

IMAGINE 2030

More Than Our Past Success

May 2019



FLY'S WORK

Founded in 2000, Fresh Lifelines for Youth (FLY) is an award-winning nonprofit serving youth ages 11 to 24 who are currently, formerly, or at risk of juvenile justice system involvement. FLY's legal education, leadership training, and mentoring programs motivate and equip young people to change the course of their lives and to break the cycle of juvenile violence, crime, and incarceration in their communities.

FLY'S IMPACT

Poverty, racism, immigration discrimination, and other forms of marginalization put youth at greater risk of violence and incarceration. FLY's program interventions, combined with extensive community and systems collaboration, disrupt the pipeline to prison and put kids on the path to a healthy, free, and productive life. Through this work, FLY has a positive impact on our youth, the communities we serve, and the systems in which we operate.

FLY'S COMMITMENTS

Youth Voice

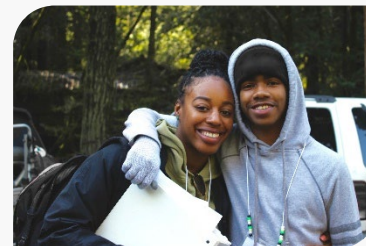
FLY's core programs are based on the ideas of youth who were incarcerated and wanted to prevent other kids from having the same fate. We remain committed to our kids and to using their voices, talents, and resilience to spark change for them, their communities, and the systems that impact them.

Community Partnership

We partner with the communities we serve in order to be part of a solution that's bigger than us. And we are continuing to partner with agencies and systems to effect large-scale change while holding those systems and ourselves accountable to greater impact.

Diversity, Equity, and Inclusion

At FLY, we embrace a diversity of identities, beliefs, thoughts, and experiences. We commit to creating a strong organizational culture of equity and inclusion in order to better serve our youth and our communities. We also commit to identifying the root causes of inequity in the education and juvenile justice systems and to helping rebuild those systems to be more effective, humane, and just.



FLY'S VISION

FLY envisions a country where **all** kids grow up valued and supported, and the pipeline to prison is replaced with meaningful opportunities for kids to live healthy, free, and productive lives that make stronger, safer, and more vibrant communities for us all.



A BIG HAIRY AUDACIOUS GOAL – REALIZING OUR VISION OF JUSTICE

By 2030, through partnering with kids, communities, and systems, FLY will help dismantle California's pipeline to prison, equip 25,000 juvenile-justice and at-risk youth to transform their lives, and strengthen services for marginalized youth in California and beyond.



Strategy #1: Build a body of evidence to support FLY's Theory of Change and proves its services work

FLY will develop the organizational muscle to be able to adopt a rapid testing cycle approach to its evidence building, continuous quality improvement, and strategic growth initiatives. This work will inform our growth in the three other areas below.

Strategy #2: Expand direct service efforts to two more California counties

FLY will be deeply present in its current three counties through direct service and systems change work, and is well positioned to respond to community needs. We will also identify and expand our services to a fourth and fifth county in California.

Strategy #3: Support and/or lead systems change locally and at a state level through policy, advocacy, and partnerships

FLY will understand how best to leverage its reputation and presence to support juvenile justice reform statewide. We are able to be both responsive and preemptive in our support of good policy, good practice, and elevating youth voice.

Strategy #4: Provide training and technical assistance to the at-risk and juvenile justice field

FLY is exploring opportunities to launch the Lifeline Institute, a training and technical assistance arm of FLY's direct service and systems change work, to increase the capacity of the field.

DEVELOPING ORGANIZATIONAL MUSCLE & AGILITY

FLY will develop the ability to adopt a rapid testing cycle approach to its evidence building, continuous quality improvement, and strategic growth initiatives, as evidenced by:

- FLY will provide evaluation findings that can be used to influence stakeholders to engage with FLY to provide support and services, and to inform our systems change or technical assistance initiatives.

- FLY will develop an internal infrastructure that will support ongoing evaluation and learning work for continuous quality improvement.
- FLY will gain clarity on which of its programs are viable for expansion into additional jurisdictions and under what conditions.



EVIDENCE-INFORMED POLICY & PRACTICE

FLY will consistently produce a body of evidence that informs the juvenile justice and youth-serving fields while also influencing state and national policy and practice, as evidenced by:



- FLY continues to be innovative and evidence-informed as it develops new models of service.
- FLY produces white papers, position papers, and policy and/or research briefs that contribute to the larger body of evidence and practice.
- FLY's learning and evaluation efforts support partners and affiliates to provide continuous quality improvement and demonstration of impact.

PAVING THE PATH TO LEADERSHIP THROUGH COMMUNITY RESPONSIVENESS

FLY will strive to become a leading service agency in California for empowering juvenile justice youth and those at-risk of system involvement to break free from the pipeline to prison. To earn this reputation, we will consider expansion in our existing communities and also intend to expand to at least two more counties within the state.

Expansion in Existing Communities

Expansion of direct services will include responding to the needs of the communities in which we are already present. We will evaluate which FLY programs should also be launched and sustained in another of our current communities. Growth will be driven by needs, how our competencies can fulfill those needs, and the sustainability of any program.

Needs & Opportunities in New Communities

New counties will be selected based on factors such as financial sustainability; efficient program delivery; talent availability; community interest; where the need is great (or the size of the gap between the need and the existing solutions); and

where local leadership is progressive, effective, and aligned with FLY's values. We are also mindful that expanding direct services will require a continuous and deeper analysis of which young people our programs are most effective for.



DISMANTLING THE PIPELINE & BUILDING ON-RAMPS TO YOUTH LEADERSHIP

Positive youth transformation is only possible when the systems they interact with help facilitate that transformation. FLY will leverage our reputation, organizational capacity and impact, and youth-centered values to help make local and statewide systems more just, humane, and equitable.

Elevating Youth Voice

- FLY will continue to leverage its strong reputation for working with system-involved youth and elevating youth voice in efforts to reform system policies and practices.
- We will also support youth leadership in efforts to influence local systems decision making and prioritization, training of systems staff, as well as to spur innovation that drives towards greater systems impact.

Systems Partnership

- FLY leadership will continue to serve on local bodies to effect change in practice by juvenile justice agencies.
- FLY will continue exploring ways for our youth leaders to partner with local and statewide justice system leaders to innovate and to advocate for other youth.



Advocacy Work

- We are ready to take a stand on issues through letters of support and op-eds, joining coalitions of groups involved in justice reform, and speaking at public events and events sponsored by our system partners.
- FLY's proximity to decision-makers who influence youth's daily experience in the justice and education systems give us opportunities to advocate for youth in our programs and in the systems as a whole.

THE LIFELINE INSTITUTE – SHARING THE KNOWLEDGE & THE MAGIC

FLY is exploring how to provide training and technical assistance to other practitioners and youth serving agencies in California and beyond. Our goal is to elevate the juvenile justice field by sharing our tried-and-true practices and “FLY Magic” to spark systems change and achieve positive outcomes for all youth at-risk or involved in the justice system.

Strategy Development

Building off a study conducted by the Stanford Business School’s Alumni Consulting Team (ACT), FLY is developing a business plan that outlines how this body of work will integrate into our direct service and systems change efforts. We are actively seeking partners to help FLY determine how best to contribute to the field through this work.

Potential Approaches

- Trainings on competencies we have developed such as rapport- and skill-building, case management, volunteer management, and youth-centered approaches
- Training practitioners and service providers on designing/adapting program models for their communities such as mentoring for system-involved youth, legal education, and youth advisory councils
- Partnering with other nonprofits or agencies in the form of technical support to launch and replicate FLY program models in other communities



A THREE-PHASED APPROACH

We've outlined a three-phased approach that will bring us from the current fiscal year to the end of FY30, when we hope to have realized our Big Hairy Audacious Goal.

Each phase has its own set of operational milestones that correspond to our four growth strategies: evidence building, expansion of services, system change, and training and technical assistance.

We are currently in Phase 1, and we're focusing on building FLY's infrastructure and exploring partnership opportunities. We look forward to many enlightening discussions with others in the juvenile justice field. Your insights and questions will inform our plans and hopefully lead to new opportunities for us both. Thank you for your willingness to engage with FLY.

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