State Targeted Violence Prevention Framework Outcome Measures

GOAL 1: DRAFT A COMPREHENSIVE STATE-WIDE TARGETED VIOLENCE PREVENTION (TVP) STRATEGY

Outcome 1: Regional needs assessments accurately assess and reflect local needs and vulnerabilities

Measures/Indicators of Effectiveness	Scales/Scoring/Method
The assessment methodology employed in the development of profiles was sound	*[Answered by risk assessment experts through a survey]* 1. In your view, how sound was the risk assessment methodology used to develop regional needs assessments? Not at all (1) --> Very much (5)

The regional needs assessments accurately reflect that region's challenges and vulnerabilities	*[Answered by regional representatives from different domains*]*
	
	1. To the extent you are able to judge, how accurately does this needs assessment reflect the risks and vulnerabilities in this region? Not at all (1) --> Very much (5)
	
	2. For each delineated risk and vulnerability, please indicate to what extent you agree with the needs assessment
	
	    a. Risk 1: Not at all (1) --> Very much (5)
	    b. Risk 2: Not at all (1) --> Very much (5)
	    c. Etc.
	
	*Consider including local representatives from a variety of relevant domains, such as, Law enforcement, Mental Health, Human Relations, Public safety, K-12 Education, Higher Education, At-risk youth, Suicide prevention, Disengagement , Re-entry services, Religious clerics, Community building, Community violence prevention, Social work, Civil/Human rights protections, TVP researchers. Ensure that the respondents also represent the racial/ethnic and other minority group composition of the region.

Outcome 2: The state TVP strategy offers clear, evidence-based plan, which implementation partners (can) use as guidance for their TVP efforts

Measures/Indicators of Performance	Scales/Scoring/Method
Relevant stakeholders (experts, involved state agencies, NGOs and community orgs) find the state strategy to be a clear guide for the state-wide TVP action	*(Answered by relevant stakeholders)* Please indicate whether you agree with the following statements: 1. The strategy presents a clear plan for how the state aims to prevent targeted violence Strongly disagree (1) --> Strongly agree (5) 2. The strategy makes clear how different state actors will work together to address targeted violence in the state Strongly disagree (1) --> Strongly agree (5) 3. The state strategy is rooted in evidence and best practices Strongly disagree (1) --> Strongly agree (5)
Regional partners support the state strategy and understand how the state strategy will shape their efforts and coordination	*(Answered by the regional implementation partners and stakeholders)* Please indicate the extent to which you agree or disagree with the following statements: 1. The state TVP strategy offers clear direction for the TVP efforts in your region Strongly disagree (1) --> Strongly agree (5) 2. The state TVP strategy offers clear direction for coordination between regional and state TVP efforts. Strongly disagree (1) --> Strongly agree (5) 3. The state TVP strategy guides programming that is responsive to the specific cultural context of my region Strongly disagree (1) --> Strongly agree (5) 4. The state TVP strategy guides action/efforts/programming that is responsive to the specific socio-economic context of my region Strongly disagree (1) --> Strongly agree (5)

Outcome 3: The state strategy is supported by relevant demographic groups, including minorities

Measures/Indicators of Performance	Scales/Scoring/Method
Members of relevant demographic groups, including minorities, across the state express support for the state's TVP strategy	*(Answered through a survey of representatives from different demographic groups across the state with expertise relevant to community work and/or TVP)* 1. Please indicate the extent to which you agree or disagree with the following statements: a) From my perspective, the strategy represents a reasonable approach to TVP in the state Strongly disagree (1) --> Strongly agree (5) b) Members of my community stand to benefit from implementation of this strategy Strongly disagree (1) --> Strongly agree (5) c) Members of my community will likely be safer as a consequence of the implementation of this strategy Strongly disagree (1) --> Strongly agree (5) d) The state TVP strategy will likely lead to violence reduction in the state Strongly disagree (1) --> Strongly agree (5) e) The state TVP strategy will likely lead to violence reduction in my community Strongly disagree (1) --> Strongly agree (5) f) It is likely that members of my community will be stigmatized if this strategy is implemented as designed (reverse coded) Strongly disagree (1) --> Strongly agree (5)

Outcome 4: The evolution and improvement of the state TVP strategy can be data-driven

Measures/Indicators of Performance	Scales/Scoring/Method
The delineated metrics support drawing needed information to facilitate learning and improvement of the state TVP approach and understanding of its outcomes	*(Answered by relevant measurement experts)* 1. In your view, on the whole, to what extent do the developed performance metrics can help learn about how the strategy is being implemented? Not at all (1)--> Very much (5) 2. In your view, on the whole, to what extent do the developed performance metrics can help identify actionable steps for strategy improvement? Not at all (1)--> Very much (5) 3. In your view, on the whole, to what extent do the developed outcome metrics can help learn about the outcomes of the different efforts under the strategy? Not at all (1)--> Very much (5)

GOAL 2: BUILD A MULTI-DOMAIN, COORDINATED STAKEHOLDER NETWORK TO IMPLEMENT THE STRATEGY

Outcome 1: The network of implementation partners incorporates all key areas critical to successful TVP

Measures/Indicators of Performance	Scales/Scoring/Method
Implementation partners collaborate effectively on implementation of the state TVP strategy	*(Answered through a survey of/interviews with TVP experts and local representatives)* 1. Please indicate how much you agree or disagree with the following statements: a) The network of stakeholders participating in the TVP strategy implementation (i.e., implementation partners) represent all key areas essential for successful TVP efforts Strongly disagree (1) --> Strongly agree (5) b) Are there any areas within the network that are missing? _____ If so, what are they? _____ c) Are there any areas that are unnecessary? _____ If so, what are they? _____

Outcome 2: Implementation partners collaborate effectively on implementation of the state TVP strategy

Measures/Indicators of Performance	Scales/Scoring/Method
Each implementation partner knows their area of responsibility	*(Answers collected through a survey of the implementation partners)* Please indicate the extent to which you agree or disagree with the following statements: a) The role and responsibility of my organization within the TVP implementation network are clear to me Strongly disagree (1) --> Strongly agree (5) b) It is clear to me how different implementation partners complement each other's efforts Strongly disagree (1) --> Strongly agree (5)
Each implementation partner understands the accountability mechanisms and processes	*(Answers collected through a survey of the implementation partners)* Please indicate the extent to which you agree or disagree with the following statements: 1. The reporting procedures are clear to me. Strongly disagree (1) --> Strongly agree (5) 2. The mechanisms through which my organization is going to be held accountable for fulfilling the committment are clear to me. Strongly disagree (1) --> Strongly agree (5) 3. The mechanisms through which other partner organization are going to be held accountable for fulfilling the committment are clear to me. Strongly disagree (1) --> Strongly agree (5)
Implementation partners can navigate the implementation network with ease	*(Answers collected through a survey of the implementation partners)* 1. Please indicate the extent to which you agree or disagree with the following statements: a) The policies and procedures governing the collaboration (troubleshooting/problem-solving/decision-making] among the implementation partners are clearly defined. Strongly disagree (1) --> Strongly agree (5) b) It is easy for me to get in touch with other implementation partners within the network. Strongly disagree (1) --> Strongly agree (5) c) Strong systems are in place for me (my organization) to collaborate effectively with other implementation partners. Strongly disagree (1) --> Strongly agree (5) d) The network coordinator is effective at keeping the network of the implementation partners connected. Strongly disagree (1) --> Strongly agree (5) e) The information exchange is easy among the implementation partners. Strongly disagree (1) --> Strongly agree (5)

Outcome 2 Continued

Measures/Indicators of Performance	Scales/Scoring/Method

Implementation partners within the state TVP strategy have strong working relationships	(*Answers collected through a survey of the implementation partners*)
	
	1. Please indicate the extent to which you agree or disagree with the following statements:
	
	  a) I trust most other implementation partners within the network to do their best.
	      Strongly disagree (1) --> Strongly agree (5)
	
	  b) I feel like we are members of the same team.
	      Strongly disagree (1) --> Strongly agree (5)
	
	  c) Other individuals and organizations within the network stand ready to offer support, if needed.
	      Strongly disagree (1) --> Strongly agree (5)

GOAL 3: SECURE A CONDUCIVE ENVIRONMENT FOR STRATEGY IMPLEMENTATION

Objective 1: Ensure Political Will and Community Buy-In

Outcome 1: Key policymakers in the state and local governments support the state TVP strategy

Measures/Indicators of Performance	Scales/Scoring/Method

Key policy makers in state and local governments are familiar the state TVP strategy	*(Survey of the policy makers in relevant offices in state and local governments)*
	
	1. Have you heard about the state TVP strategy?
	    ☐ Yes (1)
	    ☐ No (0)
	
	2. To what extent are you familiar with the content of the strategy?
	Not at all (1)--> Very much (5)

Key policy makers in state and local governments support the state TVP strategy	*(Survey of the policy makers in relevant offices in state and local governments)* 1. To what extent do you generally support the state strategy for TVP? Not at all (1)--> Very much (5) 2. How much do you believe that the state TVP strategy will be effective? Not at all (1)--> Very much (5) 3. How much do you believe that implementing the state TVP strategy is in the best interest of the state residents [or, local residents of your region, for local governments]? Not at all (1)--> Very much (5) 4. 4. How much do you believe that the implementation of the state TVP strategy will make the state a safer place to live? Not at all (1)--> Very much (5)

Outcome 2: Political support for the state TVP strategy is sustained over time

Measures/Indicators of Performance	Scales/Scoring/Method

Key policy makers in state and local governments are familiar the state TVP strategy a year (2, 3) after it was launched	*(Survey the policy makers in relevant offices in state and local governments repeatedly, at a set period of time that makes sense in your context)*
	
	1. Have you heard about the state TVP framework?
	  ☐ Yes (1)
	  ☐ No (0)
	
	2. To what extent are you familiar with the content of the framework? Not at all (1)--> Very much (5)

Key policy makers in state and local governments support the state TVP strategy a year (2, 3) after it was launched	*(Survey the policy makers in relevant offices in state and local governments repeatedly, at a set period of time that makes sense in your context)*
	
	1. To what extent do you generally support the state strategy for TVP?
	  Not at all (1)--> Very much (5)
	
	2. How much do you believe that the state TVP strategy will be effective?
	  Not at all (1)--> Very much (5)
	
	3. How much do you believe that implementing the state TVP strategy is in the best interest of the state residents [or, local residents of your region, for local governments]?
	  Not at all (1)--> Very much (5)
	
	4. 4. How much do you believe that the implementation of the state TVP strategy will make the state a safer place to live?
	  Not at all (1)--> Very much (5)

Outcome 3: The public – from different parts of the state, groups, and communities – are aware of and support the state's efforts to prevent targeted violence

Measures/Indicators of Performance	Scales/Scoring/Method
The public – from different parts of the state, groups, and communities – across the state support and trust the state's efforts to prevent targeted violence	*(Answered through a random survey within a specific region or across the state to facilitate cross-group analyses, collect data on participants' demographic background, region of residence, and social group membership, such as race, ethnicity, religious affiliation, immigrant/nonimmigrant)* Please indicate the extent to which you agree or disagree with the following statement: 1. I support the state/regional/city efforts to prevent targeted violence [violent extremism, violent events]. (Strongly disagree (1) --> Strongly agree (5)) 2. I believe the state/regional/city efforts to prevent targeted violence should continue. (Strongly disagree (1) --> Strongly agree (5)) 3. People who lead the [state/regional/city] efforts to prevent targeted violence seem to know what they are doing. (Strongly disagree (1) --> Strongly agree (5)) 4. The [state/regional/city] efforts to prevent violence are needed. (Strongly disagree (1)--> Strongly agree (5)) 5. I believe that the [state/regional/city] efforts to prevent violence require significant modifications to make them effective. (Strongly disagree (1) --> Strongly agree (5)) 6. I believe the state/regional/city efforts to prevent violence are useless. (Strongly disagree (1) --> Strongly agree (5)) 7. I believe that the state chose an effective path toward prevention of targeted violence and terrorism. (Strongly disagree (1) --> Strongly agree (5)) 8. Implementing state's plans will make our state a safer place to live in. (Strongly disagree (1) --> Strongly agree (5))

Outcome 4: The public visit and engage with the information in the online hub

Measures/Indicators of Performance	Scales/Scoring/Method
People know about the online hub	*(Random survey of general population across the state or in a specific area)* 1. How much have you heard about the [online hub]? Nothing at all (1) --> Very much (5) 2. How much do you know about how to reach the online hub? Not at all (1)--> Very much (5)
People trust the information on the online hub	1. The information I am presenting in the online hub is always up-to-date Strongly disagree (1) --> Strongly agree (5) 2. I trust the information on the online hub Strongly disagree (1) --> Strongly agree (5) 3. I find the information on the online hub useful Strongly disagree (1) --> Strongly agree (5)
People visit and use the information in the hub	1. Collect usage statistics for the online hub, including reads and downloads 2. I have looked up information on the online hub in the past [period of time]. Strongly disagree (1) --> Strongly agree (5)

Objective 2: Ensure Implementation Transparency and Civil Rights Protections of Communities and Individuals Affected by TVP Programming

Outcome 1: State-facilitated TVP network activities are transparent and clear to the public

Measures/Indicators of Performance	Scales/Scoring/Method
The public feel there is openness and transparency in state-facilitated TVP efforts	*(Answered through a survey of the general public)* Please indicate how much you agree or disagree with the following statements: 1. I believe that the state authorities aim be open about the efforts to prevent targeted violence in our communities Strongly disagree (1) --> Strongly agree (5) 2. I believe the state authorities hide information from the public on how they work to prevent targeted violence in our communities Strongly disagree (1) --> Strongly agree (5) 3. Every time I wanted to learn more about the state-facilitated TVP efforts, I knew where to get this information Strongly disagree (1) --> Strongly agree (5) 4. I understand how different state agencies and community organizations work together in order to prevent targeted violence in our communities Strongly disagree (1) --> Strongly agree (5)

Outcome 2: Implementation partners uphold civil rights and privacy protections in their work

Measures/Indicators of Performance	Scales/Scoring/Method
Implementation partners feel well-equipped to uphold civil rights and privacy protections in their work	*(Answered through a survey of implementation partners)* Please indicate how much you agree with the following statements: 1. I understand the stigma that may be imposed on members of different groups through TVP activities Strongly disagree (1) --> Strongly agree (5) 2. I understand what steps I/my organization must take to protect people with whom we engage from stigma Strongly disagree (1) --> Strongly agree (5) 3. I understand what steps I/my organization must take to protect the civil rights of people with whom we engage Strongly disagree (1) --> Strongly agree (5) 4. I/my organization feel strongly committed to protecting the civil rights of the communities with which we engage Strongly disagree (1) --> Strongly agree (5) 5. I understand what steps I/my organization must take to protect the privacy of people with whom we engage Strongly disagree (1) --> Strongly agree (5) 6. I/my organization feel strongly committed to protecting the privacy of the individuals with which we engage Strongly disagree (1) --> Strongly agree (5)
Civil rights and privacy organizations within the state approve the state efforts to protect civil rights in the TVP work	Qualitative discussions/interviews/focus groups with representatives of different civil rights and privacy advocacy groups in the state

GOAL 4: BUILD CAPACITY AMONG KEY STAKEHOLDERS AND AGENCIES (SEE PARTNERS & SECTORS)

Objective 1: Secure Funding to Provide Needed Support to Implementation Partners

Outcome: Implementation partners get the funding to support their work and have it evaluated

Measures/Indicators of Performance	Scales/Scoring/Method
Implementation partners pursue the identified streams of funding	1. Number of grant applications _____ 2. Types of grant applications _____
Implementation partners receive funding from the identified sources	1. Number of awards _____ 2. Sources of awards _____ 3. Award amount _____
Implementation partners are able to have their work evaluated	1. Sources of funding for evaluation _____ 2. Evaluation award amount _____

Objective 2: Facilitate TVP Programming Implementation and Evaluation Efforts

Outcome 1: Implementation partners are well-equipped for program design and implementation

Measures/Indicators of Performance	Scales/Scoring/Method
The implementation partners feel supported in their program design/ implementation efforts	*(Answered through a survey of the implementation partners)* 1. To what extent do you feel supported in your efforts to develop [implement] effective programming under the state TVP strategy? Not at all (1)--> Very much (5) 2. How much of expert guidance from state-facilitated resources on program design [implementation] have you received? Not at all (1)--> Very much (5)
The implementation partners have found the supports provided by the state to be useful.	*(Answered through a survey of the implementation partners)* 1. How useful do you feel the [specific type of guidance*] has been? Not at all (1)--> Very much (5) 2. How much did you learn through the [specific type of guidance]? Not much (1)--> Very much (5)
The implementation partners feel well-equipped to design/ implement programming.	*(Answered through a survey of the implementation partners)* How prepared do you feel to design [implement] new programs in support of your organization's TVP efforts? Not at all (1)--> Very much (5)

Outcome 2: Implementation partners are able to support evaluation efforts by an external partner or conduct their own evaluation

Measures/Indicators of Performance	Scales/Scoring/Method
The implementation partners feel supported in their efforts to include/facilitate evaluation	(*Answered through a survey of the implementation partners)*: 1. To what extent do you feel supported in your efforts to create programming that is amendable to evaluation? Not at all (1)--> Very much (5) 2. How much of expert guidance from state-facilitated resources on program evaluation have you received? Not at all (1)--> Very much (5)
The implementation partners have found the supports provided by the state to be useful	(*Answered through a survey of the implementation partners)*: 1. How useful do you feel the [specific type of guidance] has been? Not at all (1)--> Very much (5) 2. How much did you learn through the [specific type of guidance]? Not much (1)--> Very much (5)
The implementation partners feel well-equipped to support [or conduct] the evaluation of the programs under their implementation domain	(*Answered through a survey of the implementation partners)*: 1. How prepared do you feel to support the evaluation of the programs under your implementation domain? Not at all (1)--> Very much (5) 2. How prepared do you feel to design programming that is amendable to evaluation? Not at all (1)--> Very much (5) 3. How prepared do you feel to conduct program evaluation? Not at all (1)--> Very much (5)

Objective 3: Equip Implementation Partners with Knowledge Relevant to Targeted Violence and Best Practices in Prevention and Intervention for Different Areas of Service Provision

Outcome: Implementation partners are well-equipped to pursue implementation of the state TVP strategy in their respective domains

Measures/Indicators of Performance	Scales/Scoring/Method
The implementation providers feel well-equipped to support strategy implementation in their respective domains	*(Answered through a survey of implementation partners)* To which extent do you agree or disagree with the following statements? 1. I/my organization am/is well-equipped to implement efforts in the domain of my/our responsibility. Strongly disagree (1) --> Strongly agree (5) 2. There are significant knowledge gaps that may prevent us from successfully implementing programming in our area of responsibility. Strongly disagree (1) --> Strongly agree (5) 3. There are significant funding gaps that may prevent us from successfully mounting programming in our area of responsibility. Strongly disagree (1) --> Strongly agree (5) 4. There are significant capacity gaps that may prevent us from successfully mounting programming in our area of responsibility. Strongly disagree (1) --> Strongly agree (5)

Objective 4: Implementation Partners Have Access to and Use a Safe and Comprehensive Monitoring and Reporting System

Outcome 1: Implementation partners feel well-equipped to collect and report progress data

Measures/Indicators of Performance	Scales/Scoring/Method
Implementation partners feel well-equipped to collect and report progress data	(*Answered by implementation partners*) To which extent do you agree or disagree with the following statements? 1. The data reporting system is easy to navigate. Strongly disagree (1) --> Strongly agree (5) 2. I feel confident utilizing the data reporting system. Strongly disagree (1) --> Strongly agree (5) 3. Data reporting is a critical part of this work. Strongly disagree (1) --> Strongly agree (5) 4. I know where to turn if I have challenges using the data reporting system. Strongly disagree (1) --> Strongly agree (5) 5. The data reporting system is easy to use. Strongly disagree (1) --> Strongly agree (5) 6. It is safe to share the data using this M&R system. Strongly disagree (1) --> Strongly agree (5) 7. I know how to safely share information using this M&R system. Strongly disagree (1) --> Strongly agree (5)

Outcome 2: Implementation partners safely and regularly report their progress data

Measures/Indicators of Performance	Scales/Scoring/Method
Implementation partners safely and regularly report their progress data	Track: 1. Number of safety-breach reports _____ 2. Date/Time of submitted reports _____ 3. Challenges that arise with data entry, reporting, and sharing _____

GOAL 5: REDUCE AND MITIGATE COMMUNITY AND INDIVIDUAL RISK FACTORS

Objective 1: Support Development or Adaptation of Evidence-Based Efforts that Address Community-Level Risk Factors

Outcome: Programs decrease/mitigate community risk factors

Measures/Indicators of Performance	Scales/Scoring/Method
There are more opportunities for young people in the community to discuss sensitive topics	Identify and keep track of available fora for the youth in the community to discuss sensitive topics, before and after the implementation of programming
More people across the state have access to the services provided by the implementation partners	Data can be obtained by (a) collecting systematic reports from providers on the number of people from different demographic backgrounds using services, (b) doing public survey on usage of service and reasons for doing so, (c) tracking and contrasting the availability of service in the implementation domains before and after the strategy implementation
The socio-economic environment has improved *Examples of possible indicators:* *a) Civic participation* *b) Opportunities for education, training and employment* *c) Engagement between communities and government* *d) Sense of marginalization* *e) Experience of discrimination* *f) Supportive social networks within the immediate community* *g) Economic inequity* *h) Housing availability and affordability*	See "Relevant scales" for examples and suggestions
Community-grounded risk mitigating factors have improved *Examples of possible indicators:* *a) Awareness and understanding of violent extremism* *b) Sense of community* *c) Trust in government* *d) Perceived community safety* *e) Social cohesion* *f) Perception of community harmony* *g) Inter-communal tensions* *h) Positive perception of the state*	See "Relevant scales" for examples and suggestions

Objective 2: Support Development or Adaptation of Evidence-Based Efforts that Address Individual-Level Risk Factors

Outcome: Programs decrease/mitigate individual risk factors

Measures/Indicators of Performance	Scales/Scoring/Method
Individual-level risk factors have decreased *Examples of possible indicators:* a) *Critical thinking skills* b) *Coping skills* c) *Sense of belonging* d) *Self-efficacy* e) *Strong cultural identity combined with openness to other sources of belonging* f) *Wellbeing* g) *Social participation* h) *Social skills, problem solving and conflict resolution skills.* i) *Rates of untreated depression* j) *Sense of meaning*	See "Relevant scales" for examples and suggestions

GOAL 6: EDUCATE COMMUNITY ON WHAT TARGETED VIOLENCE IS AND PREVENTION APPROACHES

Outcome 1: Members of the general public across the state increase their knowledge of what targeted violence is, prevention approaches, and gain greater agency in violence prevention

Measures/Indicators of Performance	Scales/Scoring/Method
Each of the trainings achieved the desired outcomes* (i.e., the targeted skill or an understanding has increased after the training) *Examples of desired outcomes:* a) *Better ability to recognize signs of radicalization in others* b) *Better ability to discern recruitment strategies* c) *Increased media literacy* d) *Better ability to act as an active bystander to disrupt targeted violence* e) *Better willingness to act as an active bystander to disrupt targeted violence*	*NOTE: In all of the assessments, include a variable for respondents' or participants' demographic backgrounds, to allow for analysis of whether people from different racial/ethnic/religious/linguistic groups benefited similarly* 1. Measure the change in a targeted skill, understanding, and/or willingness to intervene by assessing it among training participants before and after the training, with a possible additional follow up after a 3-12 months period of time. This can be done by asking the training participants to give a self-assessment of the level of their skill, understanding, and/or willingness to intervene or by conducting the specific skill/knowledge test-type assessments 2. Conduct a random survey of the general population in an area before and after a training or series of trainings to see whether a skill, knowledge, and/or willingness to intervene within the community has increased 3. Conduct an experiment, where some members of a community/group/institution are randomly assigned to receive the training and others – similar number with similar characteristics – do not. Measure a skill, understanding, and/or willingness to intervene in both groups before and after the training (or just after the training). If the group that received the training showed higher skill, understanding, and/or willingness to intervene, one could conclude that the training caused the higher result (if other characteristics of an experiment are maintained and additional possible causal factors are controlled)

Outcome 2: Members of professional communities across the state increase their domain-specific knowledge of what targeted violence is, prevention approaches, and gain greater agency in violence prevention

Measures/Indicators of Performance	Scales/Scoring/Method

Each of the trainings achieved the desired outcomes* (i.e., the targeted skill or an understanding has increased after the training)
 	
Examples of desired outcomes:
   a) *Better ability to recognize signs of radicalization in clients/patients/students, etc.*
   b) *Better understanding of the available intervention tools*
   c) *Improved de-escalation skills*
	NOTE: In all of the assessments, include a variable for respondents' or participants' demographic backgrounds to allow for analysis of whether people from different racial/ethnic/religious/linguistic groups benefited similarly
	
	1. Measure the change in a targeted skill or understanding by assessing it among training participants before and after the training, with a possible additional follow up after a 3-12 months period of time. This can be done by asking the training participants to give a self-assessment of the level of their skill or understanding or by conducting the specific skill/knowledge test-type assessments
	
	2. Conduct a random survey of the members of professional communities within a region before and after a training or series of trainings to see whether a skill or knowledge within the community has increased
	
	3. Conduct an experiment, where some members of a community/group/institution are randomly assigned to receive the training and others – similar number with similar characteristics – do not. Measure a skill/understanding in both groups before and after the training (or just after the training). If the group that received the training showed higher skill/understanding, one could conclude that the training caused the higher result (if other characteristics of an experiment are maintained and additional possible causal factors are controlled)

Outcome 3: Prominent community and professional leaders across the state raise awareness and speak against violent extremism

Measures/Indicators of Performance	Scales/Scoring/Method
Many respected community leaders across the state address the topic of violent extremism	Number of respected community leaders across the state address the topic of violent extremism/targeted violence: _____

GOAL 7: ENSURE THREAT ASSESSMENT AND MANAGEMENT TEAMS (TAMTS) OPERATE EFFECTIVELY THROUGHOUT THE STATE

Objective 1: Provide the Guidance and Supports Needed for Municipalities, Schools, Businesses, and All Other Interested Entities to Create and Operate TAMTs

Outcome: See Outputs

Objective 2: Ensure that All Key Regions of the State Are Covered By TAMTs; for Areas That Are Not Covered, Establish Mobile TAMTs

Outcome: The TAMT services are readily available in all key regions of the state

Measures/Indicators of Performance	Scales/Scoring/Method
TAMTs in all key regions are able to: 1) Respond to inquiries immediately 2) TAMTs provide timely assessments 3) TAMTs provide domain-tailored assessments (e.g., K-12, private business) 4) TAMTs offer timely referrals for further services 5) TAMTs provide timely follow up	For each of the team, collect the following information: 1. Time between the request for service and response 2. Time between the request for service and assessment 3. Nature of inquiry and the designation of the TAMT* 4. Time between the assessment and referral to the services 5. Time between the referral and the follow up *e.g., inquiry could be a concern about a ninth grade student; the response could be from an education-domain or youth-specialized TAMT*

Objective 3: Ensure a Sufficient Locally-Rooted and Well-Resourced Aftercare Services in Support of TAMTs in All Key Regions

Outcome 1: TAMTs in all regions are able to refer individuals to receive local services and supports

Measures/Indicators of Performance	Scales/Scoring/Method
All individuals deemed in need of support receive services locally	1. Track what services have been recommended 2. Track where the individual was referred for services 3. Track where (and whether) the individual received services (*Answered by TAMT partners in a state-wide survey*) 1. How easy is it usually for you/for the team to identify the *right* local services to which you can refer your clients for needed support and care? Not easy at all (1) ---> Very easy (5)
All individuals deemed in need of support receive services in a timely manner	1. Track when the services were recommended 2. Track when the services were received (*Answered by TAMT partners*) 1. How easy is it for you/for the team to ensure that your clients receive care in a timely manner? Not at all (1) ---> Very much (5)

Outcome 2: The local services are well-equipped to provide high-quality supports in the context of TVP

Measures/Indicators of Performance	Scales/Scoring/Method
Service providers have sufficient staff to provide the needed services Service providers have sufficient knowledge to provide the needed services Service providers have the needed tools to provide the needed services	1. Conduct a survey, discussions, interviews, or focus groups with service providers across regions Example: *Please indicate the extent to which you agree or disagree with the following statements:* a) *My organization has sufficient staff to provide the needed services. Strongly disagree (1) --> Strongly agree (5)* b) *In my organization, we have sufficient knowledge to help us support the needs of a client, in the context of TVP. Strongly disagree (1) --> Strongly agree (5)* c) *In my organization, we have the tools we need to provide the needed services in the context of TVP. Strongly disagree (1) --> Strongly agree (5)*

Objective 4: TAMTs are Well-Equipped to Conduct their Work and are Able To Collaborate Effectively

Outcome 1: TAMT partners in different parts of the state are willing to conduct their work

Measures/Indicators of Performance	Scales/Scoring/Method
TAMT partners across the state express a willingness to participate in TAMTs	*(Answers collected through a survey of TAMT partners across the state)* 1. Please indicate your feelings about your participation in a TAMT (Very reluctant (1) --> Very enthusiastic (5))

Outcome 2: TAMT partners are well-equipped to run TAMTs

Measures/Indicators of Performance	Scales/Scoring/Method
TAMT partners across the state believe they have the tools they need to conduct their work	*(Answers collected through a survey of TAMT partners across the state)* 1. Please indicate the extent to which you agree or disagree with the following statements: a) I have the tools I need to conduct effective work on TAMT (Strongly disagree (1) --> Strongly agree (5)) b) My team has the tools we need to conduct effective work on TAMT (Strongly disagree (1) --> Strongly agree (5)) c) I feel confident in my understanding of how to conduct accurate threat assessment. (Strongly disagree (1) --> Strongly agree (5)) d) I feel confident in my ability to conduct accurate threat assessment (Strongly disagree (1) --> Strongly agree (5)) e) The policies and procedures associated with conducting TAMTs are clear to me/us (Strongly disagree (1) --> Strongly agree (5))

Outcome 3: TAMT partners feel confident in their ability to run TAMTs

Measures/Indicators of Performance	Scales/Scoring/Method

TAMT partners across the state consider the supports they received from the state useful	(*Answers collected through a survey of TAMT partners across the state*)
	1. Please indicate the extent to which you agree or disagree with the following statements:
	   a. The [specific support] provided by the state was useful for enhancing our team's capacity (Strongly disagree (1) --> Strongly agree (5))
	   b. I/the team members know where to seek additional expertise and support, when needed (Strongly disagree (1) --> Strongly agree (5))

Outcome 4: TAMT partners collaborate effectively

Measures/Indicators of Performance	Scales/Scoring/Method

Each TAMT partner knows their area of responsibility	(*Answers collected through a survey of TAMT partners across the state*)
	1. Please indicate the extent to which you agree or disagree with the following statements:
	   a. My role and responsibility on TAMT are clear to me. (Strongly disagree (1) --> Strongly agree (5))
	   b. It is clear to me how members of our TAMT complement each other's efforts in providing accurate assessments. (Strongly disagree (1) --> Strongly agree (5))

TAMT partners easily navigate the case management system	(*Answered by TAMT partners*): 1. How easy is it for you to navigate the case management system? Not at all (1) ---> Very much (5) 2. To what extent do you find the case management system user-friendly? Not at all (1) ---> Very much (5) 3. How easy is it for you to coordinate care with other TAMT partners using this case management system? Not at all (1) ---> Very much (5)
TAMTs easily refer to and coordinate with external service providers	(*Answered by TAMT partners*): 1. How easy is it for you/your team to identify the local services for the support and care for your client? Not at all (1) ---> Very much (5) 2. How easy is it for you/your team to get in touch with needed services about the support and care for your client? Not at all (1) ---> Very much (5) 3. How easy is it for you/your team to coordinate support and care with external service providers? Not at all (1) ---> Very much (5)

Objective 5: Establish a Comprehensive, User-Friendly, Safe Case Management System to Facilitate the TAMTs' Work

Outcome: See Outputs

Objective 6: Establish a Secure Effective, and Diversified Referral System

Outcome 1: People from different domains use the referral system to refer individuals to TAMTs

Measures/Indicators of Performance	Scales/Scoring/Method
	1. Track the number of public referrals from different sectors expected to refer to TAMTs (e.g., individuals, community organizations, educational organizations, law enforcement) 2. Track the number of consequent threat assessments

Outcome 2: The operators effectively triage public referrals

Measures/Indicators of Performance	Scales/Scoring/Method
The operators have the skills needed to perform their duties	Conduct skill assessments before and after the trainings. Continue regular monitoring afterwards.
The operators feel well-equipped to perform their duties	*(Answered by the operators)* 1. I feel well-prepared to assist those who will choose to contact the referral line. Strongly disagree (1) --> Strongly agree (5) 2. I have a good mental map for what to do in different situations, depending on the caller's needs. Strongly disagree (1) --> Strongly agree (5) 3. I know where to turn for advice when I am struggling with a situation. Strongly disagree (1) --> Strongly agree (5) 4. I feel supported in my work. Strongly disagree (1) --> Strongly agree (5)

Objective 7: Ensure that Public Knows About TAMTs and How to Refer Individuals Deemed at Risk

Outcome: The public knows about and trusts the TAMTs, what they do, and how to refer individuals for assessment and services

Measures/Indicators of Performance	Scales/Scoring/Method
Public is aware of the TAMTs in the area and know what the TAMTs do	*[Answers can be collected through a randomized public survey within a targeted region/community or the whole state)* 1. How much do you know about TAMTs in your area? Not at all (1) --> Very much (5) 2. How much do you understand about what TAMTs do? Not at all (1) --> Very much (5)
Public know when and how to refer individuals for a TAMT assessment.	How much do you agree or disagree with the following statements: 1. I understand the possible reasons for an individual to be referred to a TAMT for support and assessment. Strongly disagree (1) --> Strongly agree (5) 2. I know what signs an individual may exhibit to necessitate a referral to a TAMT. Strongly disagree (1) --> Strongly agree (5) 3. I know the avenues I can pursue to refer an individual to a TAMT for assessment. Strongly disagree (1) --> Strongly agree (5)
Public trust the TAMT work	How much do you agree or disagree with the following statements: 1) The TAMTs I know aim to help individuals who may be on the path to violence without LE involvement. Strongly disagree (1) --> Strongly agree (5) 2) TAMTs are staffed with people who know what they are doing. Strongly disagree (1) --> Strongly agree (5) 3) TAMTs will make communities like mine safer. Strongly disagree (1) --> Strongly agree (5) 4) TAMTs may cause harm to my community. Strongly disagree (1) --> Strongly agree (5) 5) TAMTs are an effective way to prevent acts of violence in my community. Strongly disagree (1) --> Strongly agree (5) 6) TAMTs aim to help individuals to stay off the violent path. Strongly disagree (1) --> Strongly agree (5)

Objective 8: TAMTS are Monitored and Evaluated for Performance Effectiveness

Outcome: TAMT partners are able to rely on data for learning and improvement

Measures/Indicators of Performance	Scales/Scoring/Method
The delineated metrics support drawing needed information to facilitate learning and improvement of the TAMTs' work and understanding their outcomes	*(Answered by relevant measurement/evaluation experts)* 1) In your view, on the whole, to what extent do the developed performance metrics can help learn about how the strategy is being implemented? Not at all (1) --> Very much (5) 2) In your view, on the whole, to what extent do the developed performance metrics help identify actionable steps for improvement of TAMTs? Not at all (1) --> Very much (5) 3) In your view, on the whole, to what extent do the developed outcome metrics help learning about the outcomes of TAMTs' efforts? Not at all (1) --> Very much (5)
TAMT partners feel well-equipped to collect and report progress data	*(Answered by implementation partners)* To which extent do you agree or disagree with the following statements? 1) The data reporting system is user-friendly (Strongly disagree (1) --> Strongly agree (5)) 2) I feel confident utilizing the data reporting system (Strongly disagree (1) --> Strongly agree (5)) 3) Data reporting is a critical part of this work (Strongly disagree (1) --> Strongly agree (5)) 4) *I know where to turn if I have challenges using the data reporting system (Strongly disagree (1) --> Strongly agree (5))* 5) *The data reporting system is easy to use (Strongly disagree (1) --> Strongly agree (5))*

GOAL 8: FOSTER COMMUNITY RESILIENCE IN THE AFTERMATH OF A TARGETED VIOLENCE EVENT AND PREVENT CYCLES OF VIOLENCE

Outcome 1: Implementation partners are prepared to engage in needed efforts in the aftermath of a targeted violence event

Measures/Indicators of Performance	Scales/Scoring/Method
Each implementation partner understands their area of responsibility and goals when it comes to aftermath efforts and engagements	(*Answered by surveying implementation partners*) Please indicate the extent to which you agree or disagree with the following statement: a) My role and responsibility/the role and responsibility of my organization in the aftermath of a targeted violence event are clear to me. (Strongly disagree (1) --> Strongly agree (5))
Each implementation partner is prepared to undertake needed activities in the aftermath of a targeted violence event	(*Answered by surveying implementation partners*) My organization is well-prepared to engage in mitigating efforts in the aftermath of a targeted violence event. Strongly disagree (1) --> Strongly agree (5)

Outcome 2: Different agencies complement each other's efforts in mitigating the consequences of a targeted violence event

Measures/Indicators of Performance	Scales/Scoring/Method
Each implementation partner understands how efforts of different implementation partners complement each other to achieve the common goal	(*Answered by surveying implementation partners*) Please, indicate to what extent you agree or disagree with the following statements: 1. I have a clear understanding of how different organizations and partners under the state strategy should work together to mitigate the effects of a targeted violence event. Strongly disagree (1) --> Strongly agree (5) 2. I have a clear understanding of the ways to coordinate with other implementation partners in my region. Strongly disagree (1) --> Strongly agree (5) 3. I feel like different institutions and organizations in [the state, my region, my city] that do work relevant to targeted violence prevention make a good anti-violence team. Strongly disagree (1) --> Strongly agree (5)

Outcome 3: Public across the state use and find helpful the resources available to them in the aftermath of a targeted violence event

Measures/Indicators of Performance	Scales/Scoring/Method

Public are aware of the resources available to them and how to reach them (#1-5-->)
 	
Public trust the providers of the services and supports. (#6, 7-->)
	(Answered through a random survey of the public, in the state or within a specific region of interest)
	
	Please indicate the extent to which you agree or disagree with the following statements:
	
	1. I know where I can turn for help in my area in case I am experiencing a mental health crisis or distress.
	Strongly disagree (1) --> Strongly agree (5)
	
	2. I know how to get in touch with at least one local organization that can offer me psychological support, in case I need it.
	Strongly disagree (1) --> Strongly agree (5)
	
	3. I know how to get in touch with local law enforcement in the case of an emergency.
	Strongly disagree (1) --> Strongly agree (5)
	
	4. I know how to get in touch with local law enforcement for non-urgent matters.
	Strongly disagree (1) --> Strongly agree (5)
	
	5. I know where to find information about the following supportive services available to people in my community:
	   a. Domestic violence victim supports: Strongly disagree (1) --> Strongly agree (5)
	   b. Support for victims of violent crimes: Strongly disagree (1) --> Strongly agree (5)
	   c. Support for victims of hate crimes and hate incidents: Strongly disagree (1) --> Strongly agree (5)
	   d. Local branch of DHHS: Strongly disagree (1) --> Strongly agree (5)
	
	6. I trust that in the times of need, there are many community resources that I can rely on for help.
	Strongly disagree (1) --> Strongly agree (5)
	
	7. If need arises, I will likely ask for help from relevant local organizations.
	Strongly disagree (1) --> Strongly agree (5)

People use the supports (#1-2) The supports people receive yield the desired outcomes (#3) People find the supports helpful (#4)	1. Keep track of the number of people who contacted the organizations within the provider network 2. Keep track how many received help. 3. Keep track of the outcomes of each service (e.g., reduction in depression, placement in employment, mitigation of acute distress) *(Answered by the members of the public after the service)* 4. How helpful have you found the service you received at [this agency]? Not at all (1) --> Very much (5)

GOAL 9: FACILITATE REHABILITATION OF INDIVIDUALS WHO PREVIOUSLY ENGAGED IN TARGETED VIOLENCE AND/OR WHO BECAME AT-RISK FOR TARGETED VIOLENCE WHILE IN CORRECTIONAL FACILITIES

Outcome 1: Individuals re-entering the society and their families receive services that help prevent recidivism and facilitate disengagement

Measures/Indicators of Performance	Scales/Scoring/Method

Individuals re-entering society and their families receive needed services	1. Collect data on the:
	
	   a. Number of services available to the individuals re-entering the society after incarceration, and their families
	      i. Police-led programs _____
	      ii. Local government programs _____
	      iii. State government programs _____
	      iv. Programs run by NGOs/community service providers _____
	
	   b. Number of individuals participating in the re-entry services _____
	
	   c. For individuals participating in re-entry services:
	      i. Type of service rendered: _____
	      ii. Length of participation: _____
	      iii. Completion status: _____
	
	   d. Number of individuals eligible for the re-entry services.

Individuals receiving services show engagement and positive regard of the services they receive*
 	
Webber et al., 2018 found that that detainees' initial ratings of program satisfaction influenced extremism one year later
	(Answered through the survey of the service recipients)
	
	Please indicate how much you agree or disagree with the following statements:
	
	Option 1. Strongly disagree (1) --> Strongly agree (5)
	  1. [The program] has overall been useful for me
	  2. I am learning a lot through my participation in this program
	  3. I look forward to the meeting each time
	
	Option 2. (Anderson-Butcher & Conroy, 2002) Strongly disagree (1) --> Strongly agree (5)
	  1. I feel comfortable at the program
	  2. I am a part of the program
	  3. I am committed to the program
	  4. I am supported at the program
	  5. I am accepted at the program

Outcome 2: Implementation partners have tools and supports they need to engage in disengagement and to work with former targeted violence offenders and their families

Measures/Indicators of Performance	Scales/Scoring/Method

Providers feel well-equipped to provide disengagement services (work with perpetrators of targeted violence]	*[Assessed through the survey of relevant providers across the state]*
	
	1. Please indicate to which extent you agree or disagree with the following statements:
	
	  a) I feel well-equipped to conduct disengagement work
	     Strongly disagree (1) --> Strongly agree (5)
	
	  b) I have the tools I need to facilitate disengagement of the people under my care
	     Strongly disagree (1) --> Strongly agree (5)
	
	  c) I am familiar with best practices in the field of disengagement
	     Strongly disagree (1) --> Strongly agree (5)
	
	  d) I incorporate evidence-based approaches in my disengagement work
	     Strongly disagree (1) --> Strongly agree (5)
	
	  e) There are significant gaps in my understanding of how to best approach disengagement
	     Strongly disagree (1) --> Strongly agree (5)
	
	  f) I know where to seek guidance and help, if I need guidance
	     Strongly disagree (1) --> Strongly agree (5)
	
	2. Track and note the trends over time

Outcome 3: There are high-quality in-prison disengagement programs

Measures/Indicators of Performance	Scales/Scoring/Method
There are in-prison disengagement programs in all or most prisons across the state	1. Number of prisons with disengagement programs _____ 2. Number of in-prison disengagement programs _____ 3. Number of people participating in these programs annually _____
The programs incorporate evidence-based approaches and best practices	This indicator could be assessed through: 1. Observation of the programs 2. Review of the curriculum by the disengagement experts

Outcome 4: There are high-quality in-prison re-entry preparation programs

Measures/Indicators of Performance	Scales/Scoring/Method
There are in-prison re-entry preparation programs in all or most prisons across the state	1. Number of prisons with re-entry programs _____ 2. Number of in-prison re-entry programs _____ 3. Number of people participating in these programs annually _____
The programs incorporate evidence-based approaches and best practices	This indicator could be assessed through: 1. Observation of the programs 2. Review of the curriculum by the disengagement experts

GOAL 10: SUSTAIN CONDUCIVE ENVIRONMENT

Objective 1: Sustain Political Will

Outcome: Policymakers across different levels of state government support the state-led TVP efforts

Measures/Indicators of Performance	Scales/Scoring/Method
State and local legislators and executive leadership continue to support TVP efforts	1. Number of times the state policy actors spoke openly in support of the TVP strategy and implementation in [a period of time] _____ 2. Number of legislative proposals aimed to facilitate TVP strategy implementation in [a period of time] _____ 3. Number of votes in support of faciliatory legislation in [a period of time] _____ 4. Number of motions in opposition to the state TVP strategy in [a period of time] _____
State policy actors representing different communities and groups believe that their constituents benefit from state TVP efforts	*(Answers can be collected through the survey of legislators and executive leaders representing different regions across the state. Ensure that such a survey adequately represents state's demographic composition and minority groups)* 1. To what extent do you generally support the state's TVP activities? Not at all (1)--> Very much (5) 2. How much do you believe that the state TVP efforts have been effective? Not at all (1)--> Very much (5) 3. How much do you believe that the state-facilitated TVP efforts have been in the best interest of the state residents (or local residents of your region for local governments)? Not at all (1)--> Very much (5) 4. How much do you believe that the state TVP efforts have made the state (or your region/city/community) a safer place to live? Not at all (1)--> Very much (5)

Objective 2: Sustain Public Awareness and Support

Outcome: Public from different communities across the state support and trust the state-led TVP efforts

Measures/Indicators of Performance	Scales/Scoring/Method
Public express trust and support	Continued monitoring of public awareness and attitudes toward the state TVP efforts through random-sampling public surveys
Few if any public protest activities exist against the State TVP efforts	Track relevant protest activity: 1. Number and size of gatherings to protest state TVP efforts 2. Number of petitions in opposition (or support) 3. Number of letters to the Governor 4. Number of signatories to the letter to the governor

Objective 3: Sustain Funding

Outcome: Programming across different implementation domains persists and grows

Measures/Indicators of Performance	Scales/Scoring/Method

Implementation partners have sufficient funds to sustain their efforts	1. Through a survey of the implementation partners, gather information on their financial ability to:
	   a. Staff their programs
	   b. Provide needed services to their clientele
	   c. Engage in professional development

The successful programs in different implementation domains continue	Track the number of active programs and services across the state that benefitted from state funding
An increased number of people across the state have access to the services facilitated or provided by the implementation partners	Collect state-wide data on the number of people seeking and receiving TVP-related services.

GOAL 11: SUPPORT PROFESSIONAL DEVELOPMENT, LEARNING, AND IMPROVEMENT

Objective 1: Provide the Implementation Partners with Available Up-To-Date Research Evidence and Best Practices For Effective TVP Efforts

Objective 2: Support Professional Development of The Implementation Partners and Relevant Stakeholders

Outcome for Objectives 1 & 2: Implementation partners use best available research evidence and practices to inform their efforts

Measures/Indicators of Performance	Scales/Scoring/Method
Implementation partners use the state professional development resources	Collect this information by: 1. Asking implementation partners through surveys or interviews about whether they use the resources provided to them by the state and/or 2. Tracking professional development events attendance and/or 3. Tracking usage statistics on the information hub
Implementation partners regularly evaluate new information and update their practices accordingly	Collect this information through the survey or interviews with the implementation partners

Objective 3: Monitor the Strategy Implementation

Objective 4: Facilitate Ongoing Learning and Improvement Activities

Outcome for Objectives 3 & 4: Gaps in implementation efforts are identified and remedied in a timely manner