

REIMAGINE
JUSTICE

TOGETHER

"Justice is what love looks like in public."

Dr. Cornell West



Ali Knight
FLY's President and CEO

Dear FLY Family,

I'm honored to write my first annual letter to you as FLY's President and CEO! I took the helm at the end of Fiscal Year 2019-2020 in a [virtual CEO transition ceremony](#) with my predecessor and friend, Christa Gannon. Marking this milestone in FLY's history through Zoom was just one of many adjustments we made in the middle of the COVID-19 pandemic.

Last year felt like two very different years

for us at FLY: one "normal" and one with unprecedented challenges and opportunities for innovation. As you'll see in data presented throughout this report, our performance was strong despite the obstacles, and we took every opportunity available to learn and grow as an organization.

Beyond the numbers, though, is how **we became even more responsive to our youth and communities:** in pivoting to deal with COVID-19 (pages 6-7 of report); in the breadth of our [programs](#); and in programs like [STAY FLY](#) and [Career Pathways Navigators](#) (page 10) where we deepened our impact through more intensive engagement with young people.

We also set an important intention to **grow from a "service for some" organization to one dedicated to "justice for all."** Our strategic plan, [Imagine 2030](#), had already set us in that direction when movements for racial justice and for juvenile justice reform gained huge momentum in the spring.

Those events, and our responses, reaffirmed that **FLY's direct services and systems change work are both pathways to a better future for young people.** It also reaffirmed our belief that elevating the voices of youth is essential to lasting reform.

The pandemic is far from over, but **we've weathered a lot of the storm thanks to all of you** who partnered with us, funded our work, donated to support our youth and families, volunteered your time, marched alongside us, and offered continuous love and encouragement.

I can't emphasize enough the critical role this FLY Family plays in our ability to fulfill our mission and vision. **You have our backs and our kids know you have theirs, too.** Thank you for your commitment to justice!

A handwritten signature in black ink, appearing to read "Ali Knight".



"FLY just **motivated me to do what I told myself I couldn't do** and no matter how many times I tried to give up they just wouldn't let me."

"FLY has made me think about how **I can be anything I want to** if I put my mind to it and work hard."

"I love the FLY support. **This program should be available to all youths in the Bay Area.**"

"I learned to have sympathy for others because **we all come from some type of struggle.**"

"**FLY helped me turn my life around completely** just because they were there for me and gave me things I wouldn't have had if I hadn't met them."

"**I love what FLY stands for.** It's very real and thoughtful."



"FLY helps me understand how important it is to **remain close to others who surround you with positivity.**"

"**I would tell anyone to reach out to the FLY program,** any youth that needs just some support and motivation."



Reflections from our Young People

We asked youth from across the agency to share their thoughts about the past year at FLY. We heard themes of deep connection, self-reflection, and gratitude.

Learn More:
[Read and hear](#)

The Year in Review

This page is a quick summary of the year's outcomes. For more data, please check our [FLY 2020 Data Summary](#).

About Our Youth

2,071 Youth Served



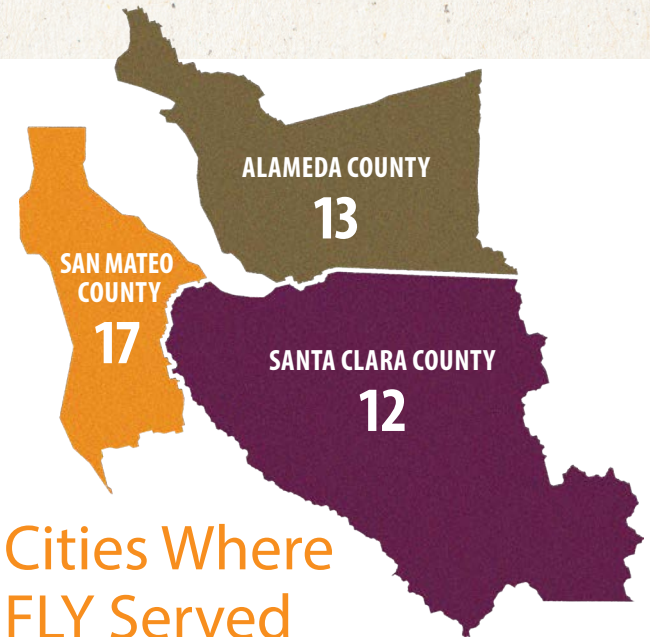
Youth Demographics

Race / Ethnicity

- Hispanic/Latinx/Spanish 63%
- Black/African American 13%
- Multiple/Mixed 6%
- White/Caucasian 5%
- Asian 4%
- Prefer Not to Say 3%
- Prefer to Self-Describe <1%
- Native Hawaiian/Other Pacific Islander <1%
- American Indian/Alaskan Native <1%
- Middle Eastern/North African <1%

Gender Identity

- Male 69%
- Female 31%
- Transgender <1%
- Gender Queer/Non-Binary <1%
- Prefer Not to Say <1%



Cities Where FLY Served

Last year we served **2,071 youth in 42 cities** in Alameda, San Mateo, and Santa Clara counties. In addition, because living situations or other factors changed for some of our youth, we worked with them in 24 cities outside our normal service area.

San Mateo County	Alameda County	Santa Clara County
Burlingame	Alameda	Campbell
Daly City	Berkeley	Cupertino
East Palo Alto	Castro Valley	Gilroy
El Granada	Emeryville	Los Gatos
Half Moon Bay	Fremont	Milpitas
Menlo Park	Hayward	Morgan Hill
Millbrae	Livermore	Mountain View
Montara	Newark	Palo Alto
Moss Beach	Oakland	San Jose
Pacifica	Pleasanton	San Martin
Pescadero	San Leandro	Santa Clara
Portola Valley	San Lorenzo	Sunnyvale
Redwood City	Union City	
San Bruno		
San Carlos		
San Mateo		
South San Francisco		

Key Measures of Progress

We want to highlight three key measurements of the progress our youth made while in FLY's programs this year. These areas are all critically important in allowing youth to exit or avoid the school-to-prison pipeline.

Decrease in justice system involvement, as measured by not receiving a new charge, successfully completing probation, or reducing their risk of future involvement:

94% of youth in the Leadership Training Program did not sustain a new offense during the program year

80% of youth in our CAFA Mentor Program graduated from probation during the program year

Increase in educational attainment, as measured by re-engaging in school, progressing to the next grade, graduating from high school, enrolling in post-secondary school, and/or obtaining employment:

100% of the middle schoolers in our case management program re-engaged in school, returned to their home school, or transitioned to high school

43 youth graduated from high school or received a GED (read about FLY's first-ever virtual high school graduation celebration)

Increase in social-emotional learning skills*, as measured by the changes shown in self-awareness, social awareness, critical thinking, and self-advocacy:

85% of youth in our CAFA Mentor Program expressed a desire to make positive changes in their lives after being in FLY

Learn More:

See more data in our [FLY 2020 Data Summary](#)

*Social-emotional learning skills is a new area of measurement that will be further developed in the coming years.





A CEO Transition

In June 2020, FLY held our first-ever virtual event, a celebration of FLY's historic CEO transition. [Christa Gannon](#) moved to a full-time Founder role after serving as FLY's executive leader since she started the organization in 2000. [Ali Knight](#), FLY's COO of six years, took the helm as FLY's new President and CEO. Thank you for helping us honor them as they stepped into their new roles.

Pushing Through the Pandemic

At the beginning of March 2020, our staff was growing, some programs were expanding to new counties, and others were being enhanced to better serve existing communities. Work toward our strategic plan was on target, and fundraising was on track to meet or exceed our goals.

Then in March, Bay Area counties enacted the first COVID-related shelter-in-place orders in the country. **The last four months of Fiscal Year 2019-2020 were unlike anything we had ever anticipated or experienced before.**

We immediately saw that **COVID-19 increased the inequities faced by our Black and Brown youth**, in healthcare access, in education with its many distance learning challenges, through the loss of jobs and income, and in the threat of eviction or other forced moves.

Youth and their families turned to us because they trust us, and the economic downturn resulted in fewer resources available. We helped meet basic needs and provided information to support their health and safety.

Our staff immediately pivoted and adapted technology for 1:1 meetings with kids, law classes, mentoring meetups, and even court appearances with youth. The collaboration and support of our system partners and funders in these efforts was exceptional.

Most importantly, our youth used the support and new resources we offered to **push through barriers and focus on their life goals**. We are inspired by their strength and commitment!

The whole FLY Family went above and beyond to support our kids. The challenges are far from over but we have already become much stronger together.

COVID-Related Support from FLY

Resources & referrals: 222

Direct financial assistance: \$108,200

Youth supported: 84

Funds for technology: \$46,800

"Since the pandemic hit, my job reduced my hours and I had to leave my home. I really needed a hug. But being in FLY virtually made my life a lot better. It feels good to know that I still have a safe place and a group of people who always have my back even through tough times."

— FLY Youth

"The FLY program has really helped my family through this time with supplies, things that we need, and just support — hearing us out."

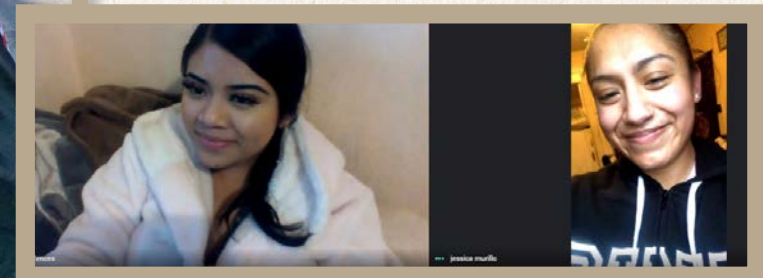
— FLY Youth

"I want to shout out FLY because they gave resources to my family: money for food, hand sanitizer, toilet paper, all of that. That was really appreciated."

— FLY Youth

"Thank you for helping my daughter and our family during this time...this is the only class that I've seen her interested in and doing the assignments so again THANK YOU."

— Parent of a FLY Youth



Systems Change as a Pathway Forward

The pipeline to prison is a series of systems, structures, and practices that suppresses young people of color and other marginalized young people's ability to grow and thrive. We work with our partners, civic leaders, and our youth to disrupt it by helping the criminal justice, juvenile justice, and education systems to become more effective, innovative, and equitable.

Guided by our strategic plan, [Imagine 2030](#), this year we began to create a strong foundation to support FLY's role as a change agent. Our first major project was FLY's Systems Change Framework, which outlines our key strategies and expected outcomes for the work.

Systems Change Strategies

YOUTH VOICE

COMMUNITY
AND SYSTEMS
COLLABORATION

SYSTEMS
PARTNERSHIP

INNOVATION
THROUGH
DEMONSTRATION

RESEARCH AND
POLICY ANALYSIS

ADVOCACY &
LOBBYING

We next held an extensive series of **Town Hall meetings to gather input from youth and staff** on topics such as decarceration, law enforcement/policing, school climate and culture, and other topics. Their input will help us craft policies and plans of action.

We held **civic engagement workshops for youth** on voter registration, how local government works, public speaking, and other topics. During the **movement for racial justice that emerged this spring**, youth, staff, and Board members participated in events held in support of Black Lives and the need to address police violence, which has touched the lives of many in our communities.

It's been inspiring to watch as **more of our FLY Family advocates for positive change.**



"We are starting to wake up and realize that there are things in the community we need to change and that we need to advocate for. I believe we have the power to change the world."

— FLY Youth



The Power of Community

VOLUNTEERS

More than 250 FLY volunteers gave our youth nearly 10,000 hours of their time this year. We appreciated everyone who worked with us



to implement new systems for volunteer training, facilitating classes, and supporting youth under the shelter-in-place orders. Their flexibility and creativity made continuing our CAFA Mentor and Law Programs possible!

We also want to thank our **compassionate and dedicated Board of Directors** for jumping in to help us adjust our business model and raise funds.

PARTNERS

FLY's work would not be possible without our **partners in the juvenile justice and education systems, and those in government agencies**. This year, they demonstrated particular flexibility and resilience in working with us to restructure programs and contracts so we could continue to serve our young people.

FUNDERS AND DONORS

FLY's ability to end the year strong financially is a **testament to all of those who fund our work**. Many funders made adjustments in grants to accommodate the changes we needed to make in order to continue working while sheltering in place.

Special thanks to **those who provided emergency financial assistance** to families and funds for technology to enable our kids to continue with school.



Learn More:

[FLY's FY19-20 Board of Directors](#)

[FLY's Institutional Funders and Corporate Sponsors](#)

[FLY's Individual Donors](#)

Career Pathways Navigators

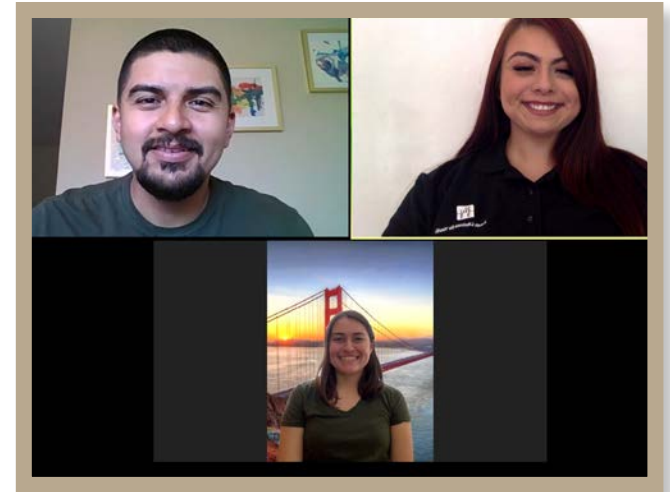
This year **FLY added a critical layer of support to our services: specialized education and career navigation assistance** for youth in our case management programs: [Leadership](#), [Reentry](#), [Middle School](#), and [STAY FLY](#). With funding from the California Board of State and Community Corrections and the Alameda County Office of Education, FLY hired a Career Pathways Navigator (CPN) in each of our three counties.

CPNs primarily focus on connecting youth to education and career resources, with a secondary focus on basic needs such as housing and food. They facilitate communication with school administrators, teachers, college admissions counselors, and job training program coordinators. They also connect youth to career opportunities, educational resources, and other self-sufficiency supports.

CPNs were pivotal to FLY's response to the COVID-19 pandemic. They tracked local housing, food, and other resources for youth in all programs. They also helped kids access distance learning after the closure of school sites.

In addition, each CPN is **helping FLY develop expert knowledge in local education laws as well as forming partnerships** with supportive organizations in the areas of career, education, and basic needs.

Learn More:
[Career Pathways Navigator](#) Program



"The beauty of CPN work is not only that we get to work with FLY's youth but we have the opportunity to integrate ourselves into all programs in some capacity or other. The work allows us to work collaboratively with case managers and build stronger support systems for our youth."

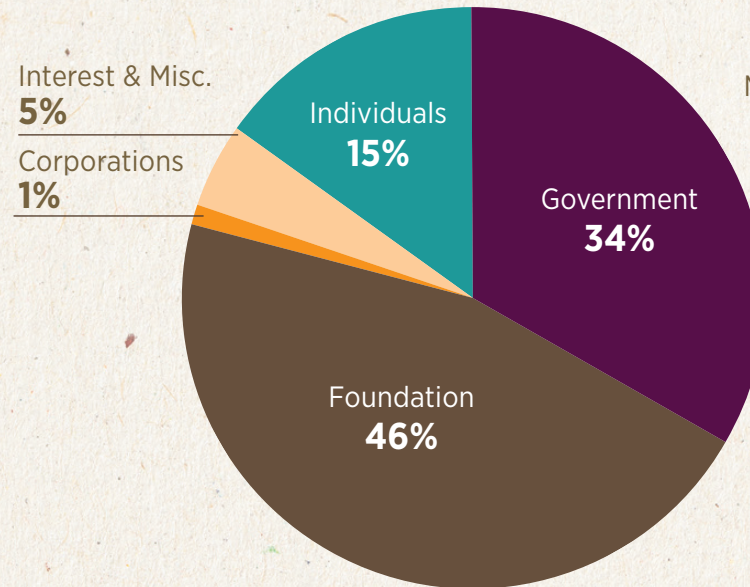
— FLY CPN

Financials

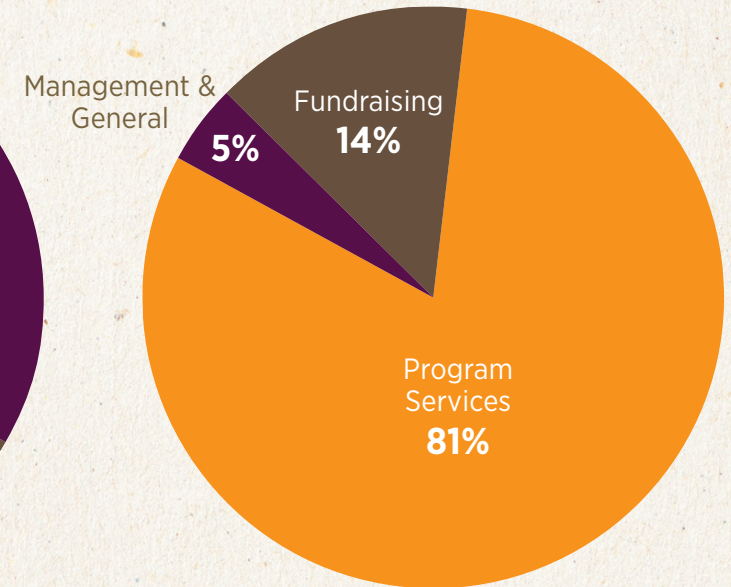
We finished our fiscal year (July 1, 2019 – June 30, 2020) strong at a time when the economic downturn made fewer resources available for nonprofits.

Fresh Lifelines for Youth (FLY) is a nonprofit 501(c)(3) organization that takes great pride in our financial efficiency, our accountability to donors, and our transparency. FLY's Taxpayer ID is #52-2234595.

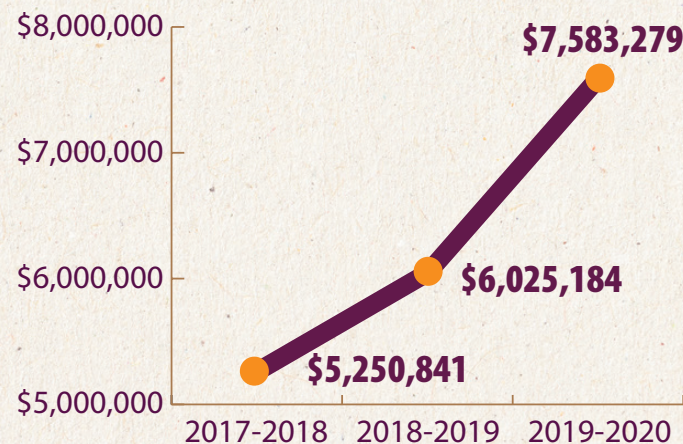
REVENUE



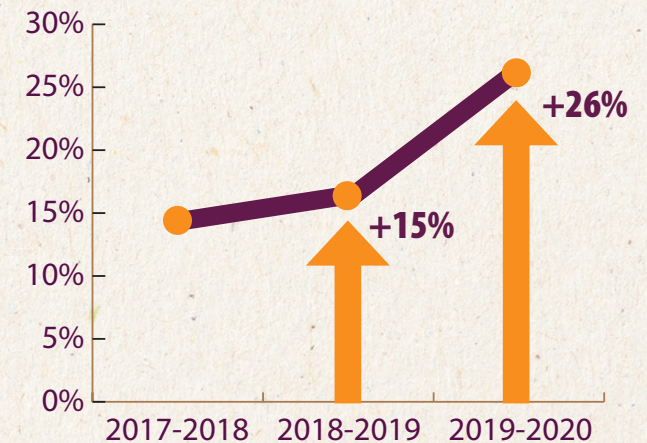
EXPENSES



TOTAL SUPPORT AND REVENUE Y.O.Y.

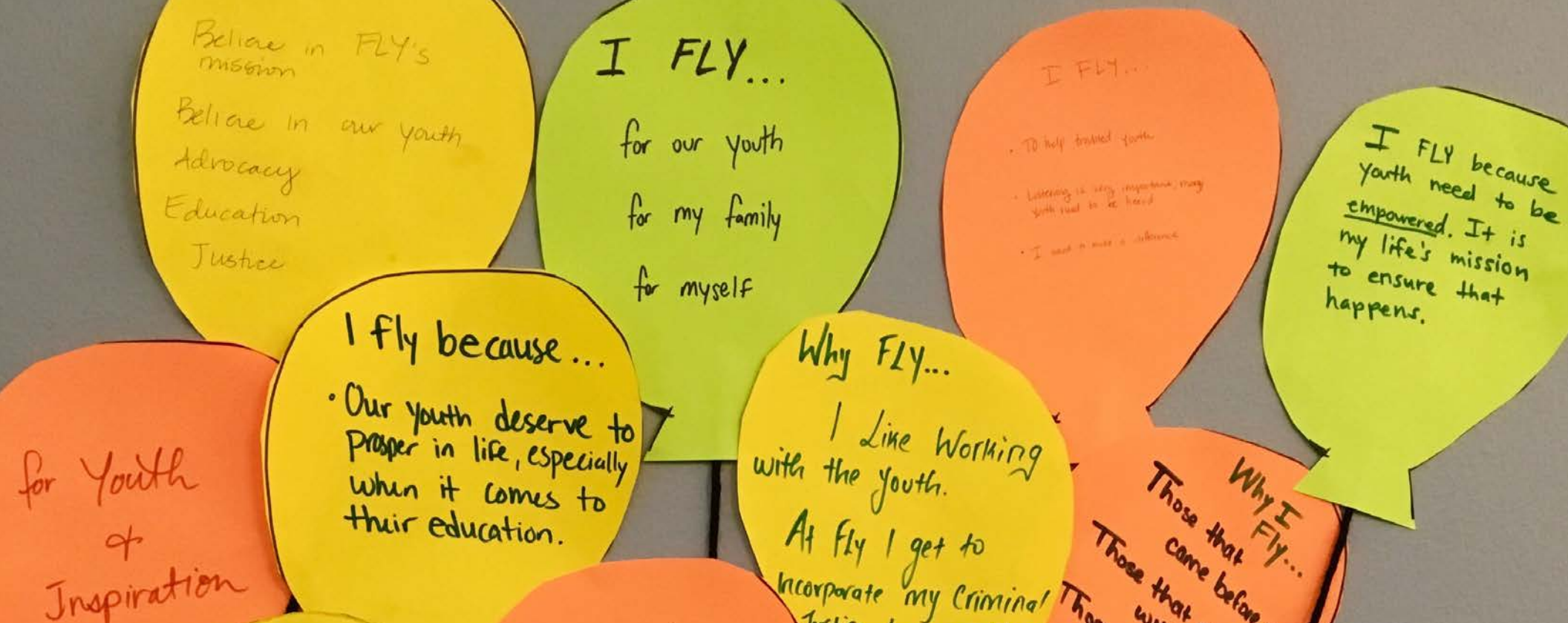


GROWTH: SUPPORT AND REVENUE Y.O.Y.



Learn More:

Read our [FLY Financials Page](#)



THANK YOU FOR SUPPORTING FLY!

At FLY, we interrupt the pipeline to prison and support youth on their path to healthy, free, and productive lives.

Fresh Lifelines for Youth (FLY) is an award-winning nonprofit serving Bay Area youth involved in the juvenile justice system and those at risk. We educate them about the law and their rights, give them positive mentors and role models, and support them to become leaders among their peers and in their communities. Together with our young people, we also help our juvenile justice systems become more just, humane, and equitable. As a result, FLY increases safety and decreases the costs and consequences of crime.

Learn and Engage with FLY

- Visit our [website](https://www.flyprogram.org) or email your questions to info@flyprogram.org
- [Sign up](#) to receive periodic FLY news and stories about our youth
- Read the latest FLY updates on [Facebook](#), [Instagram](#), [Twitter](#), [LinkedIn](#), and [YouTube](#)
- [Volunteer](#) to mentor a youth or teach a law class.
- [Invest](#) in a better future for FLY youth and our communities
- Make your donation monthly for year-round impact



Fresh Lifelines for Youth

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As of the date this report was published, FLY offices are closed in accordance with health orders but all of our services and administrative work are taking place virtually.