



# SAN MATEO COUNTY **PROBATION DEPARTMENT**

FRESH LIFELINES FOR YOUTH  
ANNUAL EVALUATION

**2022-2023**



## **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

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

Youth 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 youth 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 youth to develop critical thinking, experience peer leadership, and engage in community service and service learning.

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

- Law Program (JJCPA/JPCF):** Youth 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 youth 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, youth receive one-one-one coaching, case management, and peer mentoring support to activate positive change. Youth 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 youth build vocational skills. After acceptance into the program, youth 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 youth to help them engage with and achieve their goals. Youth identify pro-social and community service interests, which guide the choice of monthly activities as a group. In the second half of the program, youth design, plan, and engage in a service-learning project to address an issue in their communities. Aside from providing community service to their neighborhoods, youth 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 youth to understand their goals, strengths, and needs for Reentry. Upon release, the Reentry Program typically lasts 9 months, following a Critical Time Intervention model. During this time, case managers provide one-on-one support to youth 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 youth to engage with peers who are working on similar goals.

- ***STAY FLY (JJRBG)***: Similar in structure to the Reentry program, the STAY FLY program offers two key components: Law Related Education (LRE) Workshops and Case Management informed by Critical Time Intervention. However, the STAY FLY workshops are specifically designed to address needs and skills that are central for Transition Aged Youth (TAY; 18-25-year olds) and case management engages with young people on a peer support approach rather than a mentor/guidance approach. STAY FLY workshops cover topics like employment and housing, as well as covering areas where young people's legal "adult" status changes their risks of arrest and incarceration. All workshops are designed to be discussion-based, trauma-informed, and built to develop the critical Social Emotional Learning skills that young people need to succeed long-term. Case management also typically lasts 9 months, with some extensions given if youth need more support. During case management, youth work on key goals, like completing or continuing their education, securing stable, well-paying jobs, and finding and maintaining stable housing.

# Programmatic Challenges

FLY provided the following challenges for each program below:

**Law Program:** Law Program faced some challenges with volunteer recruitment – mostly because many interested volunteers were under 21 years old and because of the weekly time commitment during the day – which precluded many folks with regular work hours. FLY also received fewer volunteer applications through FLY’s website, which may have been a result of website redesign and some technical glitches. FLY also had some challenges with background checks taking longer than expected. Finally, some of the traditional comprehensive schools FLY has worked with were not able to refer higher-needs youths as FLY had hoped, due to scheduling limitations.

**Leadership Training Program:** Staff exits and sabbaticals meant that the team was sometimes fairly limited in being able to provide group events and services, such as pushing the Service-Learning Internship forward. However, the team still met nearly all the dosage targets every month, which is a huge credit to their efforts!

**Reentry Program:** There were some initial challenges with youth referrals, so the team was not receiving youth contact information in a timely matter prior to a youth's release. However, after some work with Deputy Probation Officers (DPOs), this seemed to improve over time and resulted in completely full caseloads in the Reentry Program. Among youth, FLY is seeing challenges around behavioral health, gangs, and weapons and are seeking out additional training and support for staff to address these topics with youth. Finally, in some cases youths have chosen not to participate in the program because it is voluntary.

**STAY FLY:** Because of the small number of youths served in the program and the complexity of their schedules, it was extremely difficult to hold events or workshops. Additionally, there were challenges accessing the youth in-custody due to youth’s schedule and requirement of additional approval and coordination efforts by Probation to schedule and provide access for program staff to meet with the youth. This resulted in delays in FLY providing the youth with a computer and school supplies as was planned. For those youth in the community who participated in STAY FLY, housing is a huge pressure as most would like to be able to find an apartment to allow them to move out of some of the negative community and family dynamics that led to their original incarceration, but they cannot afford to do so. There have also been some issues with youth being concerned about their records being a barrier to employment.

# 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), Youthful Offender Block Grant (YOBG), and Juvenile Justice Realignment Block Grant (JJRBG). 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 this data from funded programs include:

- **Participants and Services:** Funded 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):** Funded 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:** Funded 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:** Funded 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; and
- Court-ordered community service completion.

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 2022-23 outcomes.

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 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; and
- Youths have hope for their future.

For the 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; and
- Number of youths who receive reentry services.

For the JIRBG-funded STAY FLY program, FLY reported on four performance measures:

- Youths report they have more confidence to deal with negative peer pressure;
- Youths report that they are less likely to break the law and more likely to make healthy life choices;
- Youths report they have hope for the future and want to make positive changes; and
- Youths who enroll and complete case management will achieve at least one goal from their service plan.

- ***Evidence-Based Practices:*** JJCPA, JPCF, YOBG, and JIRBG-funded programs are encouraged to follow evidence-based practices. To augment Probation's knowledge of which programs are being implemented by funded partners, each program has provided a catalog of its practices since the FY 2017-18 evaluation period. YOBG-funded programs started this practice in FY 2020-21, and JIRBG-

funded programs started this practice in FY 2022-23. After receiving this information, ASR runs the cataloged practices reported through several clearinghouses to determine whether each practice is an<sup>1</sup>:

- 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; and
- Evidence-based tool or instrument that has been validated (concurrent and predictive).

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<sup>1</sup> For the full list of evidence-based practice clearinghouses used to evaluate programs, please see the JJCPA/JPCF Comprehensive Report for FY 2022-23.

# Evaluation Findings

## FY 2022-23 HIGHLIGHTS

- The number of youths served increased by 35% in FY 2022-23. Youths spent more time in the program (3.3 months) and had more service hours (10.8 hours) compared with FY 2021-22.
- According to the JAIS Risk Assessment, youths served by JPCF-funded programs scored within the 'low' and 'moderate' JAIS risk classification (86% and 14%, respectively). Risk scores for youths who participated in JJCPA-funded programs were suppressed due to the small number of youths served.
- FLY assessed 100% of the youths served in the Leadership Program using the CANS. Many strengths were identified for youths, including their educational setting, social connectedness, and relationship permanence at the first assessment, 25% of JJCPA-funded youths and 19% of JPCF-funded youths had three or more actionable needs across Life Functioning, Risk Behavior, Behavioral and Emotional needs, Caregiver Support, and Acculturation modules. Acculturation needs were the most common at baseline assessments (38%), and during the period of participation with FLY, all youths were able to resolve these needs.
- In FY 2022-23, the percentage of youths arrested for a new violation increased by 4% from FY 2021-22.

## PROFILE OF YOUTHS SERVED

During FY 2022-23, FLY served a total of 488 unique youths: 13 youths funded by JJCPA, 339 youths funded by JPCF, 132 youths funded by YOBG, and 4 youths funded by JJRBG (Exhibits 1 and 2). Three youths (0.6%) participated in more than one program.

- **JJCPA:** Youths in the Leadership Program received the highest average hours of service per youth, at 46.9, and an average service duration of 10.0 months. Those in the Law Program received an average of 7.4 hours of service and averaged 1.6 months in the program.
- **JPCF:** Youths in the Leadership Program funded by JPCF received an average of 42.4 hours of service and averaged 10.0 months in the program. Those in the Law Program funded by JPCF received an average of 6.2 hours of service and averaged 1.6 months in the program. In addition, the one youth in the Re-Entry program received 7.0 hours of service and averaged 1.0 months in the program.
- **YOBG:** Youths in the Re-Entry program received an average of 15.3 hours of service and averaged 6.0 months in the program.
- **JJRBG:** Youths in the STAY FLY program received an average of 19.6 hours of service and averaged 6.5 months in the program.

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

YOUTH SERVICES	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
<b>All Probation Youths (JJCPA, JPCF, YOBG, JJRBG)</b>					
Youths Served	449	230	213	361	488
Average Hours Served	8.9	12.8	13.6	7.6	10.8
Average Time in Program (Months)	2.9	3.5	3.6	2.8	3.3

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

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

JJCPA-FUNDED	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
<b>Leadership Program</b>					
Youths Served	11	13	7	9	5
Average Hours Served	29.7	38.6	39.5	17.7	46.9
Average Time in Program (Months)	9.7	9.8	8.7	7.6	10.0
<b>Law Program</b>					
Youths Served	45	49	25	16	9
Average Hours Served	9.5	11.1	6.5	9.7	7.4
Average Time in Program (Months)	2.6	2.8	2.6	2.2	1.6
JPCF-FUNDED	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
<b>Leadership Program</b>					
Youths Served	17	13	19	17	21
Average Hours Served	31.7	37	70	14.7	42.4
Average Time in Program (Months)	10.6	9.6	9.1	8.7	10.0
<b>Law Program</b>					
Youths Served	384	160	128	235	319
Average Hours Served	7.7	8.9	4.5	6.4	6.2
Average Time in Program (Months)	2.5	2.6	1.5	1.7	1.6
<b>Re-Entry Program</b>					
Youths Served			8	6	1
Average Hours Served			10.6	8.1	7.0
Average Time in Program (Months)			10.8	6.1	1.0
YOBG-FUNDED	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Youths Served			34	90	132
Average Hours Served			14.2	8.1	15.3
Average Time in Program (Months)			6.7	6.1	6.0
JJRBG-FUNDED	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Youths Served					4
Average Hours Served					19.6
Average Time in Program (Months)					6.5

Note: One youth was served in the Law and Leadership Programs under the JJCPA funding stream. One youth was served under both Law and Leadership Programs and one youth was served under both Leadership and Re-Entry Programs under the JPCF funding stream.

The average age of youths was 17.5 years old for JJCPA, 16.5 years old for JPCF, and 16.7 years old for YOBG (Exhibit 3). Within JJCPA, Law Program youths were older (17.6 years old) than youths in the Leadership Program (16.4 years old) on average. For JPCF, those in the Law Program were younger (16.4 years old) than those in the Leadership Program (17.0 years old).

As shown in Exhibit 3, the majority of youths served by JJCPA, YOBG, and JPCF were male (77%, 72%, and 59%, respectively). All funding streams served a high percentage of Hispanic/Latino youths (50% for JJCPA, 67% for JPCF, and 57% for YOBG; Exhibit 4). The second most prominent racial group identified was multi-racial/multi-ethnic category for JJCPA (25%) and JPCF (13%). For YOBG, individuals who identified as Black/African American represented 11% of the population served.

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

JJCPA PROGRAMS	MALE	FEMALE	TRANSGENDER/ ANOTHER GENDER IDENTITY	AVERAGE AGE OF YOUTH
Law	71%	29%	0%	17.6
Leadership	80%	20%	0%	16.4
JJCPA Total	77%	23%	0%	17.5
JPCF PROGRAMS	MALE	FEMALE	TRANSGENDER/ ANOTHER GENDER IDENTITY	AVERAGE AGE OF YOUTH
Law	59%	40%	1%	16.4
Leadership	62%	38%	0%	17.0
Re-Entry	*	*	*	*
JPCF Total	59%	40%	1%	16.5
YOBG PROGRAM	MALE	FEMALE	TRANSGENDER/ ANOTHER GENDER IDENTITY	AVERAGE AGE OF YOUTH
Re-Entry	72%	28%	0%	16.7
JJRBG PROGRAM	MALE	FEMALE	TRANSGENDER/ ANOTHER GENDER IDENTITY	AVERAGE AGE OF YOUTH
STAY FLY	*	*	*	*

Note: JJCPA: Total n=13, Law n=9, Leadership n=5. JPCF: Total n=339, Law n=319, Leadership n=21, Re-entry n=1, YOBG n= 132, JJRBG n=4. Percentages may not total 100 due to rounding. \* Indicates data were suppressed due to a sample size below five.

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

JJCPA PROGRAMS	HISPANIC/ LATINO	WHITE/ CAUCASIAN	BLACK/ AFRICAN AMERICAN	ASIAN/ PACIFIC ISLANDER	MULTI-RACIAL/ ETHNIC	ANOTHER RACE
Law	57%	0%	0%	14%	14%	14%
Leadership	60%	0%	0%	20%	20%	0%
JJCPA Total	50%	0%	0%	17%	25%	8%
JPCF PROGRAMS	HISPANIC/ LATINO	WHITE/ CAUCASIAN	BLACK/ AFRICAN AMERICAN	ASIAN/ PACIFIC ISLANDER	MULTI-RACIAL/ ETHNIC	ANOTHER RACE
Law	66%	4%	3%	8%	12%	6%
Leadership	71%	0%	0%	0%	29%	0%
Re-Entry	*	*	*	*	*	*
JPCF Total	67%	4%	3%	8%	13%	6%
YOBG PROGRAM	HISPANIC/ LATINO	WHITE/ CAUCASIAN	BLACK/ AFRICAN AMERICAN	ASIAN/ PACIFIC ISLANDER	MULTI-RACIAL/ ETHNIC	ANOTHER RACE
Re-Entry	57%	6%	11%	7%	9%	10%
JJRBG PROGRAM	HISPANIC/ LATINO	WHITE/ CAUCASIAN	BLACK/ AFRICAN AMERICAN	ASIAN/ PACIFIC ISLANDER	MULTI-RACIAL/ ETHNIC	ANOTHER RACE
STAY FLY	*	*	*	*	*	*

Note: JJCPA: Total n=13, Law n=9, Leadership n=5. JPCF: Total n=339, Law n=319, Leadership n=21, Re-entry n=1, YOBG n= 132, JJRBG n=4. Percentages may not total 100 due to rounding. \* Indicates data were suppressed due to a sample size below five.

## RISK INDICATORS

Similar to that of the prior fiscal year, youths assessed with the JAIS Risk Assessment scored within the “low” and “moderate” risk categories. Specifically, in FY 2022-23 an estimated six in seven (86%) youths who participated in JPCF-funded programs scored “low” risk, with fewer youths who scored “moderate” (14%, Exhibits 5 & 6). Sample sizes for JPCF funding streams have varied in prior years (e.g., JPCF FY 2020-21 n=41, FY 2021-22 n=70), thus proportions should be interpreted cautiously when compared with youths’ risk levels of previous years. Due to the small sample size of fewer than five JJCPA-funded youth, criminogenic risk scores are not included below.

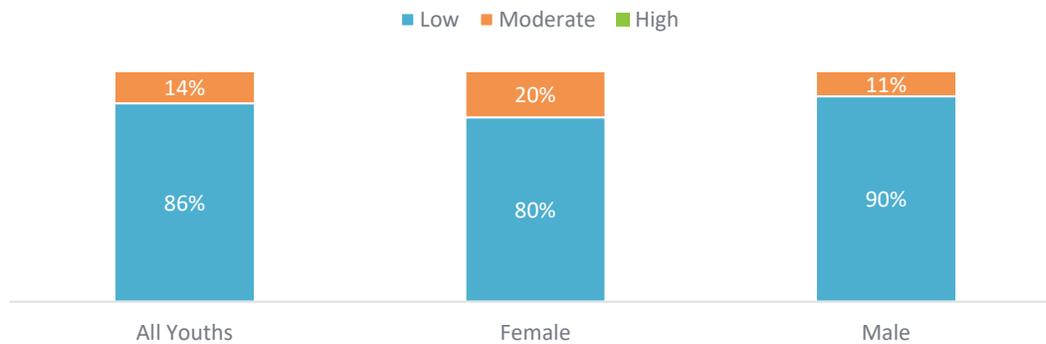
**Exhibit 5. JAIS Risk Levels (JPCF only)**

J AIS RISK LEVEL	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Low	76%	88%	73%	89%	<b>86%</b>
Moderate	24%	6%	27%	11%	<b>14%</b>
High	0%	6%	0%	0%	<b>0%</b>

Note: FY 2022-23 n= 58. Risk scores for JJCPA not shown due to n<5. Percentages may not total 100 due to rounding.

When disaggregated by gender, roughly nine in 10 youths who participated in JPCF-funded programs and whom self-identified as males scored “low” risk (90%) while eight in 10 youths who self-identified as females scored as ‘low’ risk (80%).

**Exhibit 6. Criminogenic Risk Level by Gender (JPCF only)**



Note: All Youths n=58, Female n=20, Male n=38. Risk scores for JJCPA not shown due to n<5. Percentages may not total 100 due to rounding.

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. All data for FY 2022-23 have been suppressed due to an extremely small sample size (n=3) this fiscal year.

**Exhibit 7. 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	FY 22-23
Alcohol or Other Drug Problem	14%	29%	28%	19%	*
Attendance Problem	2%	18%	14%	19%	*
Suspension/Expulsion in Past Year	12%	44%	53%	47%	*

Note: FY 2022-23 n=3. \*Indicates that data were suppressed due to a sample size below five.

**YOUTHS STRENGTHS AND SERVICE NEEDS**

In FY 2022-23, FLY gathered CANS assessment data from 26 youths (100% of total) served in the FLY Leadership program. Nearly all youths had both baseline and follow-up assessment within the fiscal year (n=24, Exhibit 8).

**Exhibit 8. Number of Youths with CANS assessments by Funding Stream**

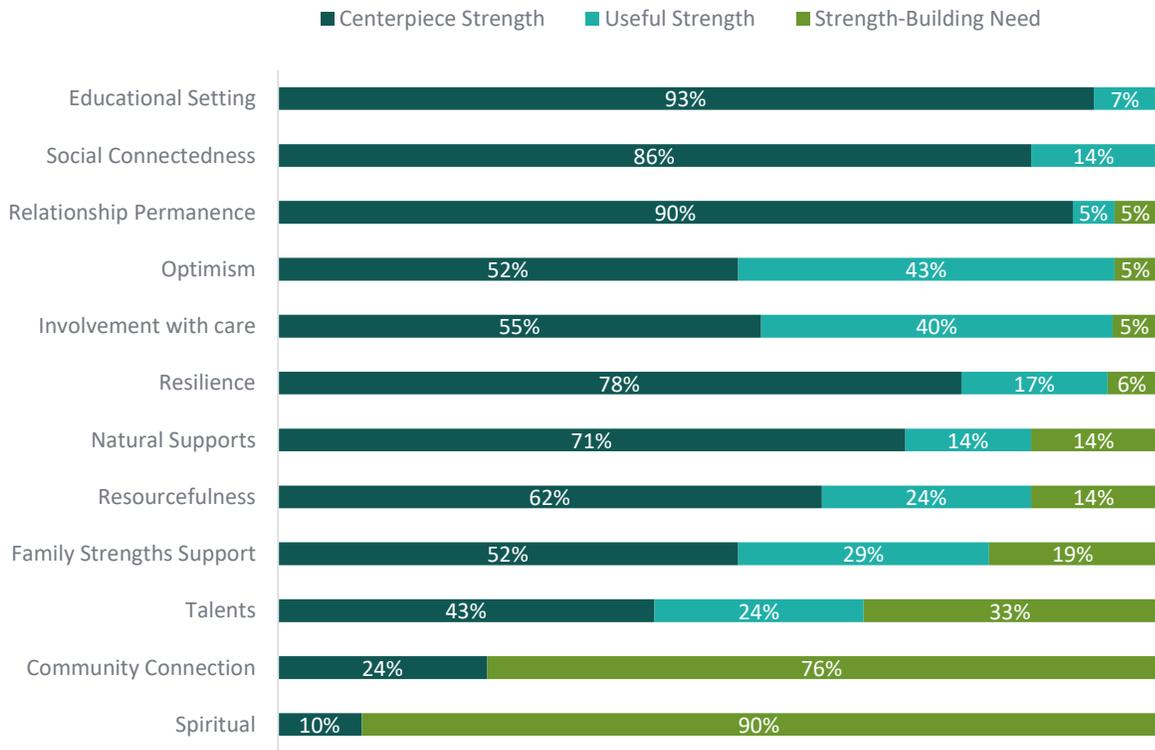
FUNDING STREAM	BASELINE	BASELINE AND FOLLOW-UP
TOTAL	25	24
JJCPA	4	3
JPCF	21	21

**BASELINE ASSESSMENT**

The average number of centerpiece or therapeutically useful strengths identified at baseline per youth was 8.7 (8.3 JJCPA and 8.8 JPCF) out of 12, with 100% of youths with at least one strength. Due to the small number of JJCPA-funded youth, data for this funding stream is not reported separately in this report.

All JPCF-funded youths possessed useful strengths regarding their Educational Setting and Social Connectedness (Exhibit 9). Additional strengths for 90% or more youths served included Relationship Permanence, Optimism, Involvement with Care, and Resilience. Relatively few JPCF youths possessed strengths in Community Connection (24%) and Spirituality (10%).

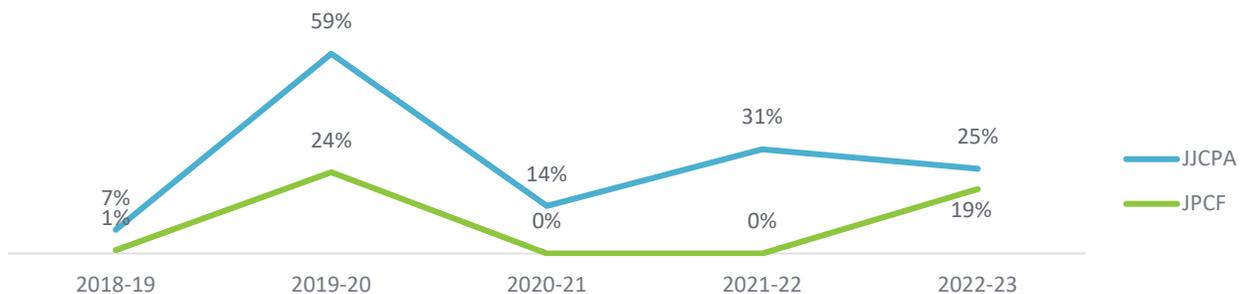
**Exhibit 9. Percentage of Youths with Each Strength at Baseline (JPCF)**



Note: n=18-21 except for Educational Setting (n=14). 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 four JJCPA-funded youths (25%) and four of the 21 (19%) JPCF-funded youths assessed at baseline had three or more actionable needs. This represents increases from the previous two fiscal years in the percentage of JPCF youths who have three or more actionable needs (Exhibit 10).

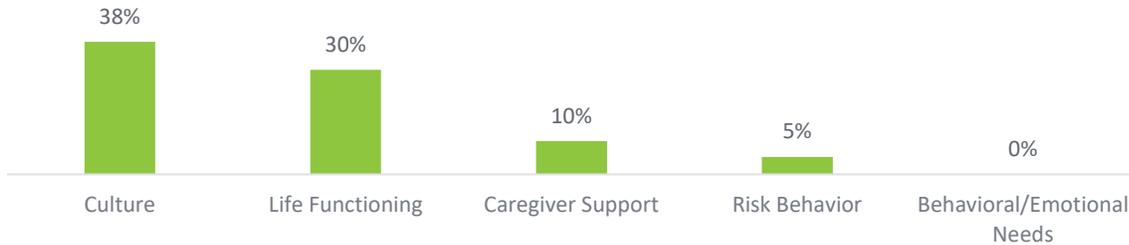
**Exhibit 10. Percentage of Youths with Three or More Actionable Needs at Baseline by Funding Stream**



Note: FY 2022-23 JJCPA n=4 JPCF n=21.

Exhibit 11 presents the percentage of youths administered a baseline CANS assessment having at least one actionable need in that module for JPCF (JJCPA data are suppressed due to too few youths reported). For JPCF, acculturation needs were identified for over one third of youths (38%), followed by life functioning needs for just under one third of youth (30%).

**Exhibit 11. Percent of Youths with at Least One Moderate or Significant Need per CANS Module at Baseline for JPCF**



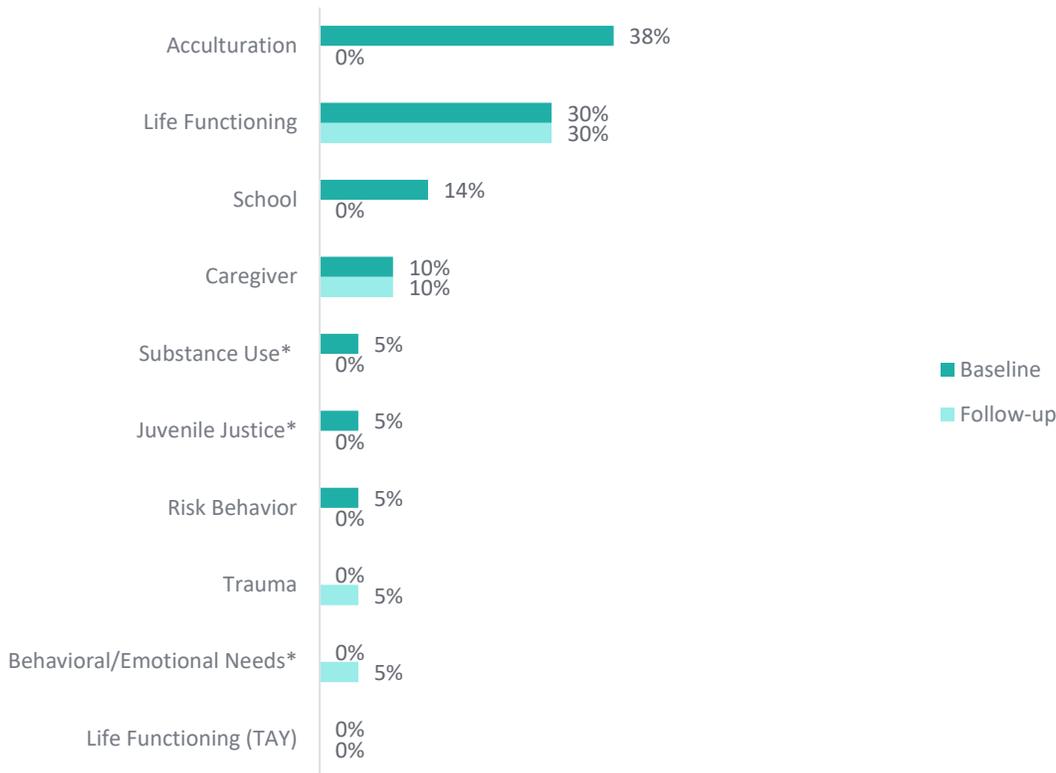
Note: FY 2022-23 JPCF n=21.

### CHANGE OVER TIME

Nearly all youths with a baseline assessment also had a follow-up assessment (24 of 25 youths). Unfortunately, because of too few youths receiving JJCPA funding, only the 21 JPCF youths’ baseline and follow-up assessments were analyzed to determine change in the number of youths with actionable needs over time.

All 21 youths served under JPCF funding had at least one centerpiece strength, and this remained at 100% at follow-up. As far as changes in needs, Exhibit 12 shows the percentage of youths with at least one actionable need at baseline and follow-up for JPCF. The results show that all of the youths who had an Acculturation need at baseline (n=8) no longer had this need at follow-up. Although not statically significant, two of the 14 (14%) youths with school-related needs did not have needs at follow-up. The number of youths with other needs as measured using the CANS stayed about the same. As noted, the number of youths assessed is relatively small therefore results should be interpreted with caution.

**Exhibit 12. Decrease in Percentage of Youths with CANS Actionable Needs Over Time (JPCF)**



Note: n=18-21, except for School (n=14). Note: Circles indicate statistically significant decreases from baseline to follow-up assessment using paired T-tests, p < .05. \*Results include needs identified on core items or secondary modules.

## JUSTICE OUTCOMES

Exhibit 13 presents justice-related outcomes for seven youths whose six-month post-entry evaluation milestone occurred in FY 2022-23. As shown, the percentage of youths arrested for a new violation increased by 4% in FY 2022-23.

**Exhibit 13. Justice Outcomes (JJCPA Only, 180 Days Post Entry)**

JUSTICE OUTCOMES	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Youths Arrested for a New Law Violation	16%	27%	10%	10%	14%
Youths with a Probation Violation	22%	65%	17%	7%	*

Note: FY 2022-23 Total n=7; n=1 for Youths Arrested for a New Law Violation. \* Indicates 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 (Exhibit 14). FLY met the goal of having 100% of the staff administering CANS certified (2 out of 2).

**Exhibit 14. Program-Specific Outcomes**

CANS DATA COLLECTION	FY 22-23 TARGET	FY 22-23 RESULTS
CANS Completion Rate	95%	100%
CANS Users/Trainers Current with (Re)Certification	100%	100%

At the end of FLY’s programs, FLY staff administered a Likert-scale survey to evaluate success. For JJCPA and JPCF-funded Law and Leadership programs, FLY had three required measures (see items 1-3, Exhibits 15 and 16). They exceeded four out of six of the JJCPA outcomes and all of the JPCF outcomes. Additionally, FLY provided results for three additional measures for each of the programs (see items 4-6, Exhibits 15 and 16). It should be noted that one of the four youths that completed the JJCPA Leadership survey answered “neither agree nor disagree on the two questions that did not meet the target. By surpassing all of their other goals, it demonstrates that they are cultivating important developmental assets in the youths they serve. Additionally, their recidivism rates were 75% for JJCPA and 100% for JPCF and 100% of eligible seniors in JJCPA and JPCF attained a GED or Diploma. FLY’s YOYG-funded Law program had five performance measures (Exhibit 17). They exceeded all of these goals in FY 2022-23. The new JJRFG-funded STAY FLY program had four program-specific measures. FLY exceeded all of these measures as well.

**Exhibit 15. Program-Specific Outcomes – JJCPA**

LAW PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21	FY 21-22	FY 22-23 TARGET	FY 22-23 RESULTS
1. Youth report that the program gave them access to positive adult role models.	94%	91%	100%	80%	100%
2. Youth report the program has given them more confidence to deal with negative peer pressure.	100%	100%	100%	80%	100%
3. Youth report they are less likely to break the law after being in FLY.	94%	91%	83%	80%	100%
4. Youth report that the program has given them more tools to make healthier choices.	95%	100%	100%	N/A*	100%
5. Youth report they want to make positive changes after being in FLY.	95%	91%	100%	N/A*	100%
6. Youth report they now have hope for their future.	100%	82%	75%	N/A*	100%
LEADERSHIP PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21	FY 21-22	FY 22-23 TARGET	FY 22-23 RESULTS
1. Youth report that the program gave them access to positive adult role models.	100%	100%	100%	80%	100%
2. Youth report the program has given them more confidence to deal with negative peer pressure.	82%	100%	85%	80%	75%**
3. Youth report they are less likely to break the law after being in FLY.	100%	100%	92%	80%	75%**

4. Youth report that the program has given them more tools to make healthier choices.	91%	100%	85%	N/A*	75%
5. Youth report they want to make positive changes after being in FLY.	100%	80%	100%	N/A*	75%
6. Youth report they now have hope for their future.	100%	100%	92%	N/A*	100%

\*This is not a required performance measure. \*\*Note: n=4 and one youth answered "Neither agree nor disagree"

**Exhibit 16. Program-Specific Outcomes – JPCF**

LAW PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21	FY 21-22	FY 22-23 TARGET	FY 22-23 RESULTS
1. Youths report that the program gave them access to positive adult role models.	100%	100%	86%	80%	96%
2. Youths report the program has given them more confidence to deal with negative peer pressure.	100%	96%	86%	80%	93%
3. Youths report they are less likely to break the law after being in FLY.	89%	96%	83%	80%	90%
4. Youths report that the program has given them more tools to make healthier choices.	93%	96%	93%	N/A*	93%
5. Youths report they want to make positive changes after being in FLY.	94%	100%	88%	N/A*	90%
6. Youths report they now have hope for their future.	96%	96%	87%	N/A*	92%
LEADERSHIP PROGRAM PERFORMANCE MEASURES	FY 19-20	FY 20-21	FY 21-22	FY 22-23 TARGET	FY 22-23 RESULTS
1. Youths report that the program gave them access to positive adult role models.	100%	100%	100%	80%	100%
2. Youths report the program has given them more confidence to deal with negative peer pressure.	89%	86%	85%	80%	90%
3. Youths report they are less likely to break the law after being in FLY.	100%	93%	92%	80%	81%
4. Youths report that the program has given them more tools to make healthier choices.	89%	93%	85%	N/A*	95%
5. Youths report they want to make positive changes after being in FLY.	100%	100%	100%	N/A*	90%
6. Youths report they now have hope for their future.	89%	93%	92%	N/A*	100%

\*This is not a required performance measure.

**Exhibit 17. Program-Specific Outcomes – YOBG**

LAW PROGRAM PERFORMANCE MEASURES	FY 20-21	FY 21-22	FY 22-23 TARGET	FY 22-23 RESULTS
1. Youth report they now have access to a positive adult role model.	100%	93%	80%	100%

2. Youth report they are less likely to commit crimes and more likely to make healthier choices.	91%	93%	75%	92%
3. Youth will gain the skills to resist negative peer pressure.	81%	93%	80%	100%
4. Youth will report school improvement in attendance or performance.	83%	93%	80%	96%
5. Number of youth who receive Reentry services.	34	37	30	54

**Exhibit 18. Program-Specific Outcomes – JIRBG**

STAY FLY PERFORMANCE MEASURES	FY 22-23 TARGET	FY 22-23 RESULTS
1. TAY report that they have more confidence to deal with negative peer pressure.	80%	100%
2. TAY report that they are less likely to break the law and more likely to make healthy life choices	75%	100%
3. TAY report that they have hope for the future and want to make positive changes	80%	100%
4. TAY who enroll and complete case management will achieve at least one goal from their service plan	100%	100%

**EVIDENCE-BASED PRACTICES**

In FY 2022-23, JJCPA, JPCF, YOBG, and JIRBG-funded programs were asked to provide the models, curricula, or practices employed in their programs. ASR then evaluated the given information to determine whether they were evidence-based or promising practices by running the items through evidence-based practice clearinghouses including SAMHSA Evidence-Based Practices Resource Center and the Office of Juvenile Justice and Delinquency Prevention Model Programs Guide. Exhibit 19 details the practices that FLY reported for their JJCPA, JPCF, YOBG, and JIRBG-funded programs and the evidence base for each.

**Exhibit 19. Evidence-Based Practices**

PRACTICE	IMPLEMENTATION	RATING
<b>Critical Time Intervention</b>	<p>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.</p>	<p>Evidence-based practice according to Social Programs that Work and the Evidence-Based Practice Center.<sup>2,3</sup></p>
<b>Harm Reduction</b>	<p>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, FLY meets 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.</p>	<p>Although not rated as evidence-based, it is recognized as an effective intervention for alcohol and substance abuse.<sup>4,5</sup></p>
<b>Law Related Education</b>	<p>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 in each unit of the locked facilities.</p>	<p>Although it incorporates the evidence-based practice of Cognitive Behavioral Therapy, it is not a nationally recognized evidence-based or promising practice.</p>
<b>Motivational Interviewing</b>	<p>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</p>	<p>Evidence-based practice according to the Center for Evidence-Based Practices.<sup>6</sup> Elsewhere rated as</p>

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

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

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

<sup>5</sup> 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>

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

	<p>with resistance, developing a change plan, consolidating client commitment, and integrating MI with other intervention methods. This approach is then incorporated into the Law and Leadership programs through staff engagement with youth, 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.</p>	<p>research-based for children in mental health treatment<sup>7</sup>, 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.<sup>8,9</sup></p>
<p><b>Social- Emotional Learning (SEL)</b></p>	<p>In the 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.”<sup>10</sup> 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.</p>	<p>The practice of SEL was rated effective in reducing students’ conduct problems and emotional stress.<sup>11</sup></p>
<p><b>Trauma-Informed Care</b></p>	<p>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.”<sup>12</sup> FLY utilizes trauma-informed care in all of their 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.</p>	<p>The Trauma-Informed approach is evidence-based practice according to SAMHSA.<sup>13</sup></p>

## CLIENT STORIES

Each year, staff at funded programs provide client stories to help illustrate the effect of services on their clients. FLY provided the following client stories for youths funded by JPCF, JJCPA, and YOYG. FLY also collected a client

<sup>7</sup> 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](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)

<sup>8</sup> 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>

<sup>9</sup> <https://nicic.gov/evidence-based-practices-ebp>

<sup>10</sup> <https://www.bethechangeconsulting.com/solutions/initiatives/coaching-case-management>

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

<sup>12</sup> 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

<sup>13</sup> 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>

success story for a youth who participated in JIRBG-funded programs, but given the small number of youths, that featured success story will not be reported for FY 2022-23.

**Exhibit 20. Client Success Story – JPCF**

Name of client	Allie (pseudonym)
Age and gender	17, Female
Reason for referral	Youth completed the FLY Law Program at South San Francisco High School and was eligible for the Leadership Program.
Client’s behavior, affect, and appearance when they first started in the program	Youth was very shy at first since she didn't know anyone in the program. Youth was unsure about who she would be able to trust. Youth's family has been involved with gangs and have been through a lot. Youth also signaled gang affiliation in her clothing. Youth felt very pessimistic about her future and dropped out of school because she did not believe in herself.
Activity engagement and consistency	Youth was very committed throughout the program and attended most community and pro-social events. Youth helped program staff conduct interviews for potential new staff and felt comfortable asking challenging questions to candidates. Also, youth successfully completed case management services and worked with case manager on her personal goals.
Client’s behavior, affect, and appearance toward the end of the program	Towards the end of the program youth felt very comfortable engaging with other youth. She took initiative to help other youth, make them feel comfortable and make friends. Youth stopped wearing gang colors and dressed FLY appropriate.
What the client learned as a result of the program	As a result from program youth learned that she is capable of accomplishing anything that she puts her mind and heart into. During the program she felt all the support from her peers and staff and this support helped her gain more confidence and have more hope for her future.
What the client is doing differently in their life now as a result of the program	Youth has gained more confidence with herself that she is able to advocate for herself more and speak up when is needed. Youth has also worked on trying to stay away from toxic environments and focus more on creating positive relationships.
The value of the program in the client’s words	"The value of FLY program for me was that it helped me succeed in life and stay out of trouble."

**Exhibit 21. Client Success Story – JJCPA**

Name of client	Hugh (pseudonym)
Age and gender	17, Male
Reason for referral	Youth went to Woodside High School and completed the Law program which made the youth eligible for the Leadership program.
Client’s behavior, affect, and appearance when they first started in the program	Youth was very quiet and distant with staff and was very shy with other youth at the start of program. Youth felt like they did not get along with others and was anxious to speak around big groups. Youth was also behind in school which made them feel unmotivated.
Activity engagement and consistency	Youth attended most of the events in the program and was consistent in meeting with their case manager. Youth was very involved in events to support unhoused persons including creating hygienic packets and food packets. Youth was involved when it came to giving to the community and felt like they had a safe place they could belong to when they were participating in these activities.
Client’s behavior, affect, and appearance toward the end of the program	Towards the end of the program youth was able to engage more with other youth in the program. They participated in activities and were able to share their ideas. Youth felt comfortable asking questions and felt confident when speaking among others.
What the client learned as a result of the program	Youth learned that there are a ton of opportunities out there for them and that they are more than capable of taking action towards these opportunities. They learned what it takes to be involved in the community and the work that it takes to do these services for others. Youth also learned how to create a resume and submit it for different job applications.
What the client is doing differently in their life now as a result of the program	Youth has reflected on their past actions when getting into trouble and is taking the time to place their mindset on creating progress towards goals they want to achieve despite anything that can be holding them back.
The value of the program in the client’s words	Youth said they learned that they had the advantage of having someone there to help guide them towards a successful path.

**Exhibit 22. Client Success Story – YOBG**

Name of client	Skye (pseudonym)
Age and gender	17, Female
Reason for referral	Youth was referred to the program by her probation officer after being committed to the Girls Program at Camp Kemp.
Client’s behavior, affect, and appearance when they first started in the program	Her incarceration stemmed from family tension and uncontrolled tempers. Youth was a young teen who was faced with the challenge of navigating life while trying to find her place. She was unclear of what direction she wanted to take, but FLY put her in the driver’s seat and she was able to lead FLY program staff down her path.
Activity engagement and consistency	She has been consistently involved with FLY, through various program and supports. It began with her involvement with the Law Program after her incarceration at Camp Kemp. From the first day of Law Class, she was committed to showing up and engaging with the material. Following the Law Program and released from Camp Kemp, she began with FLY’s nine month Reentry Program. She utilized all aspects and resources of the Reentry Program and her case manager who connected her with various community supports. She was connected to the gym and received a one-year pass to work on mental health and positive community activities. Staff focused on her educational attainment, and she was able to accomplish her goal of high school graduation and will begin college at College of San Mateo in the fall. She also connected with Speech Committee and is regularly working with their team to further her advocacy in the Juvenile Justice System
Client’s behavior, affect, and appearance toward the end of the program	She is mature, thoughtful, and committed. Not only has she learned the importance of hard work and follow through, but she commits to her goals and gets them accomplished no matter how big or small. Youth is always creating community within the spaces she shows up in. She is confident in herself and her ability to support others. Program staff have also seen a huge shift in her focus, and what is important in terms of her priorities.
What the client learned as a result of the program	She learned that she has to show up and be herself. She is confident and her communication has led to amazing opportunity and advocacy. Program staff believe that youth has identified hopes and dreams and that the youth knows she can accomplish them if she puts in the work.
What the client is doing differently in their life now as a result of the program	She is seeking positive outlets to fill her time and sees the value of supporting her community and others. She advocates beautifully and is thoughtful when taking on challenges or sorting through new environments.
The value of the program in the client’s words	"FLY has been motivating and inspirational, leading me to new opportunities."