2020-21.

PROFILE OF YOUTHS SERVED

During FY 2021-22, FLY served a total of 361 unique youths: 28 youths funded by JJCPA, 255 youths funded by JPCF, and 90 youths funded by YOBG (Exhibits 1 and 2). Five youths (1%) participated in both the Law and Leadership Programs.

- JJCPA: Youths in the Leadership Program received the highest average hours of service per youth, at 17.7, and an average service duration of 7.6 months. Those in the Law Program received an average of 9.7 hours of service and averaged 2.2 months in the program.

- JPCF: Youths in the Leadership Program funded by JPCF received an average of 14.7 hours of service and averaged 8.7 months in the program. Those in the Law Program funded by JPCF received an average of 6.4 hours of service and averaged 1.7 months in the program. In addition, those in the Reentry program received 8.1 hours of service and averaged 6.1 months in the program.

- YOBG: Youths in the Reentry program received an average of 8.1 hours of service and averaged 6.1 months in the program.

Exhibit 1. **Youths Services, All Probation Youths**

YOUTH SERVICES	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
All Probation Youths (JJCPA, JPCF, YOBG)					
Youths Served	434	449	230	213	361
Average Hours Served	15.2	8.9	12.8	13.6	7.6
Average Time in Program (Months)	3.4	2.9	3.5	3.6	2.8

Note: Number of youths served represents the unduplicated count of youths.

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Exhibit 2.   FLY Youths Services, by Program and Funding Source

JJCPA-FUNDED	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Leadership Program					
Youths Served	13	11	13	7	9
Average Hours Served	38.6	29.7	38.6	39.5	17.7
Average Time in Program (Months)	9.8	9.7	9.8	8.7	7.6
Law Program					
Youths Served	49	45	49	25	16
Average Hours Served	11.1	9.5	11.1	6.5	9.7
Average Time in Program (Months)	2.8	2.6	2.8	2.6	2.2
JPCF-FUNDED	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Leadership Program					
Youths Served		17	13	19	17
Average Hours Served		31.7	37.0	70.0	14.7
Average Time in Program (Months)		10.6	9.6	9.1	8.7
Law Program					
Youths Served		384	160	128	235
Average Hours Served		7.7	8.9	4.5	6.4
Average Time in Program (Months)		2.5	2.6	1.5	1.7
Re-Entry Program					
Youths Served				8	6
Average Hours Served				10.6	8.1
Average Time in Program (Months)				10.8	6.1
YOBG-FUNDED	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Youths Served				34	90
Average Hours Served				14.2	8.1
Average Time in Program (Months)				6.7	6.1

Note: Two youths were served in both the Law and Leadership Programs under the JJCPA funding stream. Three youths were served under both Law and Leadership Programs under the JPCF funding stream.

The average age of youths was 16.5 years for JJCPA, 16.8 years for JPCF, and 17.1 years for YOBG (Exhibit 3). Within JJCPA, Law Program youths were slightly younger (16.4 years) than youths in the Leadership Program

(16.8 years) on average. Similarly, for JPCF, those in the Law Program were younger (16.7 years) than those in the Leadership Program (17.6 years) and the Reentry program (18.2 years).

The majority of youths served by YOBG, JJCPA, and JPCF were male (77%, 70%, and 62%, respectively; Exhibit 3). All funding streams served a high percentage of Hispanic/Latino youths (35% for JJCPA, 60% for JPCF, and 57% for YOBG; Exhibit 4). For JJCPA, the second most prominent ethnicity identified was Asian/Pacific Islander (26%). For JPCF, the multi-racial/multi-ethnic category encompassed 15% of the population served, and for YOBG, individuals who identified as another ethnicity (Other) represented 14% of the population served.

Exhibit 3.   FLY Gender and Age Profile, by Funding Source

JJCPA PROGRAMS	MALE	FEMALE	TRANSGENDER/ OTHER	AVERAGE AGE OF YOUTH
Law	63%	37%	0%	16.4
Leadership	78%	22%	0%	16.8
JJCPA Total	70%	30%	0%	16.5
JPCF PROGRAMS	**MALE**	**FEMALE**	**TRANSGENDER/ OTHER**	**AVERAGE AGE OF YOUTH**
Law	62%	37%	1%	16.7
Leadership	59%	41%	0%	17.6
Re-Entry	50%	50%	0%	18.2
JPCF Total	62%	37%	1%	16.8
YOBG PROGRAM	**MALE**	**FEMALE**	**TRANSGENDER/ OTHER**	**AVERAGE AGE OF YOUTH**
Re-Entry	77%	19%	4%	17.1

JJCPA: Total n=28, Law n=16, Leadership n=9. JPCF: Total n=255, Law n=235, Leadership n=17, Re-entry n=6. YOBG n=90. Note: Percentages may not total 100 due to rounding.

Exhibit 4.   FLY Race/Ethnicity Profile, by Funding Source

JJCPA PROGRAMS	HISPANIC/ LATINO	WHITE/ CAUCASIAN	BLACK/ AFRICAN AMERICAN	ASIAN/ PACIFIC ISLANDER	MULTI- RACIAL/ MULTI- ETHNIC	OTHER
Law	38%	13%	6%	25%	19%	0%
Leadership	33%	0%	11%	22%	22%	11%
JJCPA Total	35%	9%	9%	26%	17%	4%
JPCF PROGRAMS	**HISPANIC/ LATINO**	**WHITE/ CAUCASIAN**	**BLACK/ AFRICAN AMERICAN**	**ASIAN/ PACIFIC ISLANDER**	**MULTI- RACIAL/ MULTI- ETHNIC**	**OTHER**
Law	60%	5%	3%	9%	14%	9%
Leadership	53%	6%	6%	0%	29%	6%
Re-Entry	83%	0%	0%	0%	17%	0%
JPCF Total	60%	5%	3%	8%	15%	9%

YOBG PROGRAM	HISPANIC/ LATINO	WHITE/ CAUCASIAN	BLACK/ AFRICAN AMERICAN	ASIAN/ PACIFIC ISLANDER	MULTI-RACIAL/ MULTI-ETHNIC	OTHER
Re-Entry	57%	3%	12%	2%	12%	14%

JJCPA: Total n=28, Law n=16, Leadership n=9. JPCF: Total n=255, Law n=235, Leadership n=17, Re-entry n=6. YOBG n= 90. Note: Percentages may not total 100 due to rounding.

RISK INDICATORS

In FY 2021-22, FLY served youths across the criminogenic risk spectrum (Exhibits 5 & 6). Most JJCPA youths scored 'low' and 'moderate' risk (40%, respectively), and 20% percent of JJCPA youths scored 'high' risk on the JAIS risk spectrum (n=4). For JPCF, most youths scored as 'low' risk (89%), with remaining youths scoring as 'moderate' risk (11%). Sample sizes for both funding streams have varied in prior years (e.g., JPCF FY 2020-21 n=41 and FY 2021-22 n=70), thus proportions should be interpreted cautiously when compared with youths' risk levels of previous years.

Exhibit 5.   JAIS Risk Levels (JJCPA)

JAIS RISK LEVEL	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Low	45%	25%	33%	46%	40%
Moderate	42%	75%	67%	54%	40%
High	13%	0%	0%	0%	20%

FY 2021-22 n=20.

Exhibit 6.   JAIS Risk Levels (JPCF)

JAIS RISK LEVEL	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Low	76%	88%	73%	89%
Moderate	24%	6%	27%	11%
High	0%	6%	0%	0%

FY 2021-22 n= 70.

When disaggregated by gender and funding stream, comparisons by gender should be made cautiously due to significant sample size limitations (Exhibit 7). Roughly nine out of 10 youths funded by JPCF scored as 'low' risk. While only one-fifth served by JJCPA programs scored 'high' risk, no JPCF youths served scored within the 'high' risk JAIS classification.

Exhibit 7.   Criminogenic Risk Level by Gender and Funding Stream
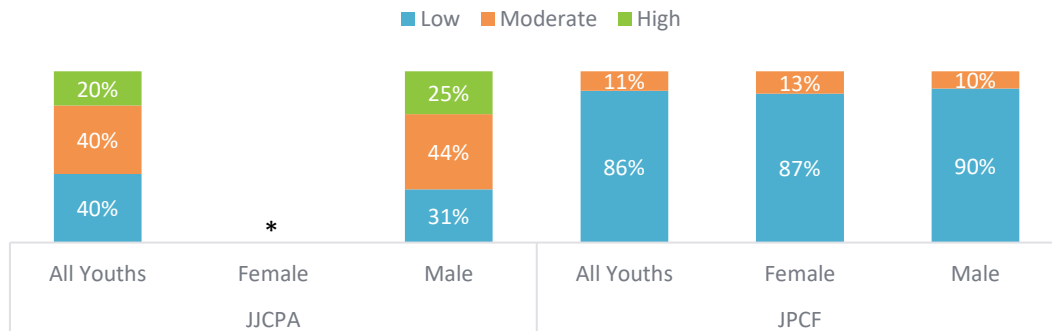
JJCPA: All Youths n=20, Female n=4, Male n=16. JPCF: All Youths n=70, Female n=30, Male n=40. *Indicates that data were suppressed due to a sample size below five.

FLY evaluated certain risk indicators upon entry for JJCPA youths, including if the youths had an alcohol or other drug problem, a school attendance problem, and whether they had been suspended or expelled from school in the past year. In FY 2021-22, approximately one out of five youths had an alcohol or other drug problem and/or attendance problem at entry (19% each, Exhibit 8). Almost half (47%) of youths had been suspended or expelled in the past year.

Exhibit 8. **Youths Risk Indicators at Program Entry (JJCPA only)**

RISK INDICATORS AT PROGRAM ENTRY	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Alcohol or Other Drug Problem	14%	29%	28%	**19%**
Attendance Problem	2%	18%	14%	**19%**
Suspension/Expulsion in Past Year	12%	44%	53%	**47%**

FY 2021-22 n=16-17.

YOUTHS STRENGTHS AND SERVICE NEEDS

In FY 2021-22, FLY gathered CANS assessment data from all 26 youths served in the FLY Leadership program. All youths had both baseline and follow-up assessment within the fiscal year (Exhibit 9).

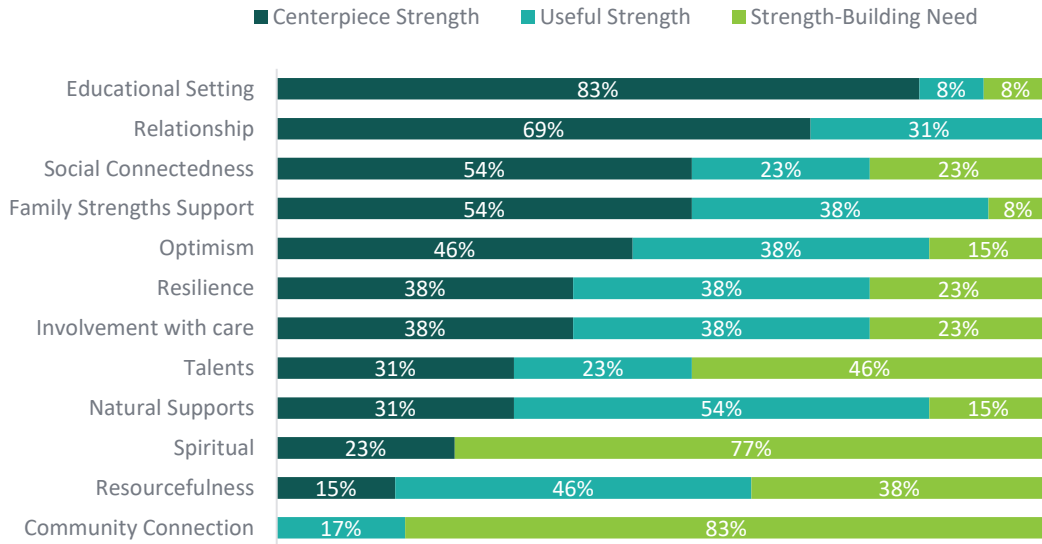**Exhibit 9.** **Number of Youths with CANS assessments by Funding Stream**

FUNDING STREAM	BASELINE	BASELINE AND FOLLOW-UP
TOTAL	26	26
JJCPA	13	13
JPCF	13	13

BASELINE ASSESSMENT

The average number of centerpiece or therapeutically useful strengths identified at baseline per youth was 9.2 (8.3 JJCPA and 10.1 JPCF) out of 12, with 100% of youths with at least one strength. FLY rated youths as possessing more strengths compared with all programs funded by San Mateo Probation, which averaged 6.1 strengths per youth and 88% of youths possessing at least one strength. This can be seen in the high percentage of youths with centerpiece and useful strengths in Exhibits 10 and 11.

For JJCPA at baseline, all youths were identified as having centerpiece or useful strengths regarding Relationship Permanence. Both Family Strengths Support and Educational Setting were common strengths (92%). In addition, 85% of youths held strengths regarding Optimism, and Natural Supports such as mentors. Interestingly, only 61% of youths specified Resourcefulness as a strength, which is a large decrease from the previous fiscal year (86%).

Exhibit 10.   Percentage of Youths with Each Strength at Baseline (JJCPA)

■ Centerpiece Strength   ■ Useful Strength   ■ Strength-Building Need

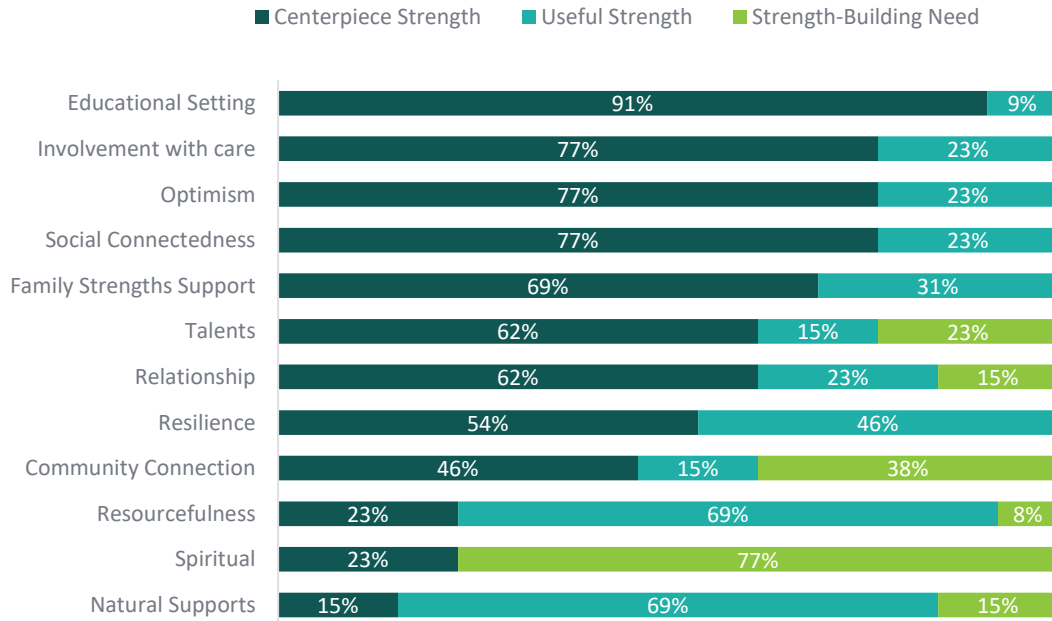| Strength	Centerpiece Strength	Useful Strength	Strength-Building Need
Educational Setting	83%	8%	8%
Relationship	69%	31%	
Social Connectedness	54%	23%	23%
Family Strengths Support	54%	38%	8%
Optimism	46%	38%	15%
Resilience	38%	38%	23%
Involvement with care	38%	38%	23%
Talents	31%	23%	46%
Natural Supports	31%	54%	15%
Spiritual	23%		77%
Resourcefulness	15%	46%	38%
Community Connection		17%	83%

n=13. Please see the San Mateo Probation Comprehensive Report for results across all programs. Percentages may not add to 100 due to rounding.

All JPCF-funded youths possessed useful strengths in Educational Setting, Family Strengths, Optimism, Involvement with Care, and Social Connectedness (Exhibit 11). Approximately 60% of JPCF youths possessed strengths in Community Connection, which is a large decrease from the proportion endorsing Community Connection in the previous fiscal year (89%).

Although JJCPA and JPCF youths differed in many of their strength-building needs, 77% of youths reported Spiritual and Religious support was one of the top needs, which is a similar percentage across funding streams and San Mateo Probation-funded programs overall (77% JJCPA, 82% JPCF).
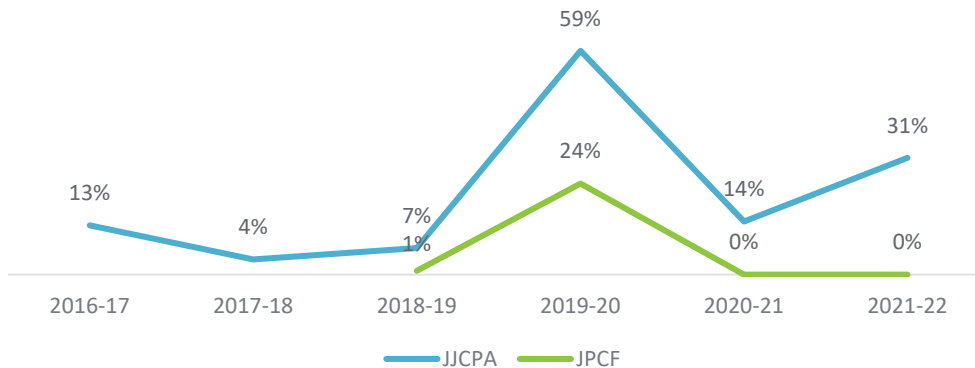
Exhibit 11.   Percentage of Youths with Each Strength at Baseline (JPCF)

Legend: ■ Centerpiece Strength ■ Useful Strength ■ Strength-Building Need

Category	Centerpiece	Useful	Need
Educational Setting	91%		9%
Involvement with care	77%	23%	
Optimism	77%	23%	
Social Connectedness	77%	23%	
Family Strengths Support	69%	31%	
Talents	62%	15%	23%
Relationship	62%	23%	15%
Resilience	54%	46%	
Community Connection	46%	15%	38%
Resourcefulness	23%	69%	8%
Spiritual	23%		77%
Natural Supports	15%	69%	15%

n=14 except for Educational Setting (n=12). Please see the San Mateo Probation Comprehensive Report for results across all programs. Percentages may not add to 100 due to rounding.

Almost one-third of the 13 JJCPA-funded youths (n=4) and none of the JPCF-funded youths assessed at baseline had three or more actionable needs. This is an almost 20% increase from the percentage of JJCPA youths with three or more actionable needs in the previous fiscal year (14%; Exhibit 12).

Exhibit 12.   Percentage of Youths with Three or More Actionable Needs at Baseline by Funding Stream

JJCPA: 2016-17: 13%, 2017-18: 4%, 2018-19: 7%, 2019-20: 59%, 2020-21: 14%, 2021-22: 31%
JPCF: 2018-19: 1%, 2019-20: 24%, 2020-21: 0%, 2021-22: 0%

FY 2021-22 JJCPA n=13 JPCF n=13.

Exhibit 13 presents the percentage of youths administered a baseline CANS assessment having at least one actionable need in that module by funding stream. A high percentage of JJCPA-funded youths had actionable needs around engaging in risk behaviors including delinquency and recent juvenile justice involvement. No youths in either funding stream had a behavioral or emotional need.

Exhibit 13.   **Percent of Youths with at Least One Moderate or Significant Need per CANS Module at Baseline by Funding Stream**
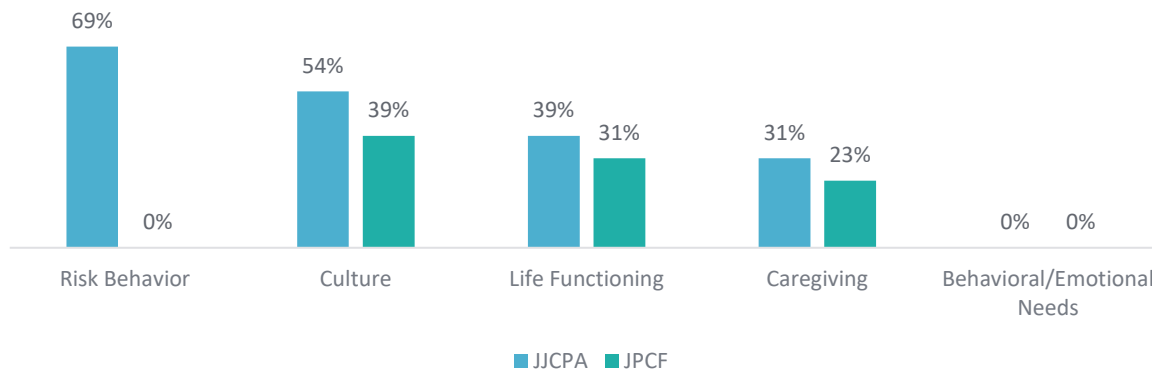
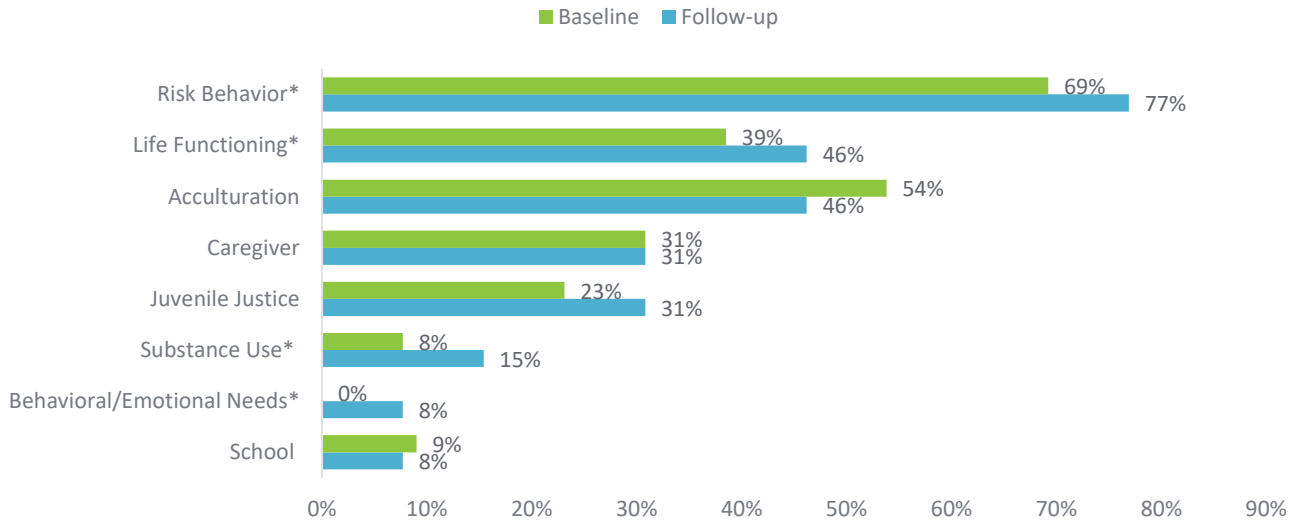FY 2021-2022 JJCPA n=13 JPCF n=13.

CHANGE OVER TIME

All 26 youths with a baseline assessment also had a follow up assessment (13 for JJCPA and 13 for JPCF). These assessments were analyzed to reflect most accurately the change in the number of youths with actionable needs over time.

The number of youths served under JJCPA funding with at least one centerpiece strength remained at 92% at baseline and at follow-up for the 13 youths served. The percentage of the 13 youths served under JPCF funding with at least one centerpiece strength decreased from 100% to 92%, as one youth lost their centerpiece strength.

Exhibit 14 shows the percentage of JJCPA-funded youths with at least one actionable need at baseline and follow-up. Due to a very small sample size, the difference in percentages represents one youth who no longer had an actionable need regarding Acculturation. The increase in percentage between baseline and follow-up for Substance Use, Life Functioning needs, Juvenile Justice, Risk Behavior, and Behavioral and Emotional needs is the result of one additional youth identifying the area as an actionable need. Trauma is not included as no youths endorsed any trauma needs at baseline or follow-up.
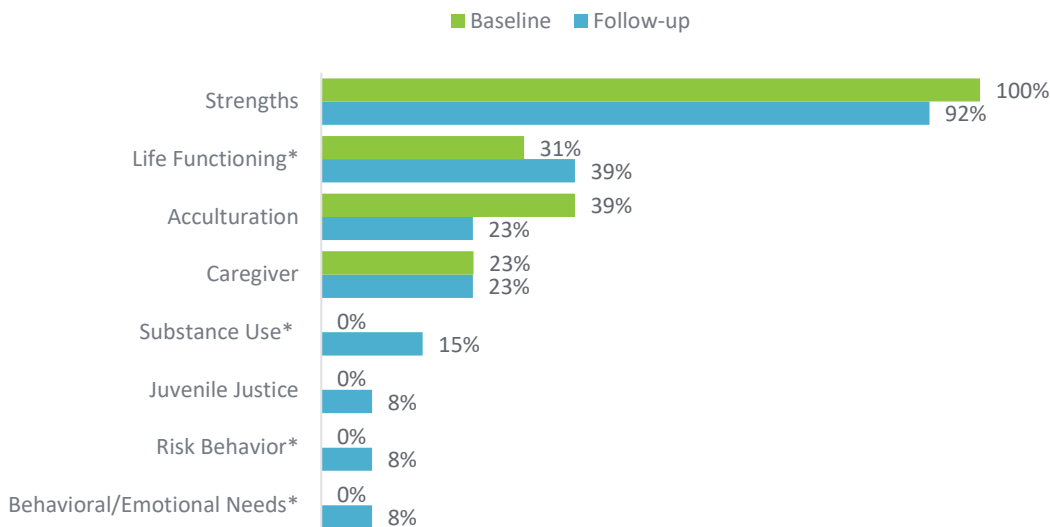
Exhibit 14. **Change in Percentage of Youths with CANS Actionable Needs Over Time (JJCPA)**

■ Baseline ■ Follow-up

- Risk Behavior*: Baseline 69%, Follow-up 77%
- Life Functioning*: Baseline 39%, Follow-up 46%
- Acculturation: Baseline 54%, Follow-up 46%
- Caregiver: Baseline 31%, Follow-up 31%
- Juvenile Justice: Baseline 23%, Follow-up 31%
- Substance Use*: Baseline 8%, Follow-up 15%
- Behavioral/Emotional Needs*: Baseline 0%, Follow-up 8%
- School: Baseline 9%, Follow-up 8%

(Axis: 0% to 90%)

N=13, except for School (n=9). *Results include needs identified on core items or secondary modules.

Exhibit 15 shows the percentage of youths with at least one actionable need at baseline and follow-up for JPCF. The results show that two of the youths who had an Acculturation need at baseline no longer had one at follow-up. The increase in percentages from baseline to follow-up for Life Functioning, Risk Behaviors, Juvenile Justice, Behavioral and Emotional Needs, and Substance Use were the result of one new youth in each instance identifying the area as a need. Trauma and School need areas are not included as no youth endorsed any needs in these areas at baseline or follow-up. As with JJCPA, the number of youths assessed is small and, therefore, should be interpreted with caution.

Exhibit 15. **Decrease in Percentage of Youths with CANS Actionable Needs Over Time (JPCF)**

■ Baseline ■ Follow-up

- Strengths: Baseline 100%, Follow-up 92%
- Life Functioning*: Baseline 31%, Follow-up 39%
- Acculturation: Baseline 39%, Follow-up 23%
- Caregiver: Baseline 23%, Follow-up 23%
- Substance Use*: Baseline 0%, Follow-up 15%
- Juvenile Justice: Baseline 0%, Follow-up 8%
- Risk Behavior*: Baseline 0%, Follow-up 8%
- Behavioral/Emotional Needs*: Baseline 0%, Follow-up 8%

N=13, except for School (n=7). *Results include needs identified on core items or secondary modules.

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JUSTICE OUTCOMES

Exhibit 16 presents justice-related outcomes for 20 youths whose six-month post-entry evaluation milestone occurred in FY 2021-22. As shown, youths arrested for a new law violation stayed the same and youths with a probation violation decreased from the previous fiscal year.

Exhibit 16.   Justice Outcomes (JJCPA Only, 180 Days Post Entry)

JUSTICE OUTCOMES	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Youths Arrested for a New Law Violation	17%	16%	27%	10%	**10%**
Youths with a Probation Violation	20%	22%	65%	17%	**7%**

FY 2021-22 n= 20 for Youths Arrested for a New Law Violation, n=14 for Youths with a Probation Violation.

PROGRAM-SPECIFIC OUTCOMES

FLY's goal for CANS completion rate for the youth participants was 95%. They exceeded that goal, achieving a 100% completion rate (Exhibit 17). FLY met the goal of having 100% of the staff administering CANS certified (2 out of 2).

Exhibit 17.   Program-Specific Outcomes

CANS DATA COLLECTION	FY 21-22 TARGET	FY 21-22 RESULTS
CANS Completion Rate	95%	100%
CANS Users/Trainers Current with (Re)Certification	100%	100%

FLY's Law and Leadership programs achieved measurable impact (Exhibits 18 and 19). At the end of the program, FLY staff administered a Likert-scale survey to evaluate success. They had three required measures for JJCPA and JPCF-funded Law and Leadership programs (see items 1-3, Exhibits 18 and 19). They exceeded all of those outcomes and provided results for four additional measures for each of the programs (see items 4-6, Exhibits 18 and 19). By surpassing all their goals, this demonstrates that they are cultivating important developmental assets in the youths they serve. FLY's YOBG-funded Law program had five performance measures (Exhibit 20). They exceeded all of these goals as well in FY 2021-22.

Exhibit 18.   Program-Specific Outcomes – JJCPA

LAW PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21	FY 21-22 TARGET	FY 21-22 RESULTS
1. Youths report that the program gave them access to positive adult role models.	94%	91%	**80%**	100%
2. Youths report the program has given them more confidence to deal with negative peer pressure.	100%	100%	**80%**	100%
3. Youths report they are less likely to break the law after being in FLY.	94%	91%	**80%**	83%

4. Youths report that the program has given them more tools to make healthier choices.	95%	100%	N/A*	100%
5. Youths report they want to make positive changes after being in FLY.	95%	91%	N/A*	100%
6. Youths report they now have hope for their future.	100%	82%	N/A*	75%
7. Youths report they are more motivated to make changes to systems that affect them.	**	**	N/A*	92%

LEADERSHIP PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21	FY 21-22 TARGET	FY 21-22 RESULTS
1. Youths report that the program gave them access to positive adult role models.	100%	100%	80%	100%
2. Youths report the program has given them more confidence to deal with negative peer pressure.	82%	100%	80%	85%
3. Youths report they are less likely to break the law after being in FLY.	100%	100%	80%	92%
4. Youths report that the program has given them more tools to make healthier choices.	91%	100%	N/A*	85%
5. Youths report they want to make positive changes after being in FLY.	100%	80%	N/A*	100%
6. Youths report they now have hope for their future.	100%	100%	N/A*	92%
7. Youths report they are more motivated to make changes to systems that affect them.	**	**	N/A*	85%

*This is not a required performance measure. ** New measure for FY 2021-22.

Exhibit 19.   Program-Specific Outcomes – JPCF

LAW PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21	FY 21-22 TARGET	FY 21-22 RESULTS
1. Youths report that the program gave them access to positive adult role models.	100%	100%	80%	86%
2. Youths report the program has given them more confidence to deal with negative peer pressure.	100%	96%	80%	86%
3. Youths report they are less likely to break the law after being in FLY.	89%	96%	80%	83%
4. Youths report that the program has given them more tools to make healthier choices.	93%	96%	N/A*	93%
5. Youths report they want to make positive changes after being in FLY.	94%	100%	N/A*	88%
6. Youths report they now have hope for their future.	96%	96%	N/A*	87%
7. Youths report they are more motivated to make changes to systems that affect them.	**	**	N/A*	83%

LEADERSHIP PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21	FY 21-22 TARGET	FY 21-22 RESULTS
1. Youths report that the program gave them access to positive adult role models.	100%	100%	80%	100%
2. Youths report the program has given them more confidence to deal with negative peer pressure.	89%	86%	80%	85%
3. Youths report they are less likely to break the law after being in FLY.	100%	93%	80%	92%
4. Youths report that the program has given them more tools to make healthier choices.	89%	93%	N/A*	85%
5. Youths report they want to make positive changes after being in FLY.	100%	100%	N/A*	100%
6. Youths report they now have hope for their future.	89%	93%	N/A*	92%
7. Youths report they are more motivated to make changes to systems that affect them.	**	**	N/A*	85%

*This is not a required performance measure. ** New measure for FY 2021-22.

Exhibit 20.   **Program-Specific Outcomes – YOBG**

LAW PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21	FY 21-22 TARGET	FY 21-22 RESULTS
1. Youths report they now have access to a positive adult role model.		100%	80%	93%
2. Youths report they are less likely to commit crimes and more likely to make healthier choices.		91%	75%	93%
3. Youths will gain the skills to resist negative peer pressure.		81%	80%	93%
4. Youths will report school improvement in attendance or performance.		83%	80%	93%
5. Number of youths who receive Reentry services.		34	30	37

EVIDENCE-BASED PRACTICES

In FY 2021-22, FLY programs were asked to provide the practices and curricula they employed in their programs. ASR then evaluated the catalogued programs to determine whether they were evidence-based or promising practices by running them through several evidence-based practice clearinghouses. Exhibit 21 details the practices and curricula that FLY used in its programs.

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Exhibit 21. Evidence-Based Practices

PRACTICE	IMPLEMENTATION	RATING
Critical Time Intervention	FLY's Reentry Program focuses on Critical Time Intervention, a practice designed to support people who have experienced a disruption in their lives. CTI is a step-down model of care that provides more intensive case management services in the initial phase, to (re)establish a positive community support network. In the second phase, the young person and the case manager observe how the network is functioning and increase the young person's leadership in accessing and managing their resources for support. In the final phase, the case manager steps back to ensure the supports work independently and in support of the young person's long-term goals, to ensure a successful transfer of care.	Evidence-based practice according to Social Programs that Work and the Evidence-Based Practice Center.[2,3]
Harm Reduction	FLY implements Harm Reduction techniques that align with the SAMHSA, with the intention of helping young people manage risky behaviors (especially those related to substance use and survival sex, but also others that could increase their justice system involvement). Harm reduction is an important tool to engage young people in thinking critically about their agency, environment, and options from a stance of humility and compassion. As with all FLY services, we meet young people where they are and work with them to understand the needs they may be meeting with certain risky behaviors, consider other options for meeting those needs, and set their own goals for meeting their needs while managing their risks.	Although not rated as evidence-based, it is recognized as an effective intervention for alcohol and substance abuse.[4,5]
Law Related Education	Cognitive Behavioral Therapy-based legal education curriculum includes weekly two-hour sessions and key experiential components such as role plays, debates, and mock city council hearings to capture youths interest, educate them about the law, and build life skills. The curriculum covers relevant topics such as police encounters, accomplice liability, three strikes, theft, vandalism, drugs, gangs, and police arrests. The curriculum also teaches critical life skills like anger management, problem solving, conflict resolution, and resisting negative peer pressure. Lessons are delivered once a week to groups of approximately 15-25 youths in the Law Program at community school-based sites, as well as locked facilitates.	Although it incorporates the evidence-based practice of Cognitive Behavioral Therapy, it is not a nationally recognized evidence-based or promising practice.
Motivational Interviewing	In alignment with the National Institutes of Corrections evidence-based practices, FLY trains all staff on Motivational Interviewing. Staff are trained on: the spirit of MI, using client-centered skills, recognizing change talk, eliciting and reinforcing change talk, rolling	Evidence-based practice according to the Center for Evidence-Based Practices.[6] Elsewhere rated as

[2] Evidence-Based Practice Center (n.d.). Critical Time Intervention. https://ebpcenter.umaryland.edu/Training-Topics/Critical-Time-Intervention/

[3] Social Programs that Work. (n.d.). Critical Time Intervention. https://evidencebasedprograms.org/programs/critical-time-intervention/

[4] Substance Abuse and Mental Health Services Administration. (2022). Harm Reduction. https://www.samhsa.gov/find-help/harm-reduction

[5] Logan, D. E., & Marlatt, G. A. (2010). Harm reduction therapy: a practice-friendly review of research. Journal of clinical psychology, 66(2), 201–214. https://doi.org/10.1002/jclp.20669

[6] Center for Evidence-Based Practices (2018). Motivational Interviewing. Case Western Reserve University. https://www.centerforebp.case.edu/practices/mi

	with resistance, developing a change plan, consolidating client commitment, and integrating MI with other intervention methods. This approach is then incorporated into our Law and Leadership programs through staff engagement with youth, whether in group settings like our Law classes or individually in Leadership case management. Staff performance evaluations include observation and feedback on MI skills application, and regular trainings are provided to all staff throughout the year.	research-based for children in mental health treatment[7], but the Office of Justice Programs rates the use of motivational interviewing for juvenile substance abuse as having "no effect" for clients age 14-19.[8,9]
Social- Emotional Learning (SEL)	In our Leadership Program, FLY uses the experiential Social-Emotional Learning activities of Creative, Resourceful, and Whole, created by Be The Change Consulting. These tools are designed to "transform trauma into opportunities for healing… and cultivate young people's ability to reach healthy, productive adulthood and establish permanency." [10] FLY engages youths in a process of SEL skill development, moving from self-awareness through social-awareness, critical thinking, and ultimately to self-advocacy. By completing tools in alignment with youths goals, FLY participants develop a sense of their own leadership identity.	The practice of SEL was rated effective in reducing students' conduct problems and emotional stress.[11]
Trauma-Informed Care	Trauma-informed care is a strengths-based service delivery approach "that is grounded in an understanding of and responsiveness to the impact of trauma; that emphasizes physical, psychological, and emotional safety for both providers and survivors; that creates opportunities for survivors to rebuild a sense of control and empowerment."[12] FLY utilizes trauma-informed care in all of our interactions with youth, based on the six core principles of Trauma Informed Care: safety, trustworthiness, peer support, collaboration, elevating youths voice, and engagement with cultural, historical, gender, racial, and ethnic issues.	The Trauma-Informed approach is evidence-based practice according to SAMHSA.[13]

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[7] Washington State Institute for Public Policy. (2020). Updated Inventory of Evidence-Based, Research-Based, and Promising Practices: For Prevention and Intervention Services for Children and Juveniles in the Child Welfare, Juvenile Justice, and Mental Health Systems. http://www.wsipp.wa.gov/ReportFile/1727/Wsipp_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems_Report.pdf

[8] OJJDP Model Program Guide. (2011). Practice Profile: Motivational Interviewing (MI) for Substance Abuse Issues of Juveniles in a State Facility https://www.crimesolutions.gov/ProgramDetails.aspx?ID=180

[9] https://nicic.gov/evidence-based-practices-ebp

[10] https://www.bethechangeconsulting.com/solutions/initiatives/coaching-case-management

[11] OJJDP Model Program Guide. (2015). Practice Profile: School-Based Social and Emotional Learning (SEL) Programs. https://crimesolutions.ojp.gov/ratedpractices/39#pd

[12] Hopper, E. K., Bassuk, E. L., & Olivet, J. (2010). Shelter from the storm: Trauma-informed care in homeless service settings. The Open Health Services and Policy Journal, 3, 80-100

[13] SAMHSA. (2014). SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach, p10. Pub ID#: SMA14-4884. https://store.samhsa.gov/product/SAMHSA-s-Concept-of-Trauma-and-Guidance-for-a-Trauma-Informed-Approach/SMA14-4884

CLIENT STORIES

Each year, staff at funded programs provide client stories to help illustrate the effect of services on their clients. The following are three client stories provided by FLY for FY 2021-22: the first for a youth funded through JPCF, the second funded through JJCPA, and the third funded through YOBG.

Exhibit 22.   Client Success Story – JPCF

Name of client	Kevin
Age and gender	18 years old, male
Reason for referral	Kevin was referred by school counselor when he was a sophomore at South San Francisco High School.
Client's behavior, affect, and appearance when they first started in the program	When Kevin first joined the program, the COVID-19 pandemic had just started. He was very shy during his one-on-ones and he was very short in his responses to questions about what was happening in his life, his goals, and his background.
Activity engagement and consistency	Kevin was engaged in different activities all through the program. He was not only engaged in virtual activities but he has also engaged in Restorative Justice for Oakland Youth (RJOY) meetings with other FLY youths from other counties. He participated in several staff interviews and he also attended a Youth Voice workshop that was hosted for the first time in San Mateo County.
Client's behavior, affect, and appearance toward the end of the program	Not only was Kevin engaged as a peer leader all through the year, but he decided he wanted to continue and come back to the program to become a Peer Mentor. Kevin had two different case managers through his time as a peer leader and he remained positive all through the process
What the client learned as a result of the program	Kevin learned that consistent communication and the importance of advocating for himself as a life skill.
What the client is doing differently in their life now as a result of the program	Kevin graduated high school and he's applying into vocational schools. He will also be returning to the Leadership program as a Peer Mentor, supporting new youths alongside FLY staff members.
The value of the program in the client's words	"This program was a very eye-opening experience, I was able to do things I would've never tried and I could trust all the staff"

Exhibit 23.   Client Success Story – JJCPA

Name of client	Eric
Age and gender	18 years old, male
Reason for referral	Eric was referred by his probation officer because she wanted youths to get more involved in the community and have more support to accomplish goals.

Client's behavior, affect, and appearance when they first started in the program	In the beginning of the program Eric was a little hesitant to participate in the program and meet with the case manager. Case manager found out the Eric was skipping classes and needed to catch up with credits.
Activity engagement and consistency	Eric attended some of the events for the Leadership program. For example, he attended the Halloween Haunt during Halloween month and a movie night that we had virtually during Christmas. Eric also met with his case manager twice a month for one-on-one meetings and worked on personal goals, such as completing homework assignments, and talking about how to deal with family/personal issues. Eric's engagement was consistent.
Client's behavior, affect, and appearance toward the end of the program	Towards the end of the program, Eric felt more motivated to attend school and was able to graduate on time. Also, Eric felt more comfortable sharing personal things with case manager and talked more about different ways to handle certain situations and practice more self-care.
What the client learned as a result of the program	Eric learned that he is capable of accomplishing anything that he puts his mind into.
What the client is doing differently in their life now as a result of the program	Eric feels more confident to do more things by himself and takes more initiative to complete important tasks on his own.
The value of the program in the client's words	"This program gave me a safe space to talk about my problems and vent to my case manager"

Exhibit 24.   Client Success Story – YOBG

Name of client	Kingsley
Age and gender	16 years old, male
Reason for referral	Kingsley was recruited at a law site by the Reentry and Law program manager.
Client's behavior, affect, and appearance when they first started in the program	Kingsley was really excited about joining the program, but at the same time he was feeling shy because he expressed that he was not used to jump into new things and meeting new people. He was also anxious and was second guessing it. As time passed Kingsley felt more comfortable being in the program because he started to build positive relationships with staff and peers.
Activity engagement and consistency	Kingsley was excited and nervous to participated in the Reentry events. He attended events such as movie night, office decorating activities for Christmas and Youth Voice workshops in Alameda County. Kingsley showed up to these events ready to learn and engage with other people. Even though he does not like public speaking, he was always ready to participate and share his ideas with everyone. Kingsley expressed that he likes to challenge himself as it helps him grow in different areas.

Client's behavior, affect, and appearance toward the end of the program	Kingsley has grown so significantly while in FLY's Reentry Program. From being on probation and on ankle monitor, he started focusing on his priorities as he wanted to change his life around and make a difference in his life as he did not want to keep repeating the cycle of getting re-incarcerated. Kingsley got off EMP, graduated early and got a kindness recognition at school. He wants to continue working on his life skills and motiving others to improve.
What the client learned as a result of the program	Kingsley learned to be more confident and self-conscious throughout his 9 months in program. Getting introduced to new people, connecting, and facing new challenges gave him the satisfaction to look up to his peers and positive role models he was exposed to. This motivated him to continue grow and better himself.
What the client is doing differently in their life now as a result of the program	Kingsley has become more responsible and enthusiastic about his future. He started to focus on finding employment and looking into his college options. Kingsley also expressed that he wanted to continue to keep growing as a person with the support of FLY, as well as sharing everything he has learned with other peers and scale up his leadership skills. Therefore, Kingsley will transition from the Reentry Program to FLY Leadership Program starting August 2022.
The value of the program in the client's words	"The program has value that money cannot buy."