

EBDM Phase V Roadmap

Core Activities	State Team: Likely Action Steps (Others may be added, where needed)	Local Team: Likely Action Steps (Others may be added, where needed)	By the end of Phase V, the EBDM teams will have...
<p>Build genuine, collaborative policy teams at the state and local levels.</p>	<ul style="list-style-type: none"> • Administer a policy team collaboration survey (one or more times). • Establish ground rules and operating norms. • Develop a vision/mission statement for the team’s work. • Articulate roles and responsibilities of team members. • Assess readiness to engage in EBDM in terms of both strengths and needs. • Develop “One Less” individual (or similar) statements and a team document that reflects these statements. • Take other steps to build/enhance the collaborative climate of the policy team. 	<ul style="list-style-type: none"> • Administer a policy team collaboration survey (one or more times). • Establish ground rules and operating norms. • Develop a shared vision/mission statement for the team’s work. • Articulate roles and responsibilities of team members. • Assess readiness to engage in EBDM in terms of both strengths and needs. • Develop “One Less” individual (or similar) statements and a team document that reflects these statements. • Take other steps to build/enhance the collaborative climate of the policy team. 	<ul style="list-style-type: none"> • Highly functioning collaborative policy teams at the state and local levels. • A vision/mission for each policy team. • Track records of meaningful team accomplishments.
<p>Build a shared vision for EBDM in the state.</p>	<ul style="list-style-type: none"> • Engage in discussions with local EBDM representatives in an effort to develop a shared vision for achieving EBDM statewide. 	<ul style="list-style-type: none"> • Engage in discussions with state EBDM representatives in an effort to develop a shared vision for achieving EBDM statewide. 	<ul style="list-style-type: none"> • A shared vision for the criminal justice system for achieving EBDM (i.e., spanning local and state-level decision points).
<p>Ensure that EBDM efforts are coordinated across the policy teams and across the state.</p>	<ul style="list-style-type: none"> • Develop methods to facilitate genuine and meaningful collaboration between and 	<ul style="list-style-type: none"> • Develop methods to facilitate genuine and meaningful collaboration between and 	<ul style="list-style-type: none"> • The establishment or enhancement of a true and meaningful collaborative partnership within and among

	<p>among state and local EBDM representatives.</p> <ul style="list-style-type: none"> • Identify areas where county and state-level collaboration could be strengthened. • Develop processes for cross-team sharing and partnerships in the advancement of EBDM statewide. 	<p>among state and local EBDM representatives.</p> <ul style="list-style-type: none"> • Identify areas where county and state-level collaboration could be strengthened. • Develop processes for cross-team sharing and partnerships in the advancement of EBDM statewide. 	<p>state and local criminal justice system stakeholders.</p> <ul style="list-style-type: none"> • An infrastructure to support coordination and collaboration of EBDM advancements throughout EBDM jurisdictions.
<p>Build individual state and local-level agencies that are collaborative and in a state of readiness for change.</p>	<ul style="list-style-type: none"> • Engage staff in the EBDM Initiative in specific, purposeful ways (e.g., establish an internal working team to collect information, provide input, and assist in accomplishing specific objectives). 	<ul style="list-style-type: none"> • Engage staff in the EBDM Initiative in specific, purposeful ways (e.g., establish an internal working team to collect information, provide input, and assist in accomplishing specific objectives). 	<ul style="list-style-type: none"> • State and local agencies and staff that demonstrate a collaborative climate and readiness for change. • An engaged staff that provides meaningful, ongoing input into evidence-based policy and practice changes.
<p>Understand current practice within each agency and across the local and state criminal justice systems.</p>	<ul style="list-style-type: none"> • Develop a system map at the state level. • Conduct policy/practice assessments around each decision point to determine the use of evidence-based practices/decision making and continuous quality improvement (CQI) strategies. • Identify barriers to achieving harm and risk reduction goals at the state and local levels, in partnership with local-level teams. • Gather baseline data. • Identify strengths/challenges. 	<ul style="list-style-type: none"> • Develop a system map at the local level. • Conduct policy/practice assessments around each decision point to determine the use of evidence-based practices/decision making and continuous quality improvement (CQI) strategies. • Identify barriers to achieving harm and risk reduction goals at the state and local levels, in partnership with the state team. • Gather baseline data. • Identify strengths/challenges. • Develop strategies to address barriers between state and local- 	<ul style="list-style-type: none"> • A full understanding of the basis upon which decisions are made at key points within and across agencies at the state and local levels. • A set of agreed-upon strengths. • A set of agreed-upon targets for change. • A work plan for addressing barriers to achieving harm and risk reduction goals.

	<ul style="list-style-type: none"> • Develop strategies to address barriers between state and local-level criminal justice policies/practices. • Identify prioritized change targets. 	<ul style="list-style-type: none"> level criminal justice policies/practices. • Identify prioritized change targets. 	
Understand and have the capacity to implement evidence-based practices.	<ul style="list-style-type: none"> • Administer a knowledge survey to the policy team and agency staff. • Assess staff skills in core competency areas. • Develop specific strategies to augment knowledge and competencies, where needed. 	<ul style="list-style-type: none"> • Administer a knowledge survey to the policy team and agency staff. • Assess staff skills in core competency areas. • Develop specific strategies to augment knowledge and competencies, where needed. 	<ul style="list-style-type: none"> • A common understanding of the research (and its limitations) across all relevant agencies/staff. • An understanding of the implications of these findings for future policy and practice.
Develop logic models.	<ul style="list-style-type: none"> • Develop a system model. 	<ul style="list-style-type: none"> • Develop a system model. 	<ul style="list-style-type: none"> • Sound and testable logic models at the state and local levels.
Establish methods to collect, analyze, and utilize data to inform decision making.	<ul style="list-style-type: none"> • Agree on key definitions (e.g., “recidivism,” “probation violation”). • Develop scorecard items/outcomes. • Identify baseline data. • Develop performance measures. • Assess data system capacity, collection methods, storage, usage, and sharing. • Build capacity, where needed. 	<ul style="list-style-type: none"> • Agree on key definitions (e.g., “recidivism,” “probation violation”). • Develop scorecard items/outcomes. • Identify baseline data. • Develop performance measures. • Assess data system capacity, collection methods, storage, usage, and sharing. • Build capacity, where needed. 	<ul style="list-style-type: none"> • A set of agreed-upon performance measures that will enable an objective, empirical evaluation of the effectiveness of the justice system agencies in achieving their agreed vision. • Benchmarks against which longer-term outcomes can be measured. • Methods to collect, analyze, and share data on an ongoing basis to inform policy and practice. • Recommendations for enhanced data integration between agencies and systems. • A systemwide scorecard.

<p>Develop a communications strategy to engage a broader set of stakeholders and communities throughout the state.</p>	<ul style="list-style-type: none"> • Analyze the systems and vehicles in place for communicating with criminal justice and allied policymakers and practitioners, and with the public. • Conduct a public opinion survey (resources permitting). • Compile information/a clear set of messages the team and individual stakeholders can use to inform and engage the community. • Define the desired role of the community in justice system activities. • Identify individuals/groups within the community who are appropriate for outreach. 	<ul style="list-style-type: none"> • Analyze the systems and vehicles in place for communicating with criminal justice and allied policymakers and practitioners, and with the public. • Conduct a public opinion survey (resources permitting). • Compile information/a clear set of messages the team and individual stakeholders can use to inform and engage the community. • Define the desired role of the community in justice system activities. • Identify individuals/groups within the community who are appropriate for outreach. 	<ul style="list-style-type: none"> • A communications strategy for engaging additional stakeholders and the community in meaningful dialogue about the vision/goals of the justice system, the state of knowledge and research, and the system’s performance in achieving these goals.
<p>Develop a strategic action plan for implementation.</p>	<ul style="list-style-type: none"> • Conduct an analysis of potential barriers to implementation. • Develop a plan of action for implementing specific policy and practice changes—who, what, when, where, how. • Ensure that state and local change targets align and complement one another. 	<ul style="list-style-type: none"> • Conduct an analysis of potential barriers to implementation. • Develop a plan of action for implementing specific policy and practice changes—who, what, when, where, how. • Ensure that state and local change targets align and complement one another. 	<ul style="list-style-type: none"> • A clear, specific, measurable plan for implementing policy and practice changes that advance evidence-based decision making and further support the achievement of the justice system’s vision and goals.