



# CT YSB & JRB LANDSCAPE ANALYSIS DATA REVIEW



December 2022



# Overview

- **Context of Landscape Analysis**
- **Survey Design, Data Collection, and Tiering**
- **YSB Analysis**
  - *The “Typical” CT YSB*
  - *Benchmarks of a Model YSB*
  - *YSB State Level Tiering & Highlights*
  - *Factors Influencing YSB Tiering*
- **JRB Analysis**
  - *The “Typical” CT JRB*
  - *Benchmarks of a Model JRB*
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- **Recommendations**

# DillingerRAD

## Who We Are

- Dillinger Research and Applied Data Inc (DillingerRAD) is a Connecticut-based 501(c)3 nonprofit that works with youth-centered organizations around their data needs and goals.
- We have partnered with numerous school districts both in and out of Connecticut, other youth-based non-profit organizations, and state level Boards of Education.

## Our Work with CYSA & DCF

- For the last two years we have been working with CYSA and DCF to help the network of member organizations move towards expanded data capacity, management, and use.
- Before conducting the Landscape Analysis we worked with Middletown Youth Service Bureau and Naugatuck Youth Services on a project, funded by the Tow Foundation, that focused on data collection and use.

Some of Our Valued Partners:



# Context of Landscape Analysis



## Landscape Analysis

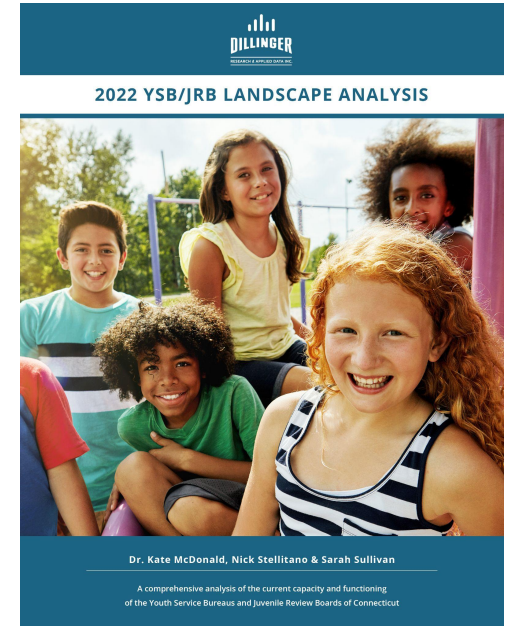
**Improving Outcomes for Youth Initiative Taskforce and JJPOC Approved Recommendations** are to specify the mission and continue to strengthen the capacity and diversionary function of YSBs and JRBs statewide and to adopt research-based policies and practices.

### GOALS:

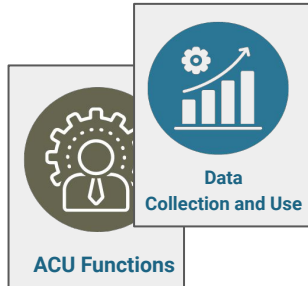
1. **Collect data** to better understand Functioning and Capacity.
2. **Analyze the data** to better understand where and when organizations are able to directly or indirectly provide services in accordance with state mandates.
3. **Identify barriers** that exist which limit an organization's ability to provide services in accordance with state mandates when gaps in services are found.

# Landscape Design

1. **Initial Desk Review:** An initial desk review regarding existing state mandates and best practices for YSBs and JRBs was conducted to develop a complete picture of current organizational expectations.
2. **Survey Design:** Utilizing the information gathered during the desk review a list of potential survey questions was compiled for YSBs and JRBs to help understand the following:
  - a. Statewide variability of organizational structure and capacity
  - b. Statewide variability of alignment with state mandates
  - c. Statewide variability of challenges and barriers to the work
3. **Survey Development and Distribution:** Survey questions were reviewed and approved by DCF and CYSA. Two surveys were developed; one focused on YSBs and included 154 questions, the other focused on JRBs and included 167 questions. Each organization received a unique online link to fill out an individual survey.
4. **Survey Completion:** Eighty-three (94%) JRBs across the state completed the survey and ninety-nine (96%) YSBs across the state completed the survey.



# Data Collection



## Question Types

Questions in the survey were organized into a number of district functional areas.

- **YSB Functional Areas:** ACU Functions, Youth Served, Programming & Partners, Funding & Capacity, Data Collection & Assessment, and General Operations
- **JRB Functional Areas:** Members, Member Training, Philosophy & Ethics, Intake Process, JRB Meetings, Case Management & Service Recommendations, and Case Closeout

## Question Categories

Questions in the surveys fell into two categories, context and tiering.

- **Context Questions** were designed to provide a more complete picture of each organization including how it is structured and operates.
- **Tiering Questions** were related to the functions and state mandates required by all organizations. Tiering questions were scored based on alignment of answers with current state mandates. Closer alignment resulted in higher scores. Tiering questions were grouped into benchmark areas.



# Tiering

**Tiering Questions:** Questions related to the functions and state mandates required by all organizations. These questions are scored based on alignment of answers with mandates. The scale is from 1-3.

**(1) Room for Growth and Support:** Organizations are in need of additional support to meet state mandated requirements

**(2) Striving for Success:** Organizations are typically meeting state mandated requirements across multiple measures

**(3) Maximizing Impact:** Organizations are meeting and sometimes exceeding state mandated requirements

## Benchmark: Restorative Practices

Questions	Maximizing Impact (3)	Striving for Success (2)	Room for Growth and/or Support (1)
(Q109) During the JRB meeting, are restorative questions used to guide the conversation	Yes	Sometimes	Not Sure, no

**Tiers:** Tiers represent the average of a subset of questions representative of each benchmark

Q109	Q92	Q93	Q105	Q88	Q24	Q25	Q30	Q62	Q63	Q87	Q97	Restorative Avg
3	1	2	3	3	3	3	3	3	3	1	1	2.42

# YSB Analysis





# The “Typical” CT YSB

- Has **2 or fewer full-time staff** and **2 or fewer part-time staff**
- Is currently underfunded in areas of **Staffing** and **Tier 2 programming**
- Provides services for children **0-20 years of age**
- Has **limited funding** to addressing specific youth needs and providing specific programming
- Utilizes the majority of their budget for **staffing and programming**



- **Partners with 14 community organizations** to address youth need and partners with 7 community organizations to provide events and programming
- Has **grown direct services** over the past five years but available external programming has stayed the same
- Has seen an **increase in the complexity** of Tier two cases
- Serves approximately **300 Tier 1 youth** per year and just over **100 Tier 2 youth** per year



- Has **unmet needs** in their community for both Tier 1 and Tier 2 youth
- Has **not seen a change in their overall budget** over the last five years.
- Collects **data on paper and excel sheets** primarily through intake forms and events and program documents



# Benchmarks of a Model YSB



**Administrative Core Unit (ACU) Functions-** The YSB is able to fulfill the five ACU functions required by state statute.

*(Community Involvement, Resource Development, Research & Assessment, Advocacy, Management & Administration)*



**Equity and Inclusion-** Equitable practices are a focus and the YSB provides a means to help ensure that all youth and their families have access to programming and services.



**Data Collection and Use-** Thorough and informative data is collected and then utilized to help ensure decisions, changes, and processes are impactful and sustainable.



**Identify, Match, and Access Services-** The YSB has the capacity to identify and meet the needs of the youth and families in their communities.



**Standards and Guidelines-** Internal practices and processes are carefully thought out and planned to ensure consistency and fairness is addressed.



**Training and Staffing-** Individuals are provided with the necessary training and staff are chosen to provide a diverse and knowledgeable staff.

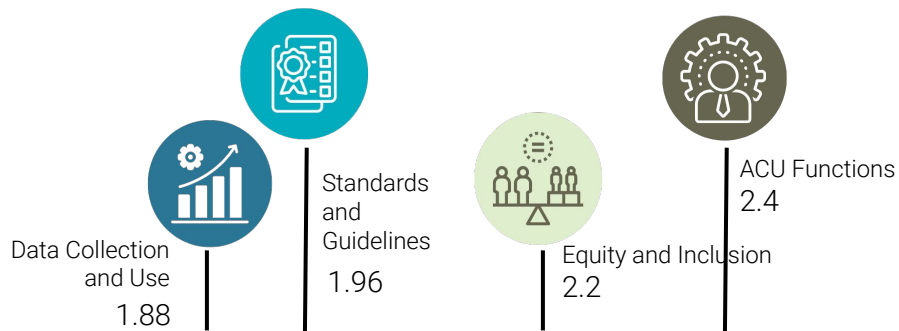


**Community Hub-** The YSB is able to drive a coordinated community response to the youth and family needs in their community by working with community partners to identify youth needs and connecting youth and their families with appropriate services and support.

# YSB State Level Tiering

The average scores of all YSBs in Connecticut

**Overall Average = 2.12**



**1** = Room for growth and support

**2** = Striving for success

Maximizing Impact = **3**

**Room for Growth and Support** = YSBs are in need of additional support to meet state mandated requirements

**Striving for Success** = YSBs are typically meeting state mandated requirements across multiple measures

**Maximizing Impact** = YSBs are meeting and sometimes exceeding state mandated requirements

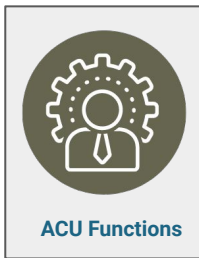
Identify, Match, &  
Access Services  
1.94

Training  
and  
Staffing  
2.18

Community Hub  
2.29



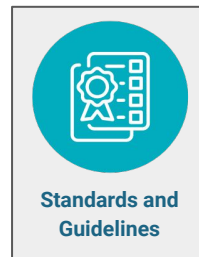
# YSB State Level Highlights



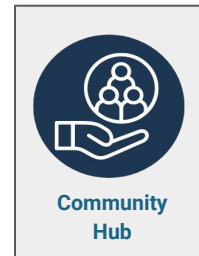
Community involvement and advocacy activities are robust



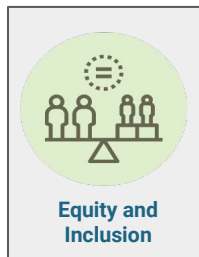
Internally focused data collection practices are common



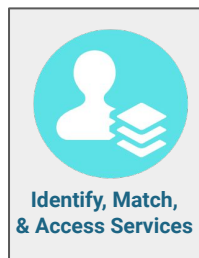
Staff members typically go through a thorough background check



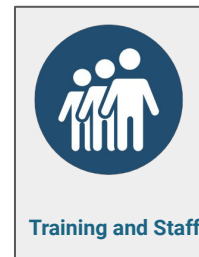
Prevention efforts and community needs assessments are common



Community collaborations and input are commonly sought to help foster equity and inclusion



Standardized intake and screening are common for at risk youth



Staff members are typically well informed regarding changes in the organization and in the town

# Factors Influencing YSB Tiering

Many factors were analyzed by comparing organizations that scored in the top 20% of tiering vs organizations that scored in the bottom 20% of tiering

*The following factors were found to be common in the top 20% but NOT common in the bottom 20%.*

- **Have more community partners**
  - Organizations located in **larger, urban districts** (DRGs F-I) typically have access to more community partners relative to organizations located in other districts
  - Organizations located in smaller, rural districts (DRG E) who scored high in tiering had **developed relationships with more community partners**
- **Receive referral from a more diverse group of community partners**
- **Have directors who are actively involved in CYSA and often have many years of experience**
- **Have more core staff** (full-time and part-time)

# JRB Analysis



# The “Typical” CT JRB

- Has operated for **15 years**
- Serves **one town**
- Is run by the local **YSB**
- Has **10 board members**
- Has 10 board members **attend each meeting**
- Board members are **appointed by the local YSB**
- Has **no maximum # of terms** a member can serve



- Uses the **CYSA Protocols and Procedures** as is or with some modifications
- Has access to **14 different service types** to utilize during creation of the JRB agreement
- Uses **trust & relationship building** questions during intake
- Is **always** able to accept cases



- Allows families to **choose virtual or in-person** meetings
- Schedules meetings in **collaboration with family**
- Provides services **free of charge**
- Provides **translation services** if needed



# Benchmarks of a Model JRB



**Restorative Practices**- Restorative practices are utilized throughout the JRB process to help improve and repair relationships



**Equity and Diversity**- Equitable practices are utilized throughout the JRB process and there is diverse representation within the JRB to help ensure a fair and equitable experiences for all youth



**Data Driven**- Thorough and informative data is collected and then utilized to help ensure decisions, changes, and processes are impactful and sustainable



**Individual Plans**- Each youth is provided with a tailored plan that ensures support and services will help address the underlying needs of the child



**Standards and Guidelines**- Internal practices and processes are carefully thought out and planned to ensure the board is always informed, consistent and effective



**Training and Staffing**- Staff is provided with the necessary training and staff are chosen to provide a diverse and knowledgeable board



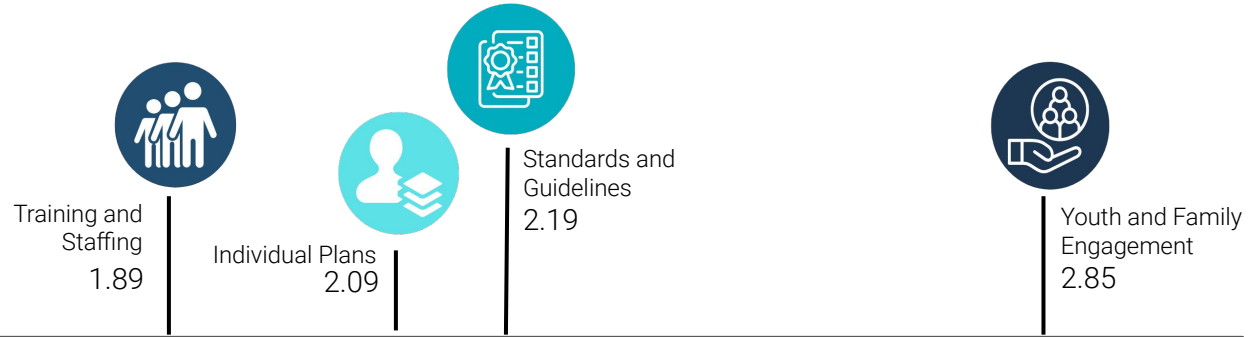
**Youth and Family Engagement**- Youth and their families are an integral part of the JRB process



# JRB State Level Tiering

The average scores of all JRBs in Connecticut

**Overall Average = 2.22**



**1** = Room for growth and support

**2** = Striving for success

Maximizing Impact = **3**

**Room for Growth and Support** = JRBs are in need of additional support to meet state mandated requirements

**Striving for Success** = JRBs are typically meeting state mandated requirements across multiple measures

**Maximizing Impact** = JRBs are meeting and sometimes exceeding state mandated requirements

Equity and Diversity  
2.04



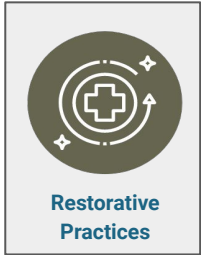
Data Driven  
2.16



Restorative Practices  
2.33



# JRB State Level Highlights



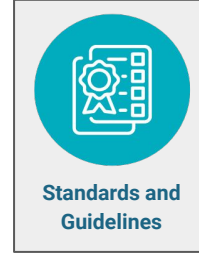
**Restorative Practices**

At least some restorative practices are typically used during the JRB process



**Data Driven**

Data is typically collected regarding youth progress during the process



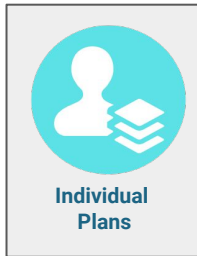
**Standards and Guidelines**

Standards are common around the intake process, meetings, and protocols/procedures



**Youth and Family Engagement**

Agreements and decisions are typically made in conjunction with the youth and family



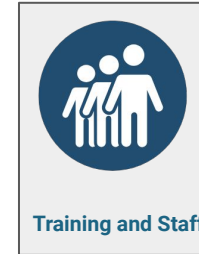
**Individual Plans**

Numerous services are typically available for youth and changes to service agreements are considered when needed



**Equity and Diversity**

Definitions regarding unfair/inequitable practices are common



**Training and Staff**

Staff members often bring relevant experience to the board and when available, the percentage of staff that receive training is high

# Factors Influencing JRB Tiering


Many factors were analyzed by comparing organizations that scored in the top 20% of tiering vs organizations that scored in the bottom 20% of tiering

*The following factors were found to be common in the top 20% but NOT common in the bottom 20%.*

- **More services available within the community**
  - Regardless of location within the state (DRGs A-I) **access to more community partners and services** increased the likelihood of scoring higher overall
- **Utilize CYSA's JRB Protocols and Procedures**
- **Use restorative practices, emphasize collaboration with youth and their families, and provide additional accommodations to support the process**
- **Provide translation services**
- **Accept youth following second offenses**
- **Provide restorative training to board members**
- **Provide onboard training to board members**
- **Have an equity plan**

# Recommendations





# Service Coverage and Availability

***Issue:** Small and rural communities are more likely to either not have a YSB and/or JRB or would benefit from expansion of available services.*

## **Solutions:**

- Explore access to **existing statewide services** to address current gaps in community supports and **educate organization** regarding availability
- **Increased investment in transportation services** for organizations that may be located in communities that don't have access or affordable transportation options
- **Membership level inventory of shared/on demand services** available in the state. (e.g. 24 hour hotlines)
- **Creation of a service networking system** that enables organizations to collaborate and assist in the identification of available resources and services
- **Increased flexibility around current funding** (e.g. allowing programmatic funding to be utilized for programming that would be most impactful for youth in the community)
- Identify additional methods for **expanding services within existing YSBs.** (e.g. additional specialized staff, additional community collaborations, etc)

# Evidence-Based and Quality Assurance Practices

***Issue:** While statutory language exists establishing required functions of YSBs across the state, more explicit guidance around protocols and procedures is needed to help ensure that the execution of functions maximizes each YSB's ability to address specific youth needs.*

## **Solutions:**

- More explicit guidance around the use of the **CYSA Protocols and Procedures Manual** for JRBs
- Expanded options around **youth needs screening tools** that could be utilized to address various needs across YSB and JRB youth.
- Continue to develop, refine, and publish **agreed upon process and standards for YSBs**
- Continue to develop, refine and publish a **repository of protocols and documents** for YSBs to access and utilize.
- Develop a set of **agreed upon outcome metrics** for YSBs and JRBs to utilize in conjunction with screening tools.



# Training

***Issue:** The number and scope of organizational expectations for YSB & JRB staff creates no time or capacity for most types of training.*

## **Solutions:**

- Creation of a state wide, curated collection of **virtual, on-demand training regarding compliance** related topics (example: Bias, FERPA, DEI, Mentoring, etc). Training should be available as both first time and refresher training.
- Creation of a state wide, curated collection of **virtual, on-demand skills based training regarding non-youth-facing skills**. (examples: Administrative Activities, Data Collection, Networking, Position Specific Topics- Case Management, etc)
- Development of regularly scheduled **topical trainings** identified through state trends and CYSA member suggestions.
- Creation of **facilitated focus groups and/or affinity groups** for both YSBs and JRBs.
- Identify and implement **mandatory trainings** for organizations. (e.g. Restorative justice training for JRB board members)



# Data Collection and Reporting System

***Issue:** YSBs and JRBs across the state have antiquated data collections processes that have little alignment in terms of outcome or growth metrics.*

## **Solutions:**

- DCF and CYSA must **determine how success will be measured and what data will be collected to track success** (success measures must be actionable and clear criteria must be established to help organizations grow)
- Identifying and **aligning data** needed by state agencies and other state level committees.
- Identification and alignment of what data should be collected to **better assess youth outcomes**.
- Additional investment in improving YSBs and JRBs **methods for consistent and complete data collection and reporting**.
- Additional investment in improving **system wide data collection and analysis**
- Develop methods for **sharing compiled informations, data, and outcomes measures** back to organizations



# Implementation of Recommendations



- ➔ **Realizing Community-Based Diversion System:**  
*Providing professional development and training for staff along with mechanisms to enhance access to services statewide.*
- ➔ **Fiscal Stability:**  
*Develop meaningful and ongoing funding and fiscal structural support and flexibility to support Youth Services Bureaus in a means that will enable a community-focused and community-centered approach in each town.*
- ➔ **Enhancing Diversion and Youth-Justice Statewide:**  
*Develop advocacy initiatives to ensure youth are connected with appropriate services and provide support to address changes in the system and utilize a more restorative approach.*
- ➔ **Expanded Data Project:**  
*Support enhancement of collection and use of data statewide to more effectively track youth outcomes, program effectiveness, and access to services to address community needs.*
- ➔ **Landscape Analysis Re-survey:**  
*Utilizing the current Landscape Analysis as a starting point, have each YSB develop a personal path forward and then reassess function and capacity on a yearly basis.*