SAN MATEO COUNTY
PROBATION DEPARTMENT

FRESH LIFELINES FOR YOUTH
ANNUAL EVALUATION

2020 - 2021

ASR

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.

Authors

Kim Carpenter, Ph.D.

Kimberly Gillette, M.P.H.

Manya Jyotishi, Ph.D.

Connie Chu, B.A.

Graphic Design: Jenna Nybank, B.F.A.

Locations

Bay Area:
1871 The Alameda, Suite 180
San Jose, CA 95126
Phone 408-247-8319

Central Coast:
55 Penny Lane, Suite 101
Watsonville, CA 95076
Phone 831-728-1356

Sacramento:
2351 Sunset Blvd., Suite 170-187
Rocklin, CA 95765
Phone 916-827-2811

www.appliedsurveyresearch.org

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Program Descriptions

The mission of Fresh Lifelines for Youth, Inc. (FLY) is to prevent juvenile crime and detentions through law-related education, coaching and mentoring, and leadership training.

Youth involved in the juvenile justice system or those at risk of system involvement often lack the skills and resources they need to thrive.[1] FLY's Leadership, Law, and Reentry programs address this gap by helping youths build both internal and external sources of support to achieve their goals.

In San Mateo County, FLY's programs promote safety in the community and prevent juvenile detention by working with at-risk and juvenile justice-involved youth to identify and develop their strengths. FLY's programs provide opportunities for youths to develop strengths through critical thinking, access to caring adults, peer leadership, community service, and service learning.

Law Program

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, field trip, 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 e) self-efficacy to recognize one's potential. The curriculum is delivered by a combination of FLY staff members and highly trained volunteers from the same communities as the young people.

Leadership Program

During this 10-month program, youths receive one-on-one coaching, case management, and peer mentoring support to activate positive change. Youths who have completed the Law Program or are referred by the Probation Department are invited to join the Leadership Program. First, they attend an interview and orientation. This intake method mirrors a job interview to help youths build vocational skills. After acceptance into the program, youths typically attend a three-day retreat in the Santa Cruz Mountains, where they learn how to set personal, educational, and professional goals, and to engage in leadership and community activism. FLY case managers regularly meet one-on-one with youths to help them engage with and achieve their goals. Together, youths design, plan, and engage in a service-learning project to address an issue in their communities. Aside from providing community service to their neighborhoods, youths understand how their choices and actions can create positive outcomes for themselves and others.

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[1] Chew, W. et al. (2010). Developmental assets: profile of youth in a juvenile justice facility. https://doi.org/10.1111/j.1746-1561.2009.00467.x

Reentry Program

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 youths. In this early phase, case managers work to meet one-on-one with youths to understand their reentry goals, strengths, and needs. Upon release, the Reentry Program typically lasts nine months, following a Critical Time 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 support network, 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 working on similar goals.

Programmatic Challenges

FLY provided an account of programmatic challenges for each program funded in FY 2020-21.

Law Program

The Law Program continued to function in a virtual setting throughout the school year, with a few classes offered on-campus in the late spring as school partners allowed. The virtual setting was a significant challenge. Law class is typically a different experience than academic classes for youths who participate at their schools, providing a safe space for youths to explore questions and issues that are coming up in their personal lives and communities. While FLY worked to build that same experience online, youth engagement was more challenging for staff and volunteers. Additionally, while FLY has great, responsive partners at many schools, school schedules and processes changed many times throughout the year, often disrupting the sequence of classes and making recruitment of new youths into the program particularly difficult. Staff and volunteers were endlessly creative in creating positive experiences for youths, and those who did engage had very positive things to say about their experiences. By the end of the spring semester, FLY offered safe in-person classes at multiple schools, where they saw youth engagement immediately rebound. FLY is hopeful they will return to previous levels of service and engagement in the next year with the reopening of classrooms and the ability to safely work with youth in-person.

Leadership Training Program

The Leadership Training Program (LTP) did tremendous work last spring to recruit a full cohort of 26 youths, despite the disruption of the pandemic. LTP staff created a virtual retreat for youths to meet and learn about the program over two days. Over the year, case managers worked with youths one-on-one virtually, using creative methods to connect, such as taking walks while on Facetime and sending personalized care packages to youths. The team also created monthly events, such as paint nights and food drives, to help youths stay connected to each other and to the broader community during shelter-in-place orders. Further, nine youths engaged in an intensive service-learning project on homelessness, learning about the issue from other local service providers, planning a virtual community service event, and providing care packages to their neighbors experiencing homelessness. Happily, at the end of the program year, it was safe enough for the LTP closing event to be held in person, allowing some youths who had connected virtually all year to meet for the first time. Unfortunately, despite these sustained efforts, FLY had slightly higher program attrition than normal, with six youths closing out early. However, given the significant hurdles to engagement, having 20 youths complete the program successfully was a significant accomplishment for FLY. They expect there will be lingering challenges in the next year, as their recruitment processes were also severely disrupted by school closures.

Reentry Program

As with their other programs, FLY continued to offer all services virtually throughout the year, until the late spring when staff could be vaccinated and meet safely with youths and families. Given the higher needs of the Reentry program youths, engagement was significantly more difficult. In a normal year, if a youth did not respond to a call or text, case managers could go to their homes or schools to talk with them. While FLY eventually established protocols for providing safe in-person services, these meetings and law-related education classes in the locked facilities were not possible for most of the year. At the same time, youths on caseloads often needed services for longer than the standard nine-month program because establishing and maintaining support networks in the community was significantly more difficult. As a result, FLY chose to keep youths on caseloads for longer periods to ensure they were safe, stable, and supported. Finally, with the very low number of youths in Camp Kemp and YSC, the Reentry Program could not recruit the number of new youths that was expected to be served. FLY will continue to monitor the Reentry population to assess how they can best deploy resources to support youths reentering the community.

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 Youth 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 are:

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 these data elements 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 Juvenile Assessment and Intervention System (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 Youth 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.

Outcomes: Like all JJCPA funded programs, FLY collects data for several justice-related outcomes for program participants. Probation has elected to report these outcomes at 180 days post entry. The reference or comparison group reflects the past year's cohort of program participants to interpret FY 2020-21 outcomes. In FY 2020-21, FLY collected the following outcome measures:

- arrests
- detentions
- probation violations
- court-ordered restitution completion
- court-ordered community service completion

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

- youth have access to positive adult role models
- youth are more likely to make healthier choices
- youth have more confidence to deal with negative peer pressure
- youth have hope for their future
- youth make positive changes
- youth are less likely to break the law

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

- youth report they now have access to a positive adult role model
- youth report they are less likely to commit crimes and more likely to make healthier choices
- youth will gain the skills to resist negative peer pressure
- youth will report school improvement in attendance or performance
- number of youth 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 JJPCA 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 any new cataloged practices reported through several clearinghouses to determine whether the practices were[2]:

- evidence-based theory or premise
- evidence-based model, shown by multiple experimental or quasi-experimental studies to be effective
- evidence-based practices, or modalities shown to promote positive outcomes
- evidence-based tools, or instruments that have been validated (concurrent and predictive)

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[2] *For the full list of evidence-based practice clearinghouses used to evaluate programs, please see the JJCPA/JPCF Comprehensive Report for FY 2020-21.*

Evaluation Findings

FY 2020-21 Highlights

- The number of youths served decreased by 7% in FY 2020-21. However, youths spent a longer time in the program (3.8 months) and had more service hours (13.7 hours) compared with FY 2019-20.
- Youth risk levels differed by funding stream. According to the JAIS Risk Assessment, JJCPA-funded youths tended to be at higher risk (54% 'moderate' risk and 46% 'low' risk) than JPCF-funded youths (27% 'moderate' risk and 73% 'low' risk).
- FLY assessed 100% of the youths served using the CANS. Many strengths were identified for youths, including stable and consistent permanent relationships, family support, and social connectedness. At first assessment, 14% of JJCPA-funded youths and 0% of JPCF-funded youths had three or more actionable needs across Risk Behavior, Behavioral and Emotional needs, and Culture modules. Small changes among youths with identified needs occurred between assessments over the year.
- In FY 2020-21, the percentage of youths arrested for a new violation, youths with detentions, and youths with probation violations decreased from FY 2019-20.

Profile of Youths Served

During FY 2020-21, FLY served a total of 213 unique youths: 32 youths funded by JJCPA, 155 youths funded by JPCF, and 34 youths funded by YOBG (Tables 1 and 2). Eight youths (3%) participated in both the Law and Leadership Programs.

- **JJCPA:** Youths in the Leadership Program received the highest average hours of service per youth, at 39.5, and an average service duration of 8.7 months. Those in the Law Program received an average of 6.5 hours of service and averaged 2.6 months in the program.
- **JPCF:** Youths in the Leadership Program funded by JPCF received an average of 70 hours of service and averaged 9.1 months in the program. Those in the Law Program funded by JPCF received an average of 4.5 hours of service and averaged 1.5 months in the program. In addition, those in the Reentry program received 10.6 hours of service and averaged 10.8 months in the program.
- **YOBG:** Youths in the Reentry program received an average of 14.2 hours of service and averaged 6.7 months in the program.

Table 1.   Youth Services, All Probation Youths

YOUTH SERVICES	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
All Probation Youths (JJCPA, JPCF, YOBG)					
Youths Served	90	434	449	230	**213**
Average Hours Served	22.8	15.2	8.9	12.8	**13.6**
Average Time in Program (Months)	N/A	3.4	2.9	3.5	**3.6**

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

Table 2. FLY Youth Services, by Program and Funding Source from FY 2016-17 to FY 2020-21

JJCPA-Funded	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Leadership Program					
Youths Served	21	13	11	13	**7**
Average Hours Served	31.0	38.6	29.7	38.6	**39.5**
Average Time in Program (Months)	N/A	9.8	9.7	9.8	**8.7**
Law Program					
Youths Served	80	49	45	49	**25**
Average Hours Served	12.4	11.1	9.5	11.1	**6.5**
Average Time in Program (Months)	N/A	2.8	2.6	2.8	**2.6**
JPCF-Funded	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Leadership Program					
Youths Served	Not funded through JPCF in these years		17	13	**19**
Average Hours Served			31.7	37.0	**70.0**
Average Time in Program (Months)			10.6	9.6	**9.1**
Law Program					
Youths Served	Not funded through JPCF in these years		384	160	**128**
Average Hours Served			7.7	8.9	**4.5**
Average Time in Program (Months)			2.5	2.6	**1.5**
Re-Entry Program					
Youths Served	Data not collected in prior fiscal years				**8**
Average Hours Served					**10.6**
Average Time in Program (Months)					**10.8**
YOBG-Funded	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Youths Served	Data not collected in prior fiscal years				**34**
Average Hours Served					**14.2**
Average Time in Program (Months)					**6.7**

Note: Three youths were served in both the Law and Leadership Programs under the JJCPA funding stream. Four youths were served under both Law and Leadership Programs under the JPCF funding stream. One youth was served by both JJCPA and JPCF funding streams.

The average age of youths was 17.8 years for JJCPA, 17.3 years for JPCF, and 16.8 years for YOBG (Table 3). Within JJCPA, Law Program youths were younger (17.7 years) than youths in the Leadership Program (17.9 years) on average. Similarly, for JPCF, those in the Law Program were younger (17.1 years) than those in the Leadership Program (17.9 years) and the Reentry program (19.3 years).

The majority of youths served by JJCPA and JPCF were male (75% and 56%, respectively; Table 3). The highest percent of youth identifying as female was found for YOBG youth in the Reentry Program (52%).

All funding streams served a high percentage of Hispanic/Latino youths (46% for JJCPA, 61% for JPCF, and 76% for YOBG; Table 4). For JJCPA, the second most prominent ethnicity identified was Asian/Pacific Islander (19%). For JPCF, the Multi-Racial/Ethnic category encompassed 14% of the population served, and for YOBG, White/Caucasian represented 9% of the population served.

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

JJCPA PROGRAMS	MALE	FEMALE	Transgender/ Other	AVERAGE AGE OF YOUTH
Law	75%	25%	0%	17.7
Leadership	86%	0%	14%	17.9
JJCPA Total	**75%**	**21%**	**4%**	**17.8**
JPCF PROGRAMS	**MALE**	**FEMALE**	**Transgender/ Other**	**AVERAGE AGE OF YOUTH**
Law	57%	41%	2%	17.1
Leadership	63%	37%	0%	17.9
Re-Entry	38%	50%	13%	19.3
JPCF Total	**56%**	**42%**	**3%**	**17.3**
YOBG PROGRAM	**MALE**	**FEMALE**	**Transgender/ Other**	**AVERAGE AGE OF YOUTH**
Re-Entry	49%	52%	0%	16.8

JJCPA: Total n=28, Law n=24, Leadership n=7. JPCF: Total n=113, Law n=90, Leadership n=19, Re-entry n=8. YOBG n= 33. Note: Percentages may not total 100 due to rounding.

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

JJCPA PROGRAMS	Hispanic/ Latino	White/ Caucasian	Black/ African American	Asian/ Pacific Islander	Multi-Racial/ Ethnic	Other
Law	46%	18%	0%	23%	0%	14%
Leadership	71%	0%	14%	0%	0%	14%
JJCPA Total	**46%**	**15%**	**4%**	**19%**	**0%**	**15%**
JPCF PROGRAMS	**Hispanic/ Latino**	**White/ Caucasian**	**Black/ African American**	**Asian/ Pacific Islander**	**Multi-Racial/ Ethnic**	**Other**
Law	57%	7%	7%	4%	14%	12%
Leadership	74%	0%	5%	0%	16%	5%
Re-Entry	63%	13%	13%	0%	13%	0%
JPCF Total	**61%**	**6%**	**7%**	**3%**	**14%**	**9%**

YOBG PROGRAM	Hispanic/ Latino	White/ Caucasian	Black/ African American	Asian/ Pacific Islander	Multi-Racial/ Ethnic	Other
Re-Entry	**76%**	**9%**	**6%**	**3%**	**3%**	**3%**

JJCPA: Total n=26, Law n=22, Leadership n=7. JPCF: Total n=100, Law n=77, Leadership n=19, Re-entry n=8. YOBG n=33.
Note: Percentages may not total 100 due to rounding.

Risk Indicators

In FY 2020-21, FLY served youths who scored 'low' to 'moderate' risk on the JAIS risk spectrum (Tables 5 & 6). Similar to FY 2019-20, no JJCPA-funded youth scored as 'high' risk, and about five in nine scored as 'moderate' risk. For JPCF, a vast majority (73%) scored as 'low' risk. Sample sizes for both funding streams are small, and thus proportions should be interpreted cautiously when compared with youth risk levels of previous years.

Table 5.   JAIS Risk Levels (JJCPA)

JAIS RISK LEVEL	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Low	53%	45%	25%	33%	**46%**
Moderate	40%	42%	75%	67%	**54%**
High	6%	13%	0%	0%	**0%**

FY 2020-21 n=28.

Table 6.   JAIS Risk Levels (JPCF)

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

FY 2020-21 n= 41.

When disaggregated by gender and funding stream, comparisons by gender should be made cautiously due to significant sample size limitations (Figure 1). A higher proportion of female and male youths scored as 'moderate' risk on the criminogenic risk scale for JJCPA. In contrast, the majority of youths funded by JPCF scored as 'low' risk. No youths served by JJCPA or JPCF scored as 'high' risk.

Figure 1.   Criminogenic Risk Level by Gender and Funding Stream

JJCPA: All Youths n=28, Female n=10, Male n=18. JPCF: All Youths n=41, Female n=17, Male n=24.

FLY evaluated certain risk indicators upon entry for JJCPA youths, including if the youth 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 2020-21, more than one out of five (28%) youths had an alcohol or other drug problem at entry. Additionally, over one-tenth (14%) of youths entered with an attendance problem, and 53% had been suspended or expelled in the past year (Table 7).

Table 7.   Youth Risk Indicators at Program Entry (JJCPA only)

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

FY 2020-21 n=14-18.

Youth Strengths and Service Needs

In FY 2020-21, the FLY Leadership Program gathered CANS assessment data from all 26 youths served. All youths had baseline assessments and 24 youths had both baseline and follow-up assessments within the fiscal year (Table 8).

Table 8.   Number of Youths with CANS assessments by FLY Program and Funding Stream

FUNDING STREAM	BASELINE	BASELINE AND FOLLOW-UP
TOTAL	**26**	**24 (92%)**
JJCPA	**7**	**7 (100%)**
JPCF	**19**	**17 (89%)**

Baseline Assessment

The average number of centerpiece or therapeutically useful strengths identified at baseline per youth was 9.8 (8.7 JJCPA and 10.3 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 6.2 strengths per youth and 89% of youths possessing at least one strength. This can be seen in the high percentage of youths with centerpiece and useful strengths in Figures 2 and 3.

For JJCPA at baseline, all youths were identified as having centerpiece or useful strengths regarding Relationship Permanence, Family Strengths, and Youth Involvement (Figure 2). Social Connectedness was another common strength, along with youth Optimism (86%) and Resourcefulness (86%). In addition, 71% of youth held strengths in regard to Resilience, their Educational Setting, and Natural Supports such as mentors.
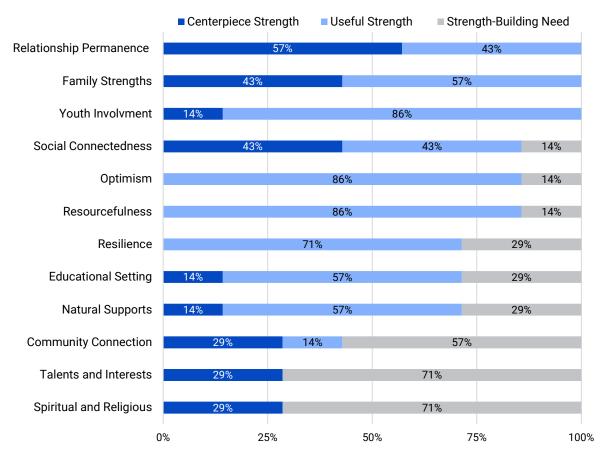
Figure 2.   Percentage of Youths with Each Strength at Baseline (JJCPA)

n=7. 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 were rated as possessing usable strengths in Social Connectedness, Family Strengths, and Resourcefulness, with a high proportion of JPCF youth also possessing strengths in Relationship Permanence (94%) and Educational Setting (93%, Figure 3). Nine out of 10 youth (91%) also had an identified strength in their Community Connection, Natural Supports, Resilience, and Youth Involvement.

Although a smaller percentage of JPCF youths were identified with a strength-building need than JJCPA youths, the areas of greatest needs were similar across funding streams and San Mateo Probation-funded programs. These included: Spiritual and Religious support if desired (71% JJCPA, 42% JPCF) and support to develop Talents and Interests (71% JJCPA, 33% JPCF) into strong assets for youths (Figures 2 & 3).
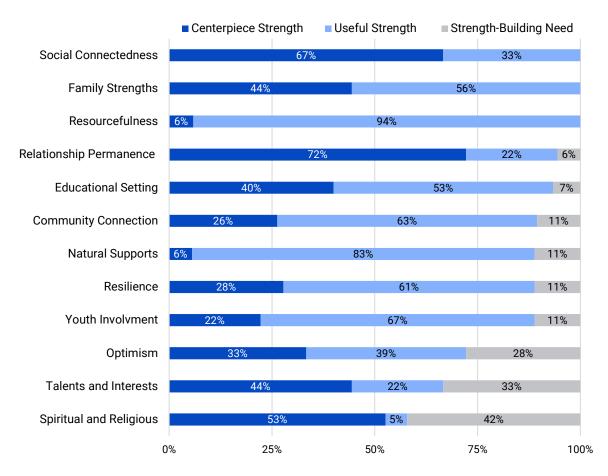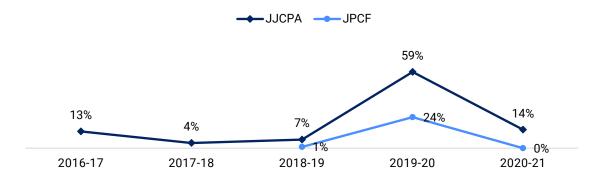
Figure 3.   Percentage of Youths with Each Strength at Baseline (JPCF)

n=15-19. Please see the San Mateo Probation Comprehensive Report for results across all programs. Percentages may not add to 100 due to rounding.

One of the seven JJCPA-funded youths and none of the JPCF-funded youths assessed at baseline had three or more actionable needs. This aligns with levels found in the years prior to FY 2019-20 (Figure 4).

Figure 4.   Percentage of Youths with Three or More Actionable Needs at Baseline by Funding Stream

FY 2020-21 JJCPA n=7, JPCF n=19.

Figure 5 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.
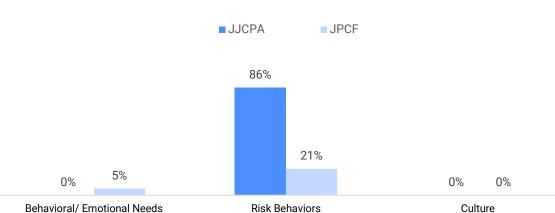
Figure 5.   Percent of Youths with at Least One Moderate or Significant Need per CANS Module at Baseline by Funding Stream

JJCPA n=7. JPCF n=19.

Change Over Time

Of the 26 youths with a baseline assessment, 24 youths with both baseline and follow-up assessments (7 for JJCPA and 17 for JPCF) were analyzed to reflect most accurately the change in the number of youths with actionable needs over time.
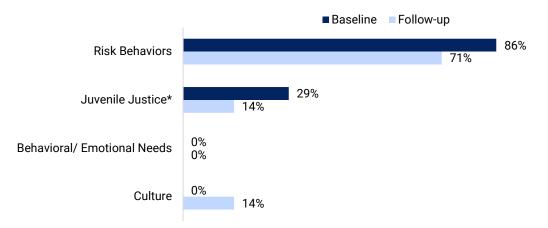
The number of youths served under JJCPA funding with at least one centerpiece strength remained at 86% at baseline and at follow-up for the seven youths served. The percentage of youths served under JPCF funding with at least one centerpiece strength significantly increased from 60% to 94% (n=17).[3] This suggests that the program may have helped cultivate or identify actionable strengths among JPCF youths that did not have a centerpiece strength identified at baseline.

Figure 6 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 represent one youth who no longer had an actionable need regarding Risk Behavior, and specifically Juvenile-justice-related risk. One youth was identified with an actionable need regarding Acculturation (Culture), defined as linguistic and cultural issues for which service providers must make accommodations.

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[3]*The JPCF increases were statistically significant, paired T-test, p < .05.*
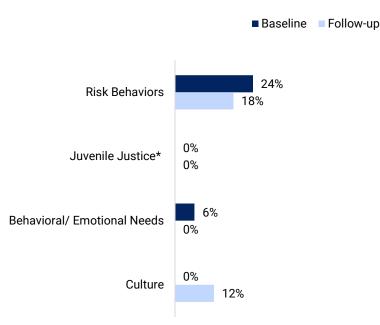
Figure 6.   Decrease in Percentage of Youths with CANS Actionable Needs Over Time (JJCPA)

*N=7. *Results include needs identified on core items or secondary modules.*

Figure 7 shows the percentage of youths with at least one actionable need at baseline and follow-up for JPCF. The results show that of the one-quarter of youth with needs around Risk Behavior, one youth no longer had the need at follow-up, and it was not related to Juvenile Justice specifically. Additionally, the youth with Behavioral/Emotional Needs had the need resolved, and one youth identified a new Acculturation (Culture) need at follow-up.

Figure 7.   Decrease in Percentage of Youths with CANS Actionable Needs Over Time (JPCF)

*N= 17. *Results include needs identified on core items or secondary modules.*

As with JJCPA, the number of youths assessed is small and, therefore, should be interpreted with caution.

Justice Outcomes

Table 9 presents justice-related outcomes for 10 youths whose six-month post-entry evaluation milestone occurred in FY 2020-21. As shown, youths arrested for a new violation, youths with detentions, and youths with probation violations decreased from the previous fiscal year.

Table 9.   Justice Outcomes (JJCPA Only)

JUSTICE OUTCOMES	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Youths Arrested for a New Law Violation	N/A	17%	16%	27%	**10%**
Youths with Detentions	35%	30%	31%	53%	**20%**
Youths with Probation Violations	N/A	20%	22%	65%	**17%**
Completion of Restitution	*	*	0%	*	*
Completion of Community Service	*	*	20%	*	*

*FY 2020-21 Youths Arrested for a New Law Violation n=10, Youths with Detentions n=10, Youths with Probation Violations n=6, Completion of Restitution n =2, Completion of Community Service n=0. *Indicates that no youths were in that category in the fiscal year, or data were suppressed due to a sample size below five.*

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 (Table 8). FLY met the goal of having 100% of the staff administering CANS certified (2 out of 2).

Table 10.   Program-Specific Outcomes

CANS DATA COLLECTION	FY 20-21 TARGET	FY 20-21 RESULTS
CANS Completion Rate	95%	**100%**
CANS Users/Trainers Current with (Re)Certification	100%	**100%**

FLY's Law and Leadership programs achieved measurable impact (Tables 11 & 12). 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, Tables 11 & 12). They exceeded all of those outcomes and provided results for three additional measures for each of the programs (see items 4-6, Tables 11 & 12). 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 (Table 13). They exceeded all of these goals as well in FY 2020-21.

Table 11. Program Specific Outcomes – JJCPA

LAW PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21 TARGET	FY 20-21 RESULTS
1. Youth report that the program gave them access to positive adult role models.	94%	80%	**91%**
2. Youth report the program has given them more confidence to deal with negative peer pressure.	100%	80%	**100%**
3. Youth report they are less likely to break the law after being in FLY.	94%	80%	**91%**
4. Youth report that after the program, they are more likely to make healthier choices.	95%	N/A*	**100%**
5. Youth report they want to make positive changes after being in FLY.	95%	N/A*	**91%**
6. Youth report they now have hope for their future.	100%	N/A*	**82%**
LEADERSHIP PROGRAM PERFORMANCE MEASURES	**FY 19-20**	**FY 20-21 TARGET**	**FY 20-21 RESULTS**
1. Youth report that the program gave them access to positive adult role models.	100%	80%	**100%**
2. Youth report the program has given them more confidence to deal with negative peer pressure.	82%	80%	**100%**
3. Youth report they are less likely to break the law after being in FLY.	100%	80%	**100%**
4. Youth report that after the program, they are more likely to make healthier choices.	91%	N/A*	**100%**
5. Youth report they want to make positive changes after being in FLY.	100%	N/A*	**80%**
6. Youth report they now have hope for their future.	100%	N/A*	**100%**

This is not a required performance measure.

Table 12. Program Specific Outcomes – JPCF

LAW PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21 TARGET	FY 20-21 RESULTS
1. Youth report that the program gave them access to positive adult role models.	100%	80%	**100%**
2. Youth report the program has given them more confidence to deal with negative peer pressure.	100%	80%	**96%**

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

This is not a required performance measure.

Table 13.   Program Specific Outcomes – YOBG

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

15 youth started the program during FY 2020-21, and 19 remained in the program from the prior FY, for a total of 34 youth served under YOBG in FY 2020-21.

Evidence-Based Practices

In FY 2020-21, 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. Table 14 details the practices and curricula that FLY used in its programs.

Table 14.   Evidence-Based Practices

PRACTICE	IMPLEMENTATION	RATING
Law Related Curriculum	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 youth's 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 such as 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 at locked facilities.	Although it incorporates the evidence-based practice of Cognitive Behavioral Therapy, it is not a nationally recognized evidence-based or promising practice.
Social-Emotional Learning (SEL)	In its 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."[4] 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.	Although not recognized as an evidence-based or promising practice on its own, many recognized evidence-based SEL programs and evidence-based instruction programs feature SEL.

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

PRACTICE	IMPLEMENTATION	RATING
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."[5] FLY uses trauma-informed care in all its interactions with youths, based on the six core principles of Trauma Informed Care: safety, trustworthiness, peer support, collaboration, elevating youth's voice, and engagement with cultural, historical, gender, racial, and ethnic issues.	Evidence-based practice according to SAMHSA.[6]
Motivational Interviewing	In alignment with the National Institutes of Corrections evidence-based practices, FLY trains all staff on Motivational Interviewing.[7] Staff are trained on the spirit of MI, using client-centered skills, recognizing change talk, eliciting and reinforcing change talk, rolling 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 youths, whether in group settings like the 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.	Evidence-based practice according to the Center for Evidence-Based Practices.[8]
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	Evidence-based practice according to Social Programs that Work and the Evidence-Based Practice Center[9,10]

[5] Source: 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

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

7 https://nicic.gov/evidence-based-practices-ebp

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

[9] Evidence-Based Practice Center (n.d.). Critical Time Intervention. https://ebpcenter.umaryland.edu/index.php/home/critical-time-intervention-cti/

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

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PRACTICE	IMPLEMENTATION	RATING
	resources for support. In the final phase, to ensure a successful transfer of care, the case manager steps back to ensure the supports work independently and that they buttress the young person's long-term goals.	

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 2020-21: the first for a youth funded through JPCF, the second funded through JJCPA, and the third funded through YOBG.

Table 15.   Client Success Story - JPCF

Name of Client	Michael
Age and Gender	18, male
Reason for Referral	Michael completed the Law program at Gateway. Michael was hesitant to join the program because he did not want to participate in a big group with other youth. LTP staff convinced Michael to be part of the program during the recruitment process.
Client's Behavior, Affect, and Appearance When They First Started in the Program	Michael was very shy when he first started the LTP program. He did not want to open up to the case manager or share anything about school or personal life. Also, he did not want to participate during virtual events or share his opinion during discussions or with peers. The case manager struggled to learn more about his academic progress and personal life because it was difficult for him to open up to people. Lastly, Michael struggled to ask for help when needed.
Activity Engagement and Consistency	After so much convincing and not giving up on him, Michael participated in most virtual events and completed the Service Learning Internship with the rest of the LTP youth. Michael also participated in helping LTP staff come up with agendas for the virtual events. His engagement was consistent throughout the program. Michael was also very responsive with his case manager.

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Client's Behavior, Affect, and Appearance Toward the End of the Program	Toward the end of the program, Michael became more confident with himself. He would often share his opinions with peers and participate more during virtual events. He also became more open with the case manager and gained trust to share more about his life.
What the Client Learned as a Result of the Program	He has shown a lot of improvement throughout the program and has mentioned to his case manager how this program helped him gain more confidence to speak up. Michael also learned the importance of finishing high school and working toward earning his high school diploma.
What the Client is Doing Differently in Their Life Now as a Result of the Program	Michael started to attend school more and complete homework assignments. He has also learned that it is ok to ask for help when needed and has become more comfortable asking for help in school. Michael feels more comfortable socializing with other youth that he was not familiar with.
The Value of the Program in the Client's Words	"FLY has helped me become more confident to share my ideas and to not be afraid to speak up even if I feel like I'm saying something wrong. Getting the support from FLY staff was something that I never thought I would get in my life. They treated me like I was part of their family."

Table 16.   Client Success Story - JJCPA

Name of Client	Evan
Age and Gender	18, male
Reason for Referral	Evan completed the Law Program at Juvenile Hall. Evan was referred to the Leadership Program by his DPO.
Client's Behavior, Affect, and Appearance When They First Started in the Program	At the beginning of the program, Evan was very shy, did not want to open up to his case manager, and did not want to be part of the virtual events. Due to the pandemic, Evan lacked motivation for remote learning, had issues with his teachers, skipped a few classes, and didn't want to do his schoolwork. Throughout the program, Evan also had a lot of police encounters that led him to be placed in custody and Electronic Monitoring Program (EMP) twice.
Activity Engagement and Consistency	Evan demonstrated his engagement and commitment to the program by meeting with his case manager twice a month. He took steps toward achieving his goals around education, probation completion, and employment. During the program, Evan also worked on renewing his passport and CA ID, and he practiced Social-Emotional Skills during one-on-one.
Client's Behavior, Affect, and Appearance Toward the End of the Program	At the end of the program, Evan became a motivated and goal-oriented young man. He obtained employment, stayed out of trouble, was terminated from EMP, and graduated from high

	school. Evan also found ways of having a healthy relationship with his family.
What the Client Learned as a Result of the Program	Evan learned the importance of self-advocacy at court, school, and work.
What the Client is Doing Differently in Their Life Now as a Result of the Program	Evan has become a young man who is very outspoken and self-assured. He is focused on his future and wants to stay out of the justice system so he can accomplish his goals
The Value of the Program in the Client's Words	Evan would constantly thank his case manager and FLY for the unconditional support that was given to him.

Table 17.   Client Success Story - YOBG

Name of Client	Ryan
Age and Gender	16, male
Reason for Referral	Ryan was referred to FLY by his DPO.
Client's Behavior, Affect, and Appearance When They First Started in the Program	Ryan was pretty reluctant to join FLY when he first started. New and unfamiliar places are not his favorite, especially because so many new people asked about him. He was a bit shy with FLY staff, and his focus was not usually on himself because of family things occurring at home. School was hard to prioritize, and Ryan's first interest was not focused on putting getting his grades back on track.
Activity Engagement and Consistency	Ryan enthusiastically participated in Reentry's events. The most recent was FLY's trip to Raging Waters that closed out the fiscal year. He showed up with a smile and was ready to participate all day. Ryan is always willing to be present and shows up with a great attitude.
Client's Behavior, Affect, and Appearance Toward the End of the Program	Ryan has grown so significantly while in FLY's Reentry Program. He is focusing on himself and is about to start the 11th grade this Fall. He is continuing to catch up on any missing credits, and also trying to move into a position where he can potentially graduate early. Ryan is a new father to a beautiful baby girl and has really prioritized his daughter and partner. He is focusing on graduating high school and happily living the "dad life" to care for his new family.
What the Client Learned as a Result of the Program	He has greatly shifted his priorities and understands the importance of family. He is now willing to help his partner and daughter at home, and he volunteers to help his parents with his younger siblings when needed. He has matured in so many ways and takes the initiative to build and foster a healthy lifestyle and relationships with those around him.
What the Client is Doing Differently in Their Life Now as a Result of the Program	Ryan is self-motivated and much more aware of how his actions will affect him and everything and everyone around him. He is constantly checking in with his Case Manager, and because of that, he is really holding himself accountable. Growth has been endless throughout Ryan's journey with FLY.

The Value of the Program in the Client's Words	"I really love FLY because they dedicate their time to make sure that we can truly live our best life. They take their time and energy to help us do stuff that no one else will."