

# Deep End Team Leader: *Areas of Responsibility*

THE ANNIE E. CASEY FOUNDATION



As JDAI sites expand their efforts into the deep end of the juvenile justice system, it is important for the Deep End Team Leader to ensure that those expansion efforts align with, and help to maintain and enhance, the already established detention reforms. Each of the below responsibilities should be carried out with that in mind.

## 1. Immersion

- Learn about the local (and state level, if applicable) JDAI work to date.
  - ✓ Review JDAI system assessment, recent quarterly reports and Annual Results Reports, and other key background documents identified by Foundation staff.
  - ✓ Rely on the JDAI TATL (if different) and the local/state JDAI coordinators for background and insight.
  - ✓ Without getting lost in the weeds, gain a basic understanding of the history, planning and implementation infrastructure (e.g., steering committee, work groups), challenges, and successes.
- Participate in the initial deep end assessment of the site.
  - ✓ Review system assessments conducted by 2013 Deep End sites, Quantitative Assessment Guide: *Using Data to Guide Deep End Juvenile Justice Reform*, and Qualitative System Assessment Guide (forthcoming).
  - ✓ Attend Data Workshop and Kick-Off Meeting and help site identify delegations for each.
  - ✓ Work alongside Casey staff and other consultants to conduct the quantitative and qualitative assessment.
  - ✓ Assist the site in analyzing, understanding, and communicating the findings.

## 2. Strategic Planning/Reform Implementation

- Help the site develop a collaborative, informed, and strategic planning process.
  - ✓ Provide guidance and support to the site as it identifies an infrastructure and process for deep end reform planning. For example, Team Leader is responsible for helping the site answer questions like:
    - Who will be involved in the initiative?
    - How will the site engage families and youth in the process?
    - How often will the planning group meet?
    - How will the group ensure connection to the detention end of JDAI?
  - ✓ Use the System Assessment and the Deep End Developmental Milestones to help the site develop a work plan that identifies priorities for reform, sets measurable goals, and guides the execution of tangible strategies to reach those goals.
  - ✓ Push on areas that may not be getting the needed attention.
- Provide targeted assistance to the site as it implements and modifies the work plan.

- ✓ Conduct regular check-ins to monitor and aid in implementation progress, helping to think through solutions when challenges arise.
- ✓ Provide national insight and effective/promising models along the way.
- Field ad hoc technical assistance requests from the site.
  - ✓ Respond to requests in a timely manner.
  - ✓ Provide answers and guidance directly when the content and substance allows.
  - ✓ Locate answers and guidance via other national experts when needed.
  - ✓ Maintain regular communication with AECF staff to ensure consistent responses from all staff and consultants involved in JDAI and JDAI/Deep End.

### 3. TA Coordination

- Keep in touch with the JDAI TATL (if different than Deep End Team Leader) to ensure coordination and collaboration, as appropriate and useful. At a minimum, provide pertinent updates on the work and advance notice about any scheduled site visits from you or other consultants involved in the deep end work.
- Coordinate and stay abreast of any technical assistance being offered by other Casey grantees or consultants (“TA providers”) as part of the deep end work.
- Identify specialized TA needs in sites and make recommendations to the Foundation while appropriately managing site expectations. Keep in mind that we will not be able to provide every type of specialized technical assistance that might be useful in a site, but please don’t hesitate to advocate for what the site needs.

### 4. Relationship-Building and Management

- Build and maintain substantive and productive relationships with key site personnel beyond the coordinator.
- Establish substantive and productive relationships with state leadership, particularly in those sites where local work is heavily informed or dependent on state practice and policy, or where multiple sites within a state are pursuing deep end reform.
- Act as a liaison between the site and Casey. For example, while site personnel will always have direct access to Casey staff and leadership, help anticipate when *you* might need to pull the Foundation directly into an issue or need in the site.
- Facilitate opportunities for inter-site learning, collaboration, and interaction.
  - ✓ Plan informal cross-site mingling opportunities at the annual JDAI conference.
  - ✓ Counsel sites on the development of workshop ideas for the annual JDAI conference, either to feature their work or to provide more information about an area of interest.
  - ✓ Provide ideas for and assist in the facilitation of monthly inter-site conference calls.
  - ✓ Advise on planning for annual inter-site convening of sites.

## **5. Staying Informed**

- Keep on top of relevant landscape changes in the site (e.g., new leaders, new politics, new resources).
- Request and review new local information and data on an ongoing basis, as needed, to better inform the work.
- Stay abreast of national juvenile justice trends, research, and news.

## **6. Monitoring and Communicating Reform Successes, Challenges, and Needs**

- Keep JJSG's Deep End team apprised of common themes or worries that may require additional assistance or that need to be addressed initiative-wide.
- Ensure the sites collect and analyze deep end data on a regular basis.
- Provide assistance to Casey (as needed) in the request and receipt of data from the site.