

## 2021 ANNUAL REPORT

*As the challenges of 2020 continued into 2021,  
FLY youth practiced resilience and hope.*



**The POWER of Our POSSIBILITIES**



Fresh Lifelines for Youth

# Dear FLY Family,

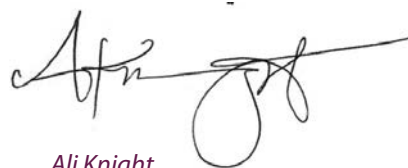
Last fiscal year was FLY's 20th anniversary year, a special but unusual year for the many reasons we all know. We hope this report gives you a good sense of the accomplishments you made possible and offers a glimpse of the growing power of FLY's potential for future impact.

We're proud of how we pivoted, re-paced, and re-prioritized to continue delivering quality services, keep staff and youth safe and connected, and sustain the organization—all of which we did in constant pursuit of justice for our youth. Our most ambitious accomplishments were how we lived out our value of innovation to evolve FLY's programs in response to needs created by the multiple crises.

For example, we redesigned our [Law-Related Education](#) curriculum to be more responsive to the current climate around justice and civic engagement. We expanded [STAY FLY](#) into San Mateo County to work with more transition age youth caught between two justice systems. And we began expanding our [Youth Advisory Council](#) model into Alameda County.

These innovations also show how our work can affect systems change: each was preceded by, or led to, better state or local policies in the systems and our communities.

The work was demanding, at times surprising, and always rewarding. Thank you for walking alongside us so that we had the privilege of walking alongside 1,600+ amazing young people!



Ali Knight  
FLY's President & CEO



Last year I connected with a FLY youth who made a mistake that led to a very traumatizing police encounter—which wasn't just about his mistake, but also about being a black teen living in a white affluent neighborhood. Listening to him, I drew a lot of connections to my own teenage years, even though I grew up decades ago and thousands of miles away. He was sent to the Ranch where he got connected to FLY. His case manager validated his experience and helped him move past the trauma in a positive way. Now he's home, has graduated high school, has a full-time job, and is very close to completing probation. He is a reminder that accountability and justice should go both ways.



# Year in Review: Our Youth

## Youth Served: 1,631

During a full year of the pandemic, we were still able to exceed our goal for youth served.

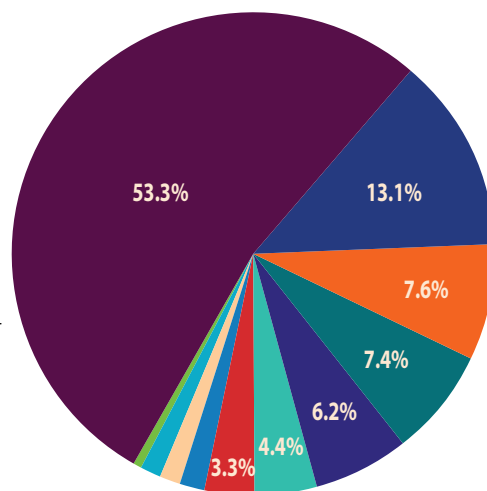
## Youth Age Range: 11 to 25

With the growth of programs such as STAY FLY and others, FLY is serving more emerging adults.



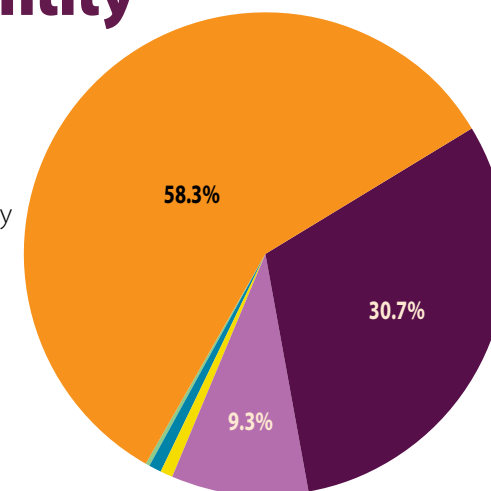
## Race & Ethnicity

- Hispanic/Latinx
- Black/African American
- Multiple
- Unknown
- Asian
- Middle Eastern/North African
- White/Caucasian
- Native Hawaiian/Other Pacific Islander
- Prefer Not to Say
- Prefer to Self-Describe
- American Indian/Alaskan Native



## Gender Identity

- Male
- Female
- Unknown
- Prefer Not to Say
- Gender Queer/Non-Binary
- Transgender



# Year in Review: Measures of Progress

Youth in FLY's case management programs are much less likely to end up back in the system. Case management is a collaboration in which a staff member offers 1-on-1 intensive support provided by trained staff to help a youth set and reach their personal goals. Goals usually center around reducing justice involvement, reducing need and increasing self-sufficiency, advancing academically, and building social-emotional skills. The following are some examples of their progress.

## Probation Completion

3 in 4 youth on probation who successfully completed their case management program graduated from probation or were on track to graduate

## Non-Recidivism

Nearly all youth in FLY's case management programs did not sustain a new charge during the program

## Education Attainment

9 in 10 youth who successfully completed their case management program achieved their educational or career-related goals

## Reduction in Need

7 in 10 youth who successfully completed their case management program became more self-sufficient and developed in key areas of their lives

## Social Emotional Learning (SEL)

7 in 10 youth who successfully completed any of FLY's case management programs gained skills in areas such as self-awareness, social awareness, critical thinking, and self-advocacy



71 FLY youth enrolled in post-secondary education and/or obtained employment this year, nearly doubling the number to complete those goals in the previous fiscal year

# Community: Showing Up for Youth

This year, the FLY community went above and beyond to ensure that we could respond in real-time to our youth and their families' needs. For example, we exceeded our annual fundraising target and 205 volunteers devoted 8,467 hours to FLY!

To continue tackling these challenges head-on, we launched the \$1.5 million Justice Prevails Fund—a campaign focused on supporting community-responsive innovations, lifting up youth voices for change, and creating statewide impact.

The Fund allows our supporters to work alongside FLY to serve more young people, make our communities safer, and change the justice system for future generations of youth. To learn more, contact Katie Sandoval Clark, [Katie@flyprogram.org](mailto:Katie@flyprogram.org).

**Long-time FLY supporter Nancy Wright started her career as a Juvenile Probation Officer. She later became FLY's Board Chair, and a FLY investor, ambassador, mentor, and dear friend. Before she passed away in December 2020, she and her husband Eric gave a generous gift to create the "Nancy Happy Fund" for FLY youth. Funds will be used for new experiences, supplies for school or work, birthdays, graduations, or anything that brings them happiness.**



*My volunteer experience with FLY has made a huge impact on how I view our youth and has restored my hope that even just one person alone can make a huge impact in someone's life.*

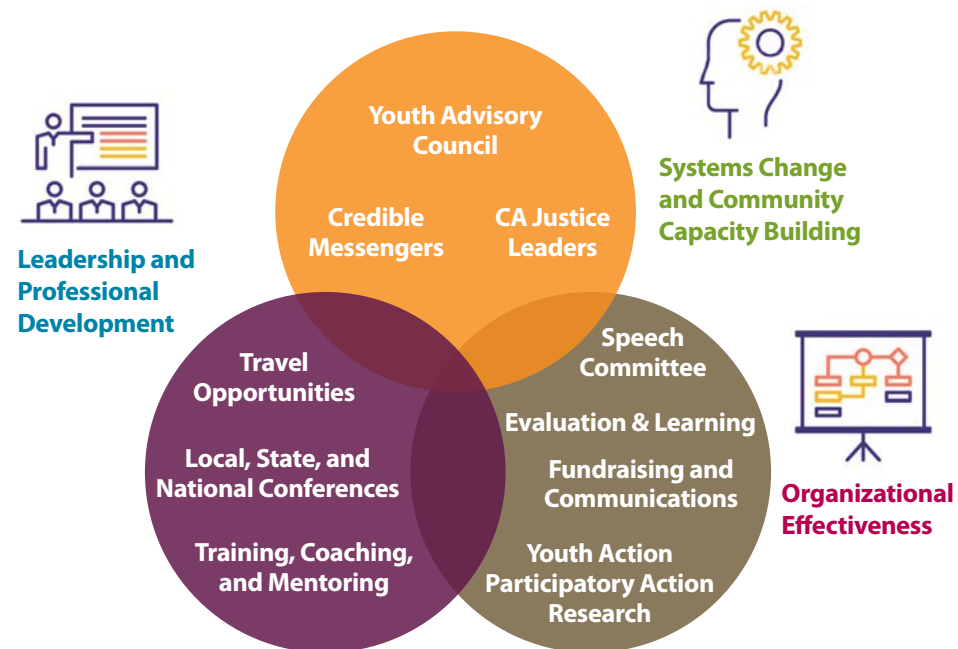
— FLY program volunteer



# Youth Voice: New Opportunities

FLY believes that youth are the experts of their own experience, and amplifying their voices is part of FLY's DNA. The [Youth Advisory Council](#) (YAC) and [Speech Committee](#) are the most well-known Youth Voice efforts within FLY. This year we introduced an expanded portfolio of [Youth Voice Initiatives](#) that support three main goals: systems change, organizational effectiveness, and leadership/professional development for youth.

These initiatives will allow FLY alumni to become even more energetically engaged in improving the lives of other youth involved in the juvenile justice system, while helping to make their communities healthier and safer.



One of FLY's newer Youth Voice initiatives, the Credible Messenger Mentoring Program, builds trust and inspires change from within our communities. Credible Messenger Mentors (CMM) are trained mentors who have lived experience with the justice system. This serves as an opportunity for FLY alumni to give back by supporting other system-impacted youth who are exiting Santa Clara County juvenile facilities.



# Systems Change: Working for Justice

Our kids continue to be pushed out of failing schools and under-resourced communities into the pipeline to youth incarceration and eventually adult prison. This year, we ramped up our work at the local and state levels on reforms that center the needs of young people without compromising public safety. Below are some of the highlights of our systems change efforts from the past year.

## Realignment & Reform

Following the signing of legislation mandating the closure of California's troubled youth prisons, FLY staff and youth were invited to join committees in all three of our counties that will decide how to serve young people who will return from those facilities or who will stay locally now that they are closed. We also published a [case study](#) and brief with policy recommendations for the care of young adults in the system.

## Advocacy

FLY supported eleven bills during the the 2021 California Legislative Session. Six were eventually signed into law and others will become two-year bills. [Click here](#) to learn more about how these new laws will positively impact our youth, our families, and our communities.



## School & Public Safety

FLY youth and staff in all three counties worked with families and community groups to urge school districts to stop using law enforcement to solve disciplinary issues. They advocated for reinvesting funds spent on police for counselors, nurses, wellness centers, and other services that actually increase students' safety and wellbeing.

FLY convened a [Youth Advisory Board](#) in Oakland that recommended how to redirect funds from policing to services that increase public safety. FLY also hosted focus groups to advise City of San Jose officials on equitable solutions for community safety.

*We are in a unique moment to reimagine juvenile justice in California.* — Ali Knight, FLY's President & CEO

# Learning: Program Feedback

The pace of change in our communities and the juvenile justice sector is accelerating, so FLY adopted a rapid testing cycle process for evaluating and updating our programs. One example is [STAY FLY](#), which began as a pilot program in 2016 to allow young adults convicted of low-level non-violent offenses to continue in the juvenile justice system instead of being sent to the adult criminal justice system. We broke new ground in California by adapting our law-related education curriculum and case management practices to the needs of emerging adults. And this year we received a grant from the Governor's Office of Business and Economic Development to expand STAY FLY to San Mateo County.



## Centering Youth Voice

With the pause of in-person services, FLY had to pivot away from using in-person evaluations to help us improve our programs. [Listen4Good](#) helped us explore ways to collect participant input and other program data electronically. We experienced high survey response rates and heard very positive feedback from youth. We also reported back our findings to key stakeholders (staff, youth, and funders) to discuss changes for the future.

*Listen4Good supported FLY to develop best practices for using youth feedback to guide equitable program changes and for communicating back to them about the impact of their input – both critical steps in the feedback process!*

— Meghan Monteiro, FLY's Director of Evaluation & Learning



# Learning: Monterey County

FLY's [Law Program](#) pilot in Monterey County was the first demonstration of our ability to provide technical assistance to organizations wanting to bring our programs to new locations. We trained Monterey County Probation staff to deliver the program and coached them as the pilot progressed. After the onset of the pandemic, two sites were able to resume virtually while another site resumed in person with virtual coaching from FLY. Once the training is completed, the staff will be able to continue offering the program to youth with ongoing monitoring and evaluation support from FLY.



*The success of the Monterey County pilot even during virtual service delivery is a testament to the hard work of the Probation facilitators and to the adaptability of our Law Program.*

— Cassidy Higgins, PhD, FLY's Vice President of Community Impact

# Financials

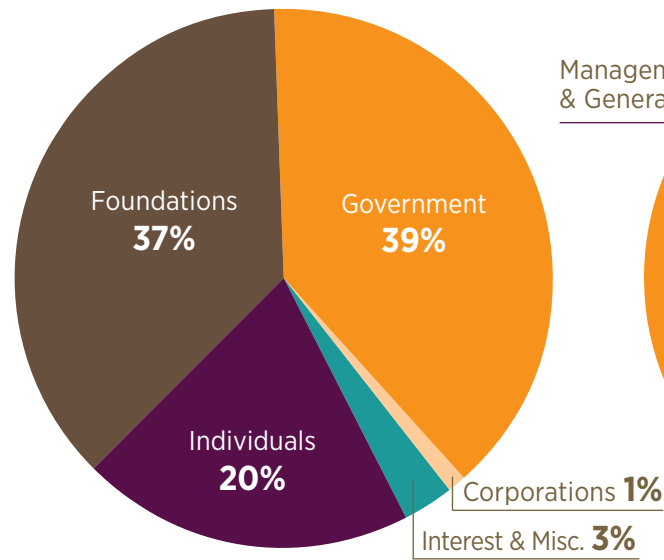
*FLY finished the year in impressive financial shape, growing revenue nearly 16%! Additionally, FLY targets and maintains an appropriate cash reserve which gives them the confidence to invest in programs and to strategically expand. As a Board member, I am impressed with their adherence to sound fiscal management practices.*

— Mark Donnelly,  
FLY's FY21 Board Chair

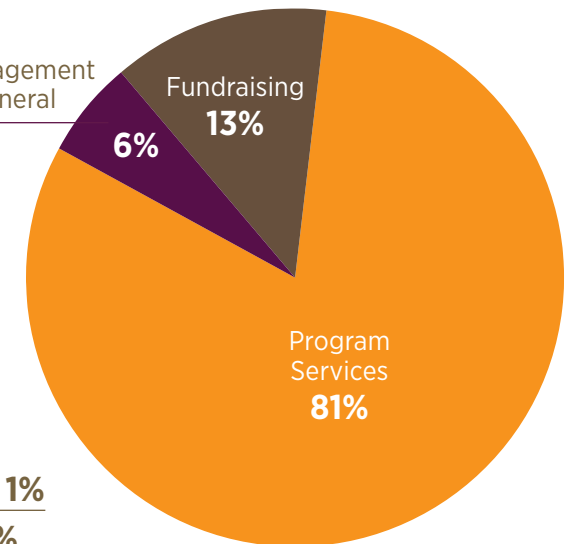
Fresh Lifelines for Youth (FLY) is a nonprofit 501(c)(3) organization that takes great pride in our financial efficiency, our accountability to donors, and our transparency. FLY's Taxpayer ID is #52-2234595.

We invite you to learn more on our [FLY Financials Page](#).

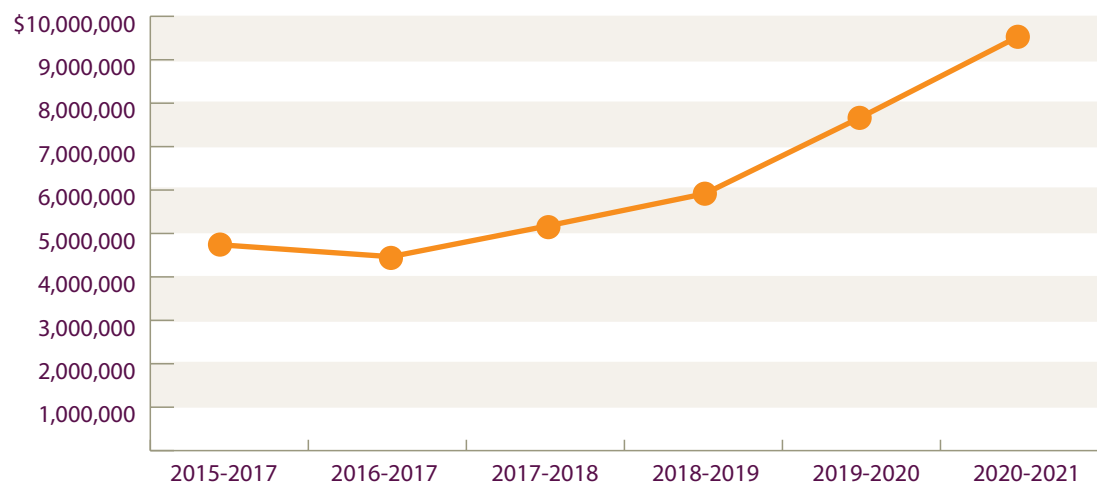
## REVENUE



## EXPENSES



## TOTAL SUPPORT AND REVENUE Y.O.Y.



Note: Nearly \$1M of revenue raised was not meant to support daily operations but intended to support a special one-time initiative, the Justice Prevails Fund (see page 6 of this report).

# Harnessing Our Power

The compassion, dedication, resilience, and adaptability of our amazing staff and Board of Directors allowed FLY to innovate and thrive this year.

*The FLY Magic persisted this year because of our team, who turned obstacles into opportunities and loss into love.*

— Anna Nguyen,  
FLY's Chief of Staff



## Our Staff

- 75 staff
- 78% people of color
- 72% female
- 31 years average age
- 3.8 years average tenure
- One-third joined during the pandemic
- One-half started as FLY volunteers



## Our Board of Directors

- 15 members
- 40% people of color
- 50% female
- 4 years average tenure



# Thank You for Your Support

Fresh Lifelines for Youth (FLY) is a best-in-class nonprofit serving Bay Area youth impacted by the justice system. We connect young people with positive mentors and role models, promote their understanding of the law and their rights, and support them to become leaders among their peers and in their communities.

Together with our young people, partners, and supporters, we are working toward a future where all kids grow up valued and supported, and have meaningful opportunities to live healthy, free, and productive lives that make stronger, safer, and more vibrant communities for us all.

## Learn and Engage with FLY

- Visit our [website](https://flyprogram.org) or email your questions to [info@flyprogram.org](mailto: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

**Your investment in FLY is an investment in disrupting the pipeline to prison for young people, and reducing the enormous societal and human costs of incarceration.**



Fresh Lifelines for Youth

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Sobrato Center for Nonprofits, 568 Valley Way, Milpitas, CA 95035 | Phone: 408.263.2630

*As of the date this report was published, all FLY programs are operating and FLY offices are open on a limited basis with health precautions in place for all staff and visitors per local health orders and guidance from the CDC.*